

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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HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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 its 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 usual 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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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 Zelenevskia
- 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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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 Lerner & 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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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.

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2021

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.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2021**

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:


.....
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
Fundraising 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		<u>2,300,056</u>	<u>1,048,927</u>	<u>3,348,983</u>	<u>3,331,001</u>

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	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
		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		<u>239,579</u>	<u>36,333</u>	<u>275,912</u>	<u>247,951</u>
		302,770	36,333	339,103	302,665
CREDITORS					
Amounts falling due within one year	11	(140,223)	-	(140,223)	(113,320)
		<u>162,547</u>	<u>36,333</u>	<u>198,880</u>	<u>189,345</u>
NET CURRENT ASSETS					
		<u>162,547</u>	<u>36,333</u>	<u>198,880</u>	<u>189,345</u>
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)
		<u>2,300,056</u>	<u>1,048,927</u>	<u>3,348,983</u>	<u>3,331,001</u>
NET ASSETS					
		<u>2,300,056</u>	<u>1,048,927</u>	<u>3,348,983</u>	<u>3,331,001</u>
FUNDS	14				
Unrestricted funds				2,300,056	2,302,586
Restricted funds				<u>1,048,927</u>	<u>1,028,415</u>
TOTAL FUNDS				<u>3,348,983</u>	<u>3,331,001</u>

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

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- 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.

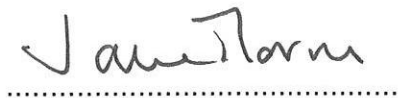
The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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 on24th 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.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2021

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	-
	<u>181,535</u>	<u>9,502</u>	<u>5,412</u>	<u>8,250</u>

	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
	<u>-</u>	<u>10,648</u>	<u>215,347</u>	<u>230,450</u>

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	-
	<u>24,929</u>	<u>300</u>	<u>265,370</u>	<u>2,441</u>

	Active Calderdale	Micro-commi ssioning	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
	<u>2,008</u>	<u>1,094</u>	<u>296,142</u>	<u>281,916</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2021****4. NET INCOME/(EXPENDITURE)**

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

	2021	2020
	£	£
Auditors' remuneration	6,043	3,049
Depreciation - owned assets	<u>40,431</u>	<u>37,707</u>

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	<u>7</u>	<u>8</u>
	<u>17</u>	<u>21</u>

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
Fundraising Events	950	-	950
Operational	16,071	-	16,071
Tenants	178,766	-	178,766
Community	20,523	-	20,523
Weddings	4,916	-	4,916
Total	<u>1,197,465</u>	<u>39,703</u>	<u>1,237,168</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2021**

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	<u>2,302,586</u>	<u>1,028,415</u>	<u>3,331,001</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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	<u>16,690</u>	<u>6,962</u>	<u>8,083</u>	<u>31,735</u>
At 31 August 2021	<u>3,997,872</u>	<u>153,039</u>	<u>66,090</u>	<u>4,217,001</u>
DEPRECIATION				
At 1 September 2020	258,418	129,912	50,995	439,325
Charge for year	<u>32,816</u>	<u>4,196</u>	<u>3,419</u>	<u>40,431</u>
At 31 August 2021	<u>291,234</u>	<u>134,108</u>	<u>54,414</u>	<u>479,756</u>
NET BOOK VALUE				
At 31 August 2021	<u>3,706,638</u>	<u>18,931</u>	<u>11,676</u>	<u>3,737,245</u>
At 31 August 2020	<u>3,722,764</u>	<u>16,165</u>	<u>7,012</u>	<u>3,745,941</u>

9. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2020 and 31 August 2021	<u>1</u>
NET BOOK VALUE	
At 31 August 2021	<u>1</u>
At 31 August 2020	<u>1</u>

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

	% holding	2021 £	2020 £
Class of share:			
Ordinary	100		
Aggregate capital and reserves		18,862	(2,388)
Profit/(loss) for the year		<u>21,250</u>	<u>(1,446)</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD**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	<u>4,199</u>	<u>16,465</u>
	<u>63,191</u>	<u>54,714</u>

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	<u>112,590</u>	<u>71,324</u>
	<u>140,223</u>	<u>113,320</u>

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

	2021	2020
	£	£
Other loans (see note 13)	<u>587,143</u>	<u>604,286</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2021****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	<u>17,143</u>	<u>17,143</u>
	<u>17,143</u>	<u>32,143</u>
Amounts falling between one and two years:		
Calderdale MBC loan	<u>17,143</u>	<u>17,143</u>
Amounts falling due between two and five years:		
Calderdale MBC	15,000	15,000
Calderdale MBC loan	<u>51,429</u>	<u>51,429</u>
	<u>66,429</u>	<u>66,429</u>
Amounts falling due in more than five years:		
Repayable by instalments:		
Calderdale > 5yrs	15,000	15,000
Calderdale MBC loan	<u>488,571</u>	<u>505,714</u>
	<u>503,571</u>	<u>520,714</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2021**

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

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 AUGUST 2021**

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
	<u>1,356,876</u>	<u>945,710</u>	<u>2,302,586</u>
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			
	<u>1,942</u>	<u>-</u>	<u>1,942</u>
Harnessing Power of Communities	1,000	500	1,500
Tiss	-	2,804	2,804
Business Recovery Grant	-	2,500	2,500
	<u>1,018,873</u>	<u>9,542</u>	<u>1,028,415</u>
TOTAL FUNDS	<u>2,375,749</u>	<u>955,252</u>	<u>3,331,001</u>

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
	<u>39,703</u>	<u>(30,161)</u>	<u>9,542</u>
TOTAL FUNDS	<u>1,237,168</u>	<u>(281,916)</u>	<u>955,252</u>

The notes form part of these financial statements

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 AUGUST 2021

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
	<u>1,356,876</u>	<u>943,180</u>	<u>-</u>	<u>2,300,056</u>
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
	<u>1,018,873</u>	<u>30,054</u>	<u>-</u>	<u>1,048,927</u>
TOTAL FUNDS	<u>2,375,749</u>	<u>973,234</u>	<u>-</u>	<u>3,348,983</u>

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	<u>7,300</u>	<u>(300)</u>	<u>7,000</u>
	<u>90,987</u>	<u>(60,933)</u>	<u>30,054</u>

The notes form part of these financial statements

TOTAL FUNDS1,551,292(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 meet 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	<u>97,231</u>	<u>1,004,169</u>
	98,777	1,006,718
Charitable activities		
General	207,811	221,180
Other income	<u>7,536</u>	<u>9,270</u>
	<u>215,347</u>	<u>230,450</u>
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	<u>3,419</u>	<u>2,267</u>
	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
	<u>16,686</u>	<u>28,981</u>
Total resources expended	<u>296,142</u>	<u>281,916</u>
Net income	<u><u>17,982</u></u>	<u><u>955,252</u></u>