

COMPANY REGISTRATION NUMBER: 07867225
CHARITY REGISTRATION NUMBER: 1146677

Westgate Community Trust (Canterbury) Ltd
Company Limited by Guarantee
Unaudited Financial Statements
31 December 2020

BURGESS HODGSON LLP

Chartered accountants
Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Financial Statements

Year ended 31 December 2020

	Page
Trustees' annual report (incorporating the director's report)	1
Independent examiner's report to the trustees	11
Statement of financial activities (including income and expenditure account)	12
Statement of financial position	13
Notes to the financial statements	15

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 December 2020

The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 December 2020.

Reference and administrative details

Registered charity name	Westgate Community Trust (Canterbury) Ltd
Charity registration number	1146677
Company registration number	07867225
Principal office and registered office	Westgate Hall Westgate Hall Road Canterbury Kent CT1 2BT

The trustees

Jane Alison Brooke
James Derek Flanagan (Retired 1 November 2020)
Lydia Ann Jackson
Imogen Beatrice Morizet
Katherine Rebecca Simmonds
Jo-Anne Skelton
Sammy Jayne Gildroy
Sarah Jane Wren

Independent examiner	Thomas Saltmer Burgess Hodgson LLP Camburgh House 27 New Dover Road Canterbury Kent CT1 3DN
-----------------------------	---

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

Structure, governance and management

a) Constitution

Westgate Community Trust (Canterbury) Ltd is a company limited by guarantee with charitable status. It was incorporated on 1 December 2011 (Company Number 7867225), and became a registered charity on 29 March 2012 (Charity Number 1146677).

Reference and administration information is set out on page 1 of the financial statements.

b) The management of the charitable company is the responsibility of the trustees who are elected and co-opted under the terms of the Trust's Memorandum and Articles of Association.

c) Policies for the induction and training of trustees

On appointment, new trustees are supplied with copies of all necessary documents and guidance for them to understand their role in the Trust. The charitable company also refers to guidance related to decision making issued by the Charities Commission and Community Matters (formerly the National Federation of Community Associations). In addition, trustees benefit from a formal trustee training scheme run by Community Matters. All trustees are chosen with a view to them providing the essential and relevant skills for managing and developing the Westgate Community Trust (Canterbury) Ltd.

d) Organisation structure and decision making

The charitable company has a Board of Trustees which meets regularly. Between board meetings, the Chair, and individual Directors are responsible for necessary decisions and actions.

e) Risk assessment

The trustees have assessed the major risks to which the charitable company is exposed, in particular those related to the Trust's operations and finances, and are satisfied that systems and procedures are in place to mitigate exposure to major risks.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

Objectives and activities

In February 2014 Canterbury City Council granted the Trust a 99 year lease to Westgate Hall through the process of community asset transfer.

The objectives and activities of the charitable company, as defined in the Articles of Association, are twofold:

1) The preserving, maintenance and management of the building known as The Westgate Hall, Canterbury, Kent, for the benefit of the people of Canterbury and its districts as a community and leisure centre without distinction of disability, sex, colour, race, political, religious or other opinions by associating the local authorities, public, private and voluntary organisations, and inhabitants, in a common effort to provide facilities in the interests of education, social welfare, recreation and leisure-time occupation with the object of building community and thereby improving the conditions of life of the above inhabitants.

2) To further such other charitable purposes for the benefit of the said inhabitants as may from time to time be determined.

The Westgate Community Trust's Objects and Powers to further its Objects (Articles 4 and 5 respectively in WCT's Articles of Association) have provided the Trust the flexibility and to adapt to the financial and social uncertainties and upheavals created by the 2020 Covid-19 pandemic and weather the storm.

Instrumental to the successful governance of the Trust through the 2020 Covid-19 pandemic was Article 41, Proceedings of Directors, points 1 and 6:

1. The directors may regulate their proceedings as they think fit, subject to the provisions of the articles.

6. A meeting may be held by suitable electronic means agreed by the directors in which each participant may communicate with all the other participants.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

Achievements and performance

Position from 1 January to 17 March 2020

At the end of the 2019 financial year, the financial position and sense of purpose of Westgate Community Trust/Westgate Hall was buoyant.

Our plans were to build on the achievements of 2019. The Trust/Hall's reputation had embedded itself in the community since refurbishing the Hall in 2014 when the Trust signed the 99-year lease to the Hall with Canterbury City Council. Over the five years, the Trust had established itself as an entrepreneurial community organisation/venue in the City of Canterbury. Qualifying as a finalist in the Business Events Venue of the Year category in the Kent Tourism Awards acknowledged this achievement.

Visits to the Hall exceeded 50,000. When combined with those of our tenants, Curzon Cinemas, the Westgate Hall complex attracted over 160,000 visits during the year.

Building on the preceding, our ambitions for 2020 included:

- Retaining and developing the Armed Forces' historic connections with the Hall by joining to the Armed Forces Covenant
- Focusing on building maintenance (wind catchers, floor, toilets, repainting, grounds clearance etc.) as part of a scoping exercise to plan short, medium, and long-term works.
- Continuing to grow our brand awareness through Marketing and PR opportunities, particularly social media.
- Organising and actioning a Trustee Away Day to London to visit Coin Street Community Builders and the Business Design Centre for fresh perspectives and ideas to apply to developing and maximising use of the Hall's large adaptable space. This visit was to be in line with our Mission Vision (MV) review undertaken in March 2019 which involved a cross section of Hall users (commercial, charitable, education and independent) assessing whether the Hall's facilities were meeting the requirements of clients and adapted to economic and social trends. This stimulating visit was accomplished on Friday, 7 February 2020.

Covid-19 and national lockdowns through 2020

The outbreak of Covid-19 in early 2020 and Government efforts to contain it, resulted in the closure of Westgate Hall on 17 March 2020 as a direct instruction from the UK government. The Covid-19 pandemic of 2020 halted all the preceding ambitions and propelled the Trust into financial jeopardy. From a charitable company growing sound financial legs, overnight income was reduced to zero.

First national Covid-19 lockdown 23 March 2020

The Trust's immediate priority became protecting staff morale and finances and developing a strategy to secure the financial sustainability/viability of Westgate Hall as far as possible in an uncertain economic and social environment resulting from an unprecedented national and international health emergency.

Prior to being mothballed, the Hall was deep cleaned, and all refuse removed from the building. Throughout the temporary shutdown (initially estimated to be 12 weeks) the building remained safe, clean, and legal in line with our insurance requirements and HSE recommendations. Two of the three

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

core members of staff, plus our five casual staff, were furloughed.

Only our Chief Executive (CEO), Clare Millett, remained in post to deal with all financial and operational matters, including event bookings, postponement of events to future dates, correspondence with suppliers, service providers and customers. Clare communicated at least once a week via telephone, Zoom or email with furloughed staff to monitor their mental and physical well-being. The CEO remained responsible for checking and maintaining the Hall's fire alarm and fire safety systems, water temperatures and Legionella, the heating system and boiler. Together with the Hall's Event's Manager, Cathy Blower, the CEO put into place a Plan B to ensure seamless backup of Hall administration if either were to fall ill.

As part of the conditions of its lease, the Hall could be used, however, in the case of NHS emergency blood donations, as a Civil Emergency Centre, and for national, county and local elections.

Our CEO, collaborating with the Chair of Trustees and Jennie Sherwood, the Trust's accountant, successfully put into place Government grants and loans, such as the Business Interruption Loan. Jen also collaborated on developing survival scenarios for the Hall including calculating how long the Hall could survive without income (bearing in mind fixed costs) and negotiated with HMRC requesting 'Time to Pay' for tax and National Insurance payments. Jen also worked with us to model the Hall's financial outlook (as far as possible) for six (6) months, one year, 18 months, 2 years.

Concurrently with the above, our CEO was assiduous in maintaining the Trust's relationships and networks with Hall users, Canterbury City Council, Canterbury BID, charities, and Canterbury residents. The Board was kept abreast of personnel and financial developments in fortnightly zoom meetings, and with the ever-evolving communications strategy developed with BeeBee Communications (Bryony Bishop), the Trust's marketing consultant, in response to Government Covid-19 guidelines and national trends. Our aim was to encourage dialogue with our network of users by keeping a positive tone. We stressed bookings and events were postponed, not cancelled, so that in the midst of fear and uncertainty, we transmitted a feeling of hope that there was joy in the future.

In addition, the Board and CEO took part in a variety of Zoom training and network sessions provided by, for example, Visit Kent, South East Local Enterprise Partnership (Selep) business support, BID training and committee meetings, and the Kent and Medway Business Hub.

The scope of these courses covered marketing, business support, Covid-19 sanitary messaging and equipment purchasing, how to maintain established networks and grow new ones, and how to diversify income streams. They were a means of keeping a finger on the pulse of pandemic induced changes taking place in the national mood and economy during quickly evolving times.

With the gradual relaxation of lockdown over Summer 2020, the CEO and Trustees agreed a Recovery Plan to prepare Westgate Hall's re-occupancy and re-opening in line with the Government's most recent guidance and gradual relaxation of lockdown protocols.

The priority was the health and safety of our staff, Trustees and all visitors and customers. Re-opening required identifying new risks; putting in place new resources; additional reporting and monitoring; close collaboration with our customers and users and being resilient and adaptable to change.

The re-opening Safety Checklist included:

- a. Enhanced and stringent cleaning regimes.
- b. Appropriate clear signage - distance markers and information posters consistent with government guidelines - throughout the building.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

- c. Physical changes to the work environment to reduce risk.
- d. Jointly negotiated and reviewed staff deployment and working protocols.
- e. Reduced usage and capacity to allow for social distancing.

Following Government guidance, staff remained socially distanced at all times and took infectious disease training; Personal Protective Equipment (PPE) and sanitising stations were bought and installed; Covid-19 appropriate cleaning products used; sanitary protocols were regularly updated; and the Hall underwent frequent enhanced deep cleans. Event risk assessments were updated in line with latest Government guidelines. New event layouts were designed to incorporate Government social distancing requirements.

The Hall had to comply with five (5) sets of Government guidelines: those applying to retail (for our indoor markets); performing arts; multi-purpose community venues; the visitor economy/hospitality; civic responsibilities. This meant, for example, that initially the Hall could not accept bookings for groups over 30, and the bar and kitchen remain closed.

As a result of these efforts, VisitBritain awarded the Hall the 'We're Good to Go' Covid-safe mark, the new tourist industry standard.

The preceding prepared a 'soft' re-opening of the Hall in August 2020 aimed at building confidence among staff and users, as well as to trial and establish the Trust's/Hall's Covid-19 protocols. The Hall's generous space facilitated socially distanced meetings (three Westgate Hall markets; delivery of front-line services: NHS blood donations, Bemix, Social Enterprise Kent staff training; Canterbury district community halls and venues; CCC committee meetings). Opening in this way, despite Covid-related restrictions, allowed the Trust/Hall to maintain our business and community presence, enabled potential hirers to see the space, and offered much needed space where small community groups could meet and socially distance.

As Westgate Hall was fully compliant with government Covid-19 secure guidance, it could carry out its civic duties as an NHS blood donation centre on six (6) occasions. Each session was monitored and managed by NHS staff who operated a track and trace service and were very satisfied with the service. We were also able to hold our first community market in September for 20 stall holders, and in October we hosted Canterbury Festival's family events.

Board of Trustees

Our seven trustees contributed their professional skills and time in supporting our CEO throughout the lockdowns. All were galvanised by determination to guarantee the Hall's future and the security of our CEO and staff. Trustees represent local independent business, marketing, PR, human resources, the non-profit sector, economics, fund raising, international corporate sector, and hospitality. In accordance with Article 41 of the Trust's Articles of Association, communication between the CEO and Trustees could take place electronically. Zoom meetings therefore took place every two weeks during the height of the pandemic. The first face-to-face Board meeting following lockdown took place on 27 June 2020, in the Hall.

Covid-19 lockdown and the associated social and financial insecurity encouraged Trustees to reflect on these questions, and take action where relevant:

- How is Covid-19 affecting us/in which directions is it driving change?
- How are our work habits changing?? Can these be a useful evolution?
- Are we flexible in how we are adapting to this Brave New World?

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

- How can we update our systems?
- Are our policies adequate to handling an emergency? Do we need to add additional ones?
- If the Trust/Hall is not a front-line service provider, but a service enabler, which are the most appropriate fund-raising sources?
- How to be creative in our funding raising?
- Who are the best partners for future bids to strengthen the Trust's community offer?

How WGH's organisational structure has evolved in response to Covid-19 constraints

- Staff has been reduced to two permanent (CEO, Events Manager); having sought financial and legal advice it was concluded that we had to review our staff team; subsequently we made our casual staff redundant; plus the difficult decision to make redundant the role of Building Supervisor which terminated on 30 November 2020.
- A consultancy approach to cover marketing and communications, cleaning and security has improved Hall standards and public image on all fronts.
- Enforced closure gave time to implement a new helpdesk enquiry system 'Jira' which is integrated with the new Hall website and improving customer relations.
- We negotiated out of an historical contract with a card payment provider and implemented a new Elavon card payment system, also linked to a new till system. Once the Hall is fully operational with events we will use Elavon and jettison the old cash till system.

Marketing and BeeBee Communications (Bryony Bishop)

Throughout the 2020 lockdowns, we maintained our social media presence to ensure our communities remained connected to us. Bryony divided our communications into three stages - Clarity, Comfort and Community - which roughly reflected the stages of Covid-19 lockdown confinement and their psychological impact. Bryony helped us maintain a light touch.

Clarity

Actions taken included communicating:

- the Hall/Trust's position on closing the building
- our postponement notice across all our social channels including our new website
- reminding event bookers across all our social channels to get in touch with us (by email)
- scheduled posts with links for businesses and residents re food and shop listings, business advice etc.

Comfort

Actions included:

- sharing useful resources/fun things to occupy minds e.g., Ceroc online dance classes/interested articles etc
- historical posts about the Hall/Trust.
- completing work on the Trust's new website.
- developing signage with key Government Covid-19 guidelines e.g., social distancing, sanitising hands, wearing masks

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

Community

Actions included:

- signposting to useful information and sites
- developing public service projects
- maintaining messaging to increase awareness, reassure potential hirers of our Covid secure measures and attract more bookings
- enhancing our USP which is space and capacity to air
- launching the Trust's new website
- maintaining and building our brand as a welcoming neutral space.

Financial review

The 2020 year has been a challenging one financially, for the many reasons outlined in the body of this report.

We have continued to maintain the records on the Xero (cloud based) accounting software and being able to access this whilst the team worked from home much more proved very useful and a worthwhile expense to the Charity.

Performance in the first two months of the 2020 year confirmed that the hall was continuing to operate in the direction of 2019 trends as planned. Unfortunately, the abrupt closure on 17 March 2020, together with the fixed running costs of the hall saw our reserves deplete throughout 2020. Grants and funding were obtained from as many sources as possible and full time and casual staff were furloughed in accordance with the government scheme. This was carefully reviewed on a monthly basis as was the spending and cash flow position of the hall. The bounce back loan available from the bank was also obtained and all of these sources allowed the hall to keep up with the monthly running costs.

We took advantage of the "time to pay" scheme from HMRC and delayed payments of VAT, but ensured that PAYE and NIC bills were paid in a timely manner in accordance with the Job Retention Scheme guidance.

The loss for the 2020 year excluding depreciation stood at £27,138 which contributed to an overall deficit for the year of £62,526. This reduced reserves from £664,066 (2019) to £601,540 at the year end.

Cash at bank at the year end was £20,711 and although further funding has been received in 2021, the Charity has been under pressure to get into a position where the income is once again covering the costs in order to start to replenish reserves moving forward. Our Chief Executive and Events Manager have both worked relentlessly to rebuild the booking and income streams in order that 2021 ends in a similar way to 2019 which should put us back into a position where we are once again buoyant and looking towards the ambitions that had been set in the previous year pre Covid-19.

Looking forward to 2021 and 2022 we plan to budget for our expenses whilst continuing to increase our revenues and will have regular meetings to monitor and discuss the progress.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

Plans for future periods

Plans for 2021

As outlined earlier, the Trust's ambitions at the end of 2019 were stalled by the Covid-19 pandemic. As we rebuild our financial security, we are picking up the threads which remain key to fulfilling our community role.

The Trust/Hall programmes we have we planned/delivered during the pandemic and those resulting from the pandemic:

- Bemix & Discovery Catering
- Westgate Hall Market
- Cafe and Bar
- Annual International Women's Day breakfast event (due to demand we are holding three single-speaker online events, building to the March event).
- New programme in collaboration with Canterbury City Council: Community Halls and Venues Recovery project
- Wine Circuit (November 2021) and Canterbury Wine Festival (2022), under development
- New audiences and business development

We also aim to revive the ambitions of early 2020:

- Retaining and developing the Armed Forces' historic connections with the Hall by joining to the Armed Forces Covenant
- Continue our building maintenance (wind catchers, floor, toilets, repainting, grounds clearance etc.) and review our plans for short, medium, and long-term works
- Formulate our reserves policy and revision of the Trust's Health and Safety policy
- Reassess our policies so they are adapted to the needs of a Covid world
- Review staff job descriptions
- Continue to grow our brand awareness through Marketing and PR opportunities, particularly on social media.

Westgate Hall continues to be a neutral space a welcoming environment for a range of diverse customers. Our ambitions for 2021 include working alongside the governments levelling up through cultural placemaking and heritage led-regeneration. The Trust and Westgate Hall has a vital part to play in making Canterbury and its districts a better place to live, work and study in.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2020

The trustees' annual report was approved on19/11/2021..... and signed on behalf of the board of trustees by:


Imogen Morizet (Nov 19, 2021 10:02 GMT)

Imogen Beatrice Morizet
Trustee

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Independent Examiner's Report to the Trustees of Westgate Community Trust (Canterbury) Ltd

Year ended 31 December 2020

I report to the trustees on my examination of the financial statements of Westgate Community Trust (Canterbury) Ltd ('the charity') for the year ended 31 December 2020.

Responsibilities and basis of report

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

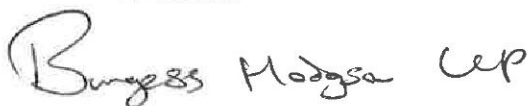
Having satisfied myself that the accounts of the company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

Independent examiner's statement

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

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination; or
4. the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Thomas Saltmer
Burgess Hodgson LLP
Independent Examiner

Camburgh House
27 New Dover Road
Canterbury
Kent
CT1 3DN

24/11/2021

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Statement of Financial Activities (including income and expenditure account)

Year ended 31 December 2020

		2020	2019
		Unrestricted funds	Total funds
	Note	£	£
Income and endowments			
Donations and legacies	5	50,465	50,465
Charitable activities	6	47,888	47,888
Total income		<u>98,353</u>	<u>130,332</u>
Expenditure			
Expenditure on charitable activities	7	160,879	160,879
Total expenditure		<u>160,879</u>	<u>187,623</u>
Net expenditure and net movement in funds		<u>(62,526)</u>	<u>(57,291)</u>
Reconciliation of funds			
Total funds brought forward		664,066	664,066
Total funds carried forward		<u>601,540</u>	<u>664,066</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The notes on pages 15 to 22 form part of these financial statements.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Statement of Financial Position

31 December 2020

	Note	2020 £	2019 £
Fixed assets			
Tangible fixed assets	15	633,485	668,485
Current assets			
Stocks	16	2,042	2,363
Debtors	17	2,958	12,022
Cash at bank and in hand		20,711	8,744
		<u>25,711</u>	<u>23,129</u>
Creditors: amounts falling due within one year	18	<u>7,656</u>	<u>27,548</u>
Net current assets		<u>18,055</u>	<u>(4,419)</u>
Total assets less current liabilities		<u>651,540</u>	<u>664,066</u>
Creditors: amounts falling due after more than one year	19	<u>50,000</u>	<u>—</u>
Net assets		<u>601,540</u>	<u>664,066</u>
Funds of the charity			
Unrestricted funds		<u>601,540</u>	<u>664,066</u>
Total charity funds	22	<u>601,540</u>	<u>664,066</u>

For the year ending 31 December 2020 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

The statement of financial position
continues on the following page.

The notes on pages 15 to 22 form part of these financial statements.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Statement of Financial Position *(continued)*

31 December 2020

These financial statements were approved by the board of trustees and authorised for issue on 19/11/2021, and are signed on behalf of the board by:


Imogen Morizet (Nov 19, 2021 10:02 GMT)

Imogen Beatrice Morizet
Trustee

The notes on pages 15 to 22 form part of these financial statements.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31 December 2020

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Westgate Hall, Westgate Hall Road, Canterbury, Kent, CT1 2BT.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

Tangible assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Freehold property	- 5% reducing balance
Office equipment	- 20% straight line

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

Stocks

Stocks are measured at the lower of cost and estimated selling price less costs to complete and sell. Cost includes all costs of purchase, costs of conversion and other costs incurred in bringing the stock to its present location and condition.

Government grants

Government grants are recognised at the fair value of the asset received or receivable. Grants are not recognised until there is reasonable assurance that the charity will comply with the conditions attaching to them and the grants will be received.

Where the grant does not impose specified future performance-related conditions on the recipient, it is recognised in income when the grant proceeds are received or receivable. Where the grant does impose specified future performance-related conditions on the recipient, it is recognised in income only when the performance-related conditions have been met. Where grants received are prior to satisfying the revenue recognition criteria, they are recognised as a liability.

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

3. Accounting policies *(continued)*

Financial instruments

A financial asset or a financial liability is recognised only when the entity becomes a party to the contractual provisions of the instrument. Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs, unless the arrangement constitutes a financing transaction, where it is recognised at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted. Debt instruments are subsequently measured at amortised cost.

Where investments in shares or preference shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

When contributions are not expected to be settled wholly within 12 months of the end of the reporting date in which the employees render the related service, the liability is measured on a discounted present value basis. The unwinding of the discount is recognised as an expense in the period in which it arises.

4. Limited by guarantee

The company is limited by guarantee. Under the terms of the Memorandum of Association all members (including those who have ceased to be a member in the previous year) are required to contribute a maximum of £1 each to the assets of the company on winding up.

5. Donations and legacies

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Grants				
Government grant income	50,465	50,465	—	—

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

6. Charitable activities

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Events income	38,311	38,311	72,229	72,229
Bar and cafe income	8,661	8,661	52,694	52,694
Other income	916	916	5,409	5,409
	<u>47,888</u>	<u>47,888</u>	<u>130,332</u>	<u>130,332</u>

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Total Funds 2020 £	Unrestricted Funds £	Total Funds 2019 £
Charitable activities	77,293	77,293	89,790	89,790
Support costs	83,586	83,586	97,833	97,833
	<u>160,879</u>	<u>160,879</u>	<u>187,623</u>	<u>187,623</u>

8. Analysis of direct expenditure on charitable activities

	2020 £	2019 £
Cost of events	5,476	30,148
Wages and salaries	56,879	51,382
Pension costs	6,777	5,948
Advertising and marketing	6,878	2,312
Consultancy fees	1,283	—
Total	<u>77,293</u>	<u>89,790</u>

9. Analysis of support costs

	2020 £	2019 £
Wages and salaries	13,001	10,011
Rates, water, light and heat	7,358	8,796
Repairs, maintenance and insurance	3,968	5,068
Telephone, office and stationery	1,357	3,792
Waste collection	1,082	2,060
Depreciation	35,388	35,308
Cleaning and equipment	1,542	2,726
Sundry	480	2,817
Project payments	—	327
Licenses	2,147	4,155
Kitchen equipment and supplies	519	17
Total	<u>66,842</u>	<u>75,077</u>

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

10. Analysis of governance costs

	2020	2019
	£	£
Wages and salaries	11,937	17,562
Accountancy fees	675	650
Independent examiner fees	675	650
Bookkeeping	2,438	2,555
Bank charges	1,019	1,339
Total	<u>16,744</u>	<u>22,756</u>

11. Net expenditure

Net expenditure is stated after charging/(crediting):

	2020	2019
	£	£
Depreciation of tangible fixed assets	<u>35,388</u>	<u>35,308</u>

12. Independent examination fees

	2020	2019
	£	£
Fees payable to the independent examiner for:		
Independent examination of the financial statements	675	650
Other financial services	675	650
	<u>1,350</u>	<u>1,300</u>

13. Staff costs

The average head count of employees during the year was 4 (2019: 7).

No employee received employee benefits of more than £60,000 during the year (2019: Nil).

14. Trustee remuneration and expenses

No trustees received remuneration during the current or previous year.

During the year trustees were reimbursed expenses of £0 (2019: £0)

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

15. Tangible fixed assets

	Land and buildings £	Equipment £	Total £
Cost			
At 1 January 2020	863,164	776	863,940
Additions	—	388	388
At 31 December 2020	863,164	1,164	864,328
Depreciation			
At 1 January 2020	195,217	238	195,455
Charge for the year	35,155	233	35,388
At 31 December 2020	230,372	471	230,843
Carrying amount			
At 31 December 2020	632,792	693	633,485
At 31 December 2019	667,947	538	668,485

16. Stocks

	2020 £	2019 £
Raw materials and consumables	2,042	2,363

17. Debtors

	2020 £	2019 £
Trade debtors	2,958	12,022

18. Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	1,541	13,081
Accruals and deferred income	2,650	1,300
Social security and other taxes	3,465	13,167
	7,656	27,548

19. Creditors: amounts falling due after more than one year

	2020 £	2019 £
Bank loans and overdrafts	50,000	—

Westgate Community Trust (Canterbury) Ltd

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2020

20. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £6,777 (2019: £5,948).

21. Government grants

The amounts recognised in the financial statements for government grants are as follows:

	2020 £	2019 £
Recognised in income from donations and legacies:		
Government grants income	<u>50,465</u>	<u>—</u>

22. Analysis of charitable funds

Unrestricted funds

	At 1 January 20 20 £	Income £	Expenditure £	At 31 December r 2020 £
General funds	<u>664,066</u>	<u>98,353</u>	<u>(160,879)</u>	<u>601,540</u>

	At 1 January 20 19 £	Income £	Expenditure £	At 31 December 2019 £
General funds	<u>721,357</u>	<u>130,332</u>	<u>(187,623)</u>	<u>664,066</u>