HUGUENOT HERITAGE CENTRE

England & Wales · Charity number 1158304

Details

Status	Registered
Legal form	Charitable company
Company number	08716250
Registered	2014-08-20
Register	View on the Charity Commission register

Contact

Address	Huguenot Museum 95 High Street Rochester ME1 1LX
Phone	01634789347
Email	info@huguenotmuseum.org
Website	www.huguenotmuseum.org/

Activities

Objects: TO ADVANCE EDUCATION OF THE PUBLIC BY ESTABLISHING, DEVELOPING AND OPERATING A HUGUENOT HERITAGE CENTRE AT 95 HIGH STREET, ROCHESTER, ME1 1LX;TO ADVANCE EDUCATION OF THE PUBLIC BY PROMOTING INTEREST IN, AND KNOWLEDGE OF, HUGUENOT HERITAGE; AND TO ADVANCE EDUCATION OF THE PUBLIC BY HOLDING, MANAGING AND CONSERVING HUGUENOT AND HUGUENOT -RELATED COLLECTIONS AND ARCHIVES AND MAKING SUCH COLLECTIONS AND ARCHIVES PUBLICLY AVAILABLE FOR THE PURPOSE OF VIEWING AND RESEARCH AND THE PUBLICATION OF THE RESULTS OF THAT RESEARCH.

Activities: Operating and developing a Huguenot Heritage Centre [i.e. the Huguenot Museum] at 95 High Street, Rochester, ME1 1LX; promoting interest in, and knowledge of, Huguenot heritage; and holding, managing and conserving Huguenot and Huguenot-related collections and archives and making them publicly available for the purpose of viewing and research and the publication of the results of that research.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Arts/culture/heritage/science
- **Who:** Children/young People, The General Public/mankind

Geography

- Northern Ireland
- Scotland
- Throughout England And Wales

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£232,351	£169,573	-	-
2024-03-31	£128,468	£145,203	-	-
2023-03-31	£59,614	£86,423	-	-
2022-03-31	£59,537	£79,319	-	-
2021-03-31	£177,033	£159,829	-	-

Trustees

Name	Role	Appointed
Dr Tessa Violet MURDOCH PhD, FSA	Chair	2020-11-19
Andrew John CAZALET		2022-10-11
Bernard Eliot Osborn Hunter		2024-03-16
David Charles Souden		2025-07-04
Peter James DUVAL		2022-10-11
Ruth Mary Cornett		2024-03-16
Saretha Naude		2025-07-04
Sophie Hamilton		2023-02-22
Venetia Tanqueray		2025-05-09

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HUGUENOT HERITAGE CENTRE

England & Wales - Charity number 1158304

Accounts

Registered number: 08716250
Charity number: 1158304

Huguenot Heritage Centre

(A company limited by guarantee)

Unaudited

Trustees' report and financial statements

For the year ended 31 March 2025

Huguenot Heritage Centre

(A company limited by guarantee)

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Huguenot Heritage Centre

(A company limited by guarantee)

Reference and administrative details of the Company, its Trustees and advisers
For the year ended 31 March 2025

Trustees	Naomi Billingsley (resigned 09 May 2025) Andrew John Cazalet Bernard Michael de Lerisson Cazenove (resigned 15 March 2024) Ruth Mary Cornett Peter James Duval Bryony Duval Fryer (appointed 15 March 2025) Bernard Eliot Osborn Hunter Elizabeth Jane Money (resigned 17 November 2024) Dr Tessa Violet Murdoch Sophie Plender Susan Prichard
Company registered number	08716250
Charity registered number	1158304
Registered office	95 High Street Rochester Kent ME1 1LX
Bankers	Lloyds Bank plc 25 Gresham Street London EC 2V 7HN
Independent Examiner	Ian Inman FCA Inman & Co, Chartered Accountants 71-75 Uxbridge Road London W5 5SL

Achievements and performance (continued)

Trustees' report
For the year ended 31 March 2025

The Trustees present their annual report together with the financial statements of the Company for the year 1 April 2024 to 31 March 2025. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The objects of the Charity, as set out in Clause 4 of its Articles of Association, are:
- to advance education of the public by establishing, developing, and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, ME1 1LX;
- to advance education of the public by promoting interest in, and knowledge of, Huguenot heritage; and
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

These objects are forwarded by the activities of the Huguenot Museum, which opened to the public on 13 May 2015, and which has a programme of permanent and temporary displays and exhibitions, interpretation and educational events, special events, family activities and outreach work.

c. Public benefit

The Trustees have complied with the duty under Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charities Commission. They have considered this guidance in deciding what activities the Charity should undertake, and they are satisfied that the Charity confers a public benefit.

Achievements and performance

a. Main achievements of the Company

Accreditation and Government Indemnity

In September 2024 we received notification from Arts Council England that the Huguenot Museum achieved Full Accreditation. We also qualified for Government Indemnity Scheme through which we can insure incoming loans.

Achievements and performance (continued)

Fundraising

Following the launch in January 2025 of the Huguenot Museum's Houblon Circle, our upper-level individual supporters who each contribute £1000 per annum, the museum continued to develop our Friends membership. We now have 89 Friends, 55 are Life Friends, and following the Furniture History Society visit to the Museum in March 2025 to view Sarah Lethieullier's dolls house and the Huguenot England Tour planned for members of the Huguenot Society of South Carolina in May 2025, seven new life members in the USA. We maintained our US tax status through the British agency of Chapel York.

We progressed with the NLHF funded resilience grant "The Huguenot Museum: A New Future." Match funding continued through the combined support of the Garfield Weston Foundation (£10,000 in September 2024), the Samuel Freeman Charitable Trust (based in Charleston, South Carolina; £7,000 in January 2025) and the Friends of the Huguenot Museum and the newly launched Houblon Circle (£7000 raised in January 2025). In March 2025 we submitted an application for a top up grant from the NLHF and were notified of the additional grant of £24,300 in April 2025. We recognize that a vital element of our New Future programme is to fundraise for capital to sustain the long-term future of the Huguenot Museum. Our goal is to raise the necessary capital sum to underwrite the support needed to sustain the museum going forward.

Reporting an incident to the Charity Commission

In November 2024 we reported the impact on our finances and visitor footfall of the closure of the Visitor Information Centre, the resulting presence of homeless people at the Rochester High Street entrance to 95 High Street and our negotiations with the local police.

This was followed in February 2025 with confirmation that we had raised an additional £22,000 towards Core Funding for that financial year. The Charity Commission confirmed that the matter was closed.

95 Rochester High Street

In mid-April 2024, after our successful Press Launch for Sarah Lethieullier's 1730s Dolls House, Medway Council's Visitor Information Centre closed. From mid-July the Huguenot Museum has managed access via the ground floor. The windows on the High Street carry vinyl posters promoting Sarah Lethieullier's dolls house, using Batoni's Roman 1751 portrait of Sarah, and the Joseph Highmore portrait 1723 of David Le Marchand shown with his sculpture of *Susanna and the Elders*, enticing visitors inside. Thanks are due to the National Lottery Heritage Fund for funding additional nine part-time Visitor Hosts to provide the necessary welcoming and security presence which is supported by eleven volunteers as assistant visitor hosts and family history researchers. This has doubled the staffing cost of the Huguenot Museum. We have successfully applied to Trusts and Foundations for multi-year grants for core funding to keep the museum open five days a week. We are grateful to the Rothschild Foundation and the Golden Bottle Trust for supporting us in this way. The air conditioning in the Learning Space was replaced during August and September 2024 so that is now fully equipped as a teaching space. We have relaunched our Learning Programme and are gradually building up a programme of regular and return visits from London and local schools.

Autumn Events at Eglise Francaise de Londres

In October 2024, Kate Mosse spoke with Cato Pedder about her fourth volume in the Huguenot Joubert family chronicles *The Map of Bones*. Copies of the book were sold and signed during a wine reception kindly provided by Thibault Lavergne, Consistory member.

In November 2024 some sixty people attended *Stars of the Antiques Road Show*, Rupert Maas, Geoffrey Munn and Lars Tharp spoke about memorable experiences gained on this very popular TV programme. A vote of thanks was given by furniture dealer Lennox Cato. The event was followed by a subscription dinner at The

Achievements and performance (continued)

Garrick Club attended by 48 Friends and their guests at which Sir Jonathan Portal spoke about the importance of the Huguenot Museum.

Museum Displays

Huguenot Ivory Carvers

In January 2025 we created a new display around David Le Marchand's *Susanna and the Elders*, acquired in 2024 through a fundraising appeal. We are grateful to the Scouloudi Foundation, Old Possums Practical Trust, the Nicholas and Judith Goodison Charitable Trust, The Henry Moore Foundation and The Scott Finnis Trust and Friends of the Huguenot Museum for supporting this appeal. A Huguenot refugee from Dieppe, David Le Marchand settled in Edinburgh in 1696 and came to London in about 1700. This rare figurative sculpture draws attention to the abuse of women and trauma experienced by Huguenots when Catholic soldiers 'Dragonnades' were billeted on their homes and forced their conversion. This ivory sculpture is displayed alongside an ivory medallion portrait of Admiral Apraksin carved in St Petersburg by Salomon Gouin, generously given to the Huguenot Museum by Tim Schroder. Gouin, also a Huguenot from Dieppe, was recorded as working in Moscow and St Peterburg from the early 1700s. We are also grateful to Danny Katz for lending an ivory medallion portrait of Louise de Kerouaille, Duchess of Portsmouth, Charles II's French mistress, and the mother of their son, 1st Duke of Richmond, carved by Jean Cavalier, also from Dieppe.

We hosted two events in celebration of this new display. In February a conversation was led by Dr Martin Warner, Bishop of Chichester, who spoke on the theological significance of the subject. Dr Kira D'Alburquerque spoke with Dr Charles Avery about the life and work of David Le Marchand and Dr Jacob Wiseman spoke about the literary significance of Susanna from the *Book of Daniel*. In June we hosted a seminar on African Ivory, following recent legislation in 2018 and 2025. Speakers included Lucy Vigne, from Nairobi, on current use of African Ivory, V&A's Leanne Manfredi spoke about the recent legislation and Nigel Israel and Jo Whalley provided samples to aid identification of different sources of ivory.

Views of the French Hospital in Finsbury and Hackney

Thanks to a grant from the Idlewild Trust, Katya Belaia undertook conservation of the portrait of architect Robert Lewis Roumieu (French Hospital Collection) which is now displayed in the Learning Space alongside his watercolour of the Victoria Park, Hackney, French Hospital building now the Mossbourne Victoria Park Academy. Also on display, two views of the French Hospital in Finsbury on loan from the Huguenot Society which are normally housed in the Huguenot Library, The National Archives. We are delighted to illustrate the successive homes of our parent charity in London.

Sarah Lethieullier's 1730's Dolls House

The Press Launch for Sarah Lethieullier's Dolls House exhibition in April 2024 attracted wide media coverage on BBC South East, ITV Meridian and The Times Picture Desk. More recently we received a double page spread in Kent Life. A full-page article in *The Eastern Eye* was aimed at readers with Indian heritage in the UK. In November 2024 the Huguenot Museum hosted a study day for members of Kensington Dolls House Society on Sarah Lethieullier's dolls house. Speakers included independent consultant Patricia Ferguson on Ceramics and Glass and National Trust curator Megan Wheeler on the Furniture.

New displays: Miniature Furniture

Sarah Lethieullier's magnificent 1730s dolls house, with 700 fixtures and fittings, deserves return visits. In January 2025 National Trust colleagues selected miniature furniture from the dolls house for closer viewing in an adjacent display case. The loan is extended through to December 2026.
In March 2025 members of the Furniture History Society visited the Huguenot Museum to inspect the Dolls House in connection with the Society's annual symposium the Art of the Dolls House. The visit and symposium attracted international interest and raised awareness of the Huguenot Museum.

Achievements and performance (continued)

The Eliza Godfrey tea caddy set was allocated to the Huguenot Museum through Acceptance in Lieu from the estate of the late Anthony Houssemayne du Boulay and is on display beside its original silver mounted shagreen case in the Craft Gallery.

Developing our audiences: working with younger visitors

In August 2024 we hosted our first event for our Apprentices (young Friends) at the V&A, to view masterpieces of Huguenot design and making. Four of our seven junior members were able to join us on this last Saturday of the summer holidays to view Huguenot silver with Tessa Murdoch and to learn about David Le Marchand's ivory carvings from V&A Sculpture Curator Kira D'Alburquerque. These same four Apprentices have contributed to a blog about Sarah Lethieullier's dolls house posted on the Huguenot Museum's website.

Group visits

Special group visits in 2024-5 included in April 2024, members of the Pepys Club and Franco- British Society. Other Friends, former V&A Colleagues and Trustees (representing the Leche Trust and Goodison Charitable Settlement) visited in June 2024; this encompassed Restoration House as well as Rochester Cathedral in late June. Silver Society (September 2024), the Furniture History Society (March 2025).

Rochester, Kent: Collaboration with Rochester Cathedral

The Huguenot Museum continues to collaborate with the Cathedral. In March 2025 the recital given by the combined choirs of the Hackney Mossbourne Parkside and Riverside primary schools of contemporary classical and popular music was enhanced by solo performance from former Mossbourne Hackney Community Academy student professional violinist Aanu Sodipe who plays with the Chineke orchestra. The event was sponsored by the Worshipful Company of Grocers.

French Hospital Anniversary lecture at the Huguenot Museum. In June 2024 Kathryn Jones, Senior Curator, Royal Collections Trust, spoke on Queen Mary's Dolls House to a full capacity audience.

Staffing

Over the last twelve months our stalwart Operations Manager Lara Dix has been supported in opening the Huguenot Museum by twelve volunteers, four of whom are resident at the French Hospital. The NLHF Resilience grant has paid for additional part-time visitor hosts. In May 2024 we were joined by Raymond Edwards, Chantale White, Amy Smith, Kirsty Spicer, Neil Holliday and Jethro Dykes. Maisie George and Alice Payne continued to assist as their studies at Central St Martin's and Oxford University allowed.

Volunteers

We are most grateful to the volunteers who assist in welcoming our visitors on the ground floor and at the museum reception and to those who run our Family History Research Service. This brings a steady income for the Huguenot Museum. Residents of the French Hospital who include Jan Carroll, Ann Blyth, Mo Trigg and Edward Hill.

Achievements and performance (continued)

Training

On July 2024, fifteen members of staff and volunteers visited the Young V&A to view the dolls' house displays and the French Hospital Victoria Park Hackney and were fascinated to view evidence for the original furnishings and decorations of the interior. Our Operations Manager Lara Dix brought Robert Lewis Roumieu's original plans of the building which we were able to compare.

Trustees

Trustees attended a November away day at the Marlowe Theatre, Canterbury facilitated by Richard Holdsworth and visited the Huguenot Chapel in the Crypt, Canterbury Cathedral. We reconsidered the museum's finances, the relaunch of our Learning offer and the redisplay of the galleries with more opportunity for rotation, display of stored collections and incoming loans. Our refreshed interpretation will encompass key themes associated with Huguenot and European Protestant migrants assimilated into British culture. Key words include achievement, charity, community, determination, endeavour, faith, family, flight, hope, impact, persecution, perseverance, Protestant, resilience and skill.

New appointments

We were joined by Bernard Hunter in March 2024. Bernard has had a career in City finance and is a founder member of the National Gallery of London's Beaumont Group and a former Trustee of Dulwich Picture Gallery.

Bryony Duval-Fryer, granddaughter of founding chairman Peter Duval, joined us as Trustee and Company Secretary in March 2025
Trustee Sophie Plender who managed the growing Museum Friends since March 2023 handed over that responsibility to Amy Smith who joined the museum as a Visitor Host in June 2024. Sophie continues to advise on our Learning offer.
Janie Money, who joined us in 2022, resigned in November 2024 due to her husband's poor health. In March 2024, after nine years, Bernard Cazenove also stood down as Trustee. We are most grateful to Bernard for his ongoing support, raising financial contributions from his Livery Company, the Worshipful Company of Dyers and the Lord Faringdon Trust.

The Trustees continue to meet six times a year, alternately at the Rochester Huguenot Museum and at the French Church, Soho Square. The Finance and General Purposes Committee meets alternate months. We have recently formed an Acquisitions Committee and a Fundraising Committee.

The Huguenot Museum is grateful to the Recovery Advisory Group chaired by Ann West, Deputy Lieutenant of Kent, and led by Richard Holdsworth, former head of interpretation at Chatham Dockyard. Edward Martineau, Secretary of the French Hospital, has steered negotiations with our parent charity. Caro Howell, director, Imperial War Museums, has provided wise counsel. Peter Duval, founding Chairman, continues to share his eleven years of experience in managing the Huguenot Museum

Trustees' report (continued)
For the year ended 31 March 2025

Achievements and performance (continued)

b. Review of activities

The Charity's income for the period totalled £232,351 (2024: £128,468). Total expenditure amounted to £169,573 (2024: £145,203). Staff remuneration amounted to £67,108 (2024: £38,172), premises related costs to £40,962 (2024: £30,106), fundraising expenditure amounted to £3,349 (2024: £29,299) and other operational costs to £58,154 (2024: £47,626).

At 31 March 2025 the Charity's total funds amounted to £110,867 (2024: £48,089), an increase of £62,778.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

As a precaution against unforeseen adverse events, the Trustees wish to maintain unrestricted reserves sufficient to fund the core operation of the Museum for a period of at least six calendar months. Under the Museum's new operating model, the funding required for six months of its core operations is currently estimated to be of the order of £30,000, and the Trustees thus aim to maintain unrestricted reserves of at least £30,000.

c. Financial risk management objectives and policies

The Trustees have a duty to identify, assess and regularly review the risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity. The Trustees need to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

During the year ended 31 March 2025, the Trustees have identified and assessed the major risks to which the Charity is exposed. They are satisfied that, in the introduction of robust systems and procedures, they have taken appropriate steps to mitigate exposure to major risks.

The Charity is responsible for the care and maintenance of the French Hospital's collections of records and artefacts; these are of both historical interest and intrinsic value. The risk of a failure to adequately care for and maintain these collections is mitigated by ensuring they are held and displayed securely in a stable and controlled environment, by cataloguing the collections, and by maintaining adequate specialist insurance cover.

d. Principal funding

In the year ended 31 March 2025 the Charity's principal sources of core funding were:
Donations / Grants (including Gift Aid) £171,831 (2024: £86,161)
Museum operational activities £60,520 (2024: £42,307)

Included in the above, the Charity received one-off grant funding, as follows:

National Heritage Lottery Fund - £67,883
Garfield Weston Foundation - £10,000
Henry Moore Charitable Trust - £6,000
Weavers Benevolent Grant - £500
Idlewild Trust - £4,800
Sackler Trust - £10,000
Finnis Scott Foundation - £2,000
Dyers Company - £3,000
Golden Bottle £5000 multi year
Samuel Freeman - £7255

Structure, governance and management

a. Constitution

The Charity was incorporated as a charitable company limited by guarantee on 2 October 2013; its company registered number is 08716250. The Charity's governing document is its Articles of Association, the current version of which was registered at Companies House on 12 August 2014.

The Charity was registered as a charity with the Charity Commission on 20 August 2014; its charity number is 1158304. The Directors of the Company are the Trustees of the Charity.

b. Methods of appointment or election of Trustees

The Trustees have assessed the necessary and desirable skills, attributes and experience that they consider should be available to the board in order to enable it most effectively to fulfil the objects of the Charity. Where deficiencies in skills and experience among the existing Board of Trustees are identified, the Trustees actively seek to address such deficiencies. Consideration is also given to succession planning.

An individual proposed as a Trustee is subjected to a thorough selection and interview process to ensure that their appointment as a Trustee will strengthen the overall composition and balance of the Board of Trustees. At each annual general meeting one third of the Trustees (or, if their number is not three or a multiple of three, the number nearest to one third) must retire from office, the Trustees retiring being those who have been longest in office since their last appointment.

Clauses 27 to 39 of the Charity governing document describe the powers of Trustees, and the procedures for their appointment, resignation and removal.

c. Organisational structure and decision-making policies

Under the Charity's governing document, the Trustees are responsible for the management and control of all the charity's activities. The Trustees meet regularly in order to consider the Charity's affairs.

The tasks of the day to day running of the Museum, the maintenance of its premises, and the management of the Charity's other employees are delegated to the Operations Manager, who is supervised by, and reports to, the Board of Trustees.

Staff are involved in major decision making and policy formulation wherever possible.

Structure, governance and management (continued)

d. Policies adopted for the induction and training of Trustees

New Trustees are briefed by the Secretary concerning both their duties and the Charity's expectations of its Trustees. They also receive a copy of both the Charity's governing document, and the Charity Commission's guidance publication, The essential trustee: what you need to know (CC3). In addition, new Trustees are instructed in the work of the Museum by the Museum Director. External training for Trustees in matters of governance is available.

Plans for future periods

The Museum has the following strategic aims:

- to make museum operations sustainable and increase our resilience for the future.
- to become the home of knowledge for Huguenot Collections nationwide and develop a representative collection of our own.
- to develop a national and international profile in Huguenot history, culture and heritage by offering a varied and engaging programme of displays, activities and events on site and online.
- to lead the sector in providing learning opportunities for audiences which connect the Huguenot Legacy with contemporary issues in the present day.

Trustees' report (continued)
For the year ended 31 March 2025

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Ruth Mary Comett

p.p. **Dr T Murdoch**
Chair
Date: 17 December 2025

Huguenot Heritage Centre

(A company limited by guarantee)

Independent examiner's report
For the year ended 31 March 2025

Independent examiner's report to the Trustees of Huguenot Heritage Centre ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

Responsibilities and basis of report

As the Trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or

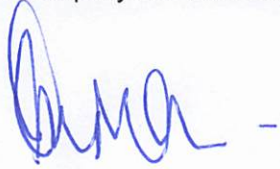
2. the accounts do not accord with those records; or

3. the accounts do not comply with the accounting requirements of section 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and 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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed:  Dated: 17/12/2025

Ian Inman FCA
Inman & Co, Chartered Accountants
71-75 Uxbridge Road
London
W5 5SL

Huguenot Heritage Centre

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2025

	Note	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from:					
Donations and legacies	3	-	**171,831**	**171,831**	86,161
Other trading activities	4	-	**60,520**	**60,520**	42,307
Total income		-	**232,351**	**232,351**	128,468
Expenditure on:					
Raising funds	5	-	**3,349**	**3,349**	29,299
Charitable activities	6	-	**166,224**	**166,224**	115,904
Total expenditure		-	**169,573**	**169,573**	145,203
Net movement in funds		-	**62,778**	**62,778**	(16,735)
Reconciliation of funds:					
Total funds brought forward	13	**252**	**47,837**	**48,089**	64,824
Net movement in funds		-	**62,778**	**62,778**	(16,735)
Total funds carried forward		**252**	**110,615**	**110,867**	48,089

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 24 form part of these financial statements.

Huguenot Heritage Centre

(A company limited by guarantee)
Registered number: 08716250

Balance sheet
As at 31 March 2025

	Note	2025 £		2024 £	
Fixed assets					
Heritage assets	9		**102,187**		11,950
Current assets					
Stocks	10	**4,055**		1,171	
Debtors	11	**11,283**		19,546	
Cash at bank and in hand		**32,866**		32,760	
		48,204		53,477	
Creditors: amounts falling due within one year	12	**(39,524)**		(17,338)	
Net current assets			**8,680**		36,139
Total net assets			**110,867**		48,089
Charity funds					
Restricted funds	13		**252**		252
Unrestricted funds					
Designated funds	13	**102,187**		11,950	
General funds	13	**8,428**		35,887	
Total unrestricted funds	13		**110,615**		47,837
Total funds			**110,867**		48,089

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

A J Cazalet
Treasurer
Date: 17/12/2025

Balance sheet
As at 31 March 2025

The notes on pages 14 to 24 form part of these financial statements.

Notes to the financial statements
For the year ended 31 March 2025

1. General information

Huguenot Heritage Centre is a company limited by guarantee with the charity registration number 1158304 and the company registration number 08716250. The address of the registered office is 95 High Street, Rochester, Kent, ME1 1LX. The main objectives of the Charity are:

- to advance education of the public by establishing, developing and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, Kent, ME1 1LX;
- to advance education of the public by promoting interest in and knowledge of Huguenot heritage;
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Huguenot Heritage Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements, and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future, and that there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Heritage assets

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated depreciation and any accumulated impairment losses.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements
For the year ended 31 March 2025

3. Income from donations and legacies

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	26,833	**26,833**	8,255
Grants	144,998	**144,998**	77,906
	171,831	**171,831**	86,161
Total 2024	86,161	86,161	

4. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Income from museum operations	60,520	**60,520**	42,307
Total 2024	42,307	42,307	

5. Expenditure on raising funds

Costs of raising funds

	Unrestricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Fundraising expenditure	3,349	**3,349**	29,299
Total 2024	29,299	29,299	

6. Analysis of expenditure by activities

	Direct costs 2025 £	Support costs 2025 £	Total funds 2025 £	Total funds 2024 £
Charitable activities	160,490	5,734	**166,224**	115,904
Total 2024	110,475	5,429	115,904	

Analysis of direct costs

	Activities 2025 £	Total funds 2025 £	Total funds 2024 £
Wages and salaries	67,108	**67,108**	38,172
Rent	25,666	**25,666**	22,000
Other staff-related costs	896	**896**	463
Insurance	5,265	**5,265**	6,624
Other premises costs	40,962	**40,962**	30,106
Website and IT	4,177	**4,177**	4,616
Office expenses	4,740	**4,740**	3,877
Consultancy	840	**840**	751
Bank fees	4,537	**4,537**	1,439
Activities and resources	-	**-**	-
Publicity and promotion	5,826	**5,826**	-
Shop expenses	473	**473**	2,427
	160,490	**160,490**	110,475
Total 2024	110,475	110,475	

Notes to the financial statements
For the year ended 31 March 2025

Analysis of support costs

	Activities 2025 £	Total funds 2025 £	Total funds 2024 £
Independent examiner's fee	2,970	**2,970**	1,890
Accountancy fees	2,764	**2,764**	3,539
	5,734	**5,734**	5,429
Total 2024	5,429	5,429	

7. Staff costs

	2025 £	2024 £
Wages and salaries	**67,108**	38,172
	67,108	38,172

The average number of persons employed by the Company during the year was as follows:

	2025 No.	2024 No.
Average number of employees	**4**	2

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel of the charity during the 2024-25 financial year amounts to £33,290 (2024: £33,120).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2024 - £NIL-).

During the year ended 31 March 2025, no Trustee expenses have been incurred (2024 - £NIL).

Notes to the financial statements
For the year ended 31 March 2025

9. Heritage assets

	2025 £	2024 £
Assets recognised at cost		
Tanqueray Sauce Boat	11,950	11,950
Leasehold Improvements	40,437	-
David Le Marchand	45,000	-
Ivory Medallion	4,800	-
Total	**102,187**	**11,950**

10. Stocks

	2025 £	2024 £
Finished goods and goods for resale	**4,055**	1,171

11. Debtors

	2025 £	2024 £
Due within one year		
Trade debtors	**1,000**	659
Other debtors	**1,661**	2,660
Prepayments and accrued income	**8,622**	16,227
	11,283	19,546

12. Creditors: Amounts falling due within one year

	2025 £	2024 £
Bank overdrafts	**-**	7
Trade creditors	**29,541**	10,823
Other taxation and social security	**-**	617
Other creditors	**270**	270
Accruals and deferred income	**9,713**	5,621
	39,524	17,338

Notes to the financial statements
For the year ended 31 March 2025

13. Statement of funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
Designated funds				
Designated Funds - Heritage assets	11,950	90,237	-	102,187
General funds				
General Funds	35,887	142,114	(169,573)	8,428
Total Unrestricted funds	47,837	232,351	(169,573)	110,615
Restricted funds				
Refugee projects	252	-	-	252
Total of funds	48,089	232,351	(169,573)	110,867

The purpose of the Refugee projects fund is to advance education of the public by promoting interest in, and knowledge of, Huguenot refugees and their experience of persecution. This purpose is in accordance with the Museum's charitable objects.

Notes to the financial statements
For the year ended 31 March 2025

Statement of funds - prior year

	Balance at 1 April 2024 £	Income £	Expenditure £	Balance at 31 March 2025 £
Unrestricted funds				
Designated funds				
Designated Funds - Heritage assets	11,950	-	-	11,950
Designated Funds - The French Hospital	-	-	-	-
	11,950	-	-	11,950
General funds				
General Funds	52,622	128,468	(145,203)	35,887
Total Unrestricted funds	64,572	128,468	(145,203)	47,837
Restricted funds				
Refugee projects	252	-	-	252
Total of funds	64,824	128,468	(145,203)	48,089

Notes to the financial statements
For the year ended 31 March 2025

14. Analysis of net assets between funds - current period

	Restricted funds 2025 £	Unrestricted funds 2025 £	Total funds 2025 £
Heritage assets	-	102,187	**102,187**
Current assets	252	47,952	**48,204**
Creditors due within one year	-	(39,524)	**(39,524)**
Total	252	110,615	**110,867**

Analysis of net assets between funds - prior period

	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £
Heritage assets	-	11,950	11,950
Current assets	252	53,225	53,477
Creditors due within one year	-	(17,338)	(17,338)
Total	252	47,837	48,089

15. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £nil (2024: £nil). Contributions totalling £nil (2024: £nil) were payable to the fund at the Balance sheet date and are included in creditors.

16. Related party transactions

At the Balance sheet date, one of the Huguenot Museum's Trustees, namely P J Duval, was also Trustee Director of the French Hospital. One of the Huguenot Museum's Directors, namely Dr T V Murdoch, was a Non-trustee Director of the French Hospital.

During the year, the Charity received income of £25,665 (2024: £22,000) from The French Hospital in respect of fees due under a contract for the conservation and management of its collections. During the year the Charity paid The French Hospital rent of £25,665 (2024: £22,000) for its 95 High Street premises.

The Trustees made aggregate donations to the Charity during the year amounting to £1,650 (2024: £1,100).

There were no other related party transactions in the current or prior year.

HUGUENOT HERITAGE CENTRE

England & Wales - Charity number 1158304

Accounts

Registered number: 08716250
Charity number: 1158304

Huguenot Heritage Centre

(A company limited by guarantee)

Unaudited

Trustees' report and financial statements

For the year ended 31 March 2024

Huguenot Heritage Centre
(A company limited by guarantee)

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Huguenot Heritage Centre

(A company limited by guarantee)

Reference and administrative details of the Company, its Trustees and advisers
For the year ended 31 March 2024

Trustees	Naomi Billingsley Andrew John Cazalet Bernard Michael de Lerisson Cazenove Ruth Mary Cornett (appointed 16 March 2024) Peter James Duval Bernard Eliot Osborn Hunter (appointed 16 March 2024) Elizabeth Jane Money Dr Tessa Violet Murdoch Sophie Plender Susan Prichard (appointed 28 November 2023) Philip Samuel Talboys (resigned 25 September 2023)
Company registered number	08716250
Charity registered number	1158304
Registered office	95 High Street Rochester Kent ME1 1LX
Accountants	Kreston Reeves LLP Chartered Accountants Montague Place Quayside Chatham Maritime Chatham Kent ME4 4QU
Bankers	Lloyds Bank plc 25 Gresham Street London EC 2V 7HN
Independent Examiner	Samantha Rouse FCCA DChA Kreston Reeves LLP Chartered Accountants Montague Place, Quayside Chatham Maritime Chatham, Kent ME4 4QU

Huguenot Heritage Centre

(A company limited by guarantee)

Trustees' report
For the year ended 31 March 2024

The Trustees present their annual report together with the financial statements of the Company for the year 1 April 2023 to 31 March 2024. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Company qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The objects of the Charity, as set out in Clause 4 of its Articles of Association, are:
- to advance education of the public by establishing, developing, and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, ME1 1LX;
- to advance education of the public by promoting interest in, and knowledge of, Huguenot heritage; and
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot- related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

b. Strategies for achieving objectives

These objects are forwarded by the activities of the Huguenot Museum, which opened to the public on 13 May 2015, and which has a programme of permanent and temporary displays and exhibitions, interpretation and educational events, special events, family activities and outreach work.

c. Public benefit

The Trustees have complied with the duty under Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charities Commission. They have considered this guidance in deciding what activities the Charity should undertake, and they are satisfied that the Charity confers a public benefit.

Achievements and performance

a. Main achievements of the Company

Fundraising

Following the launch of the Friends of the Huguenot Museum in late March 2023, the museum fundraising campaign continued. We maintained our US tax status through the British agency of Chapel York. In Autumn 2023, we established links with the Huguenot Society of Australia through members in Melbourne, Sydney and Tasmania and renewed contact with the Irish Chapter of the Huguenot Society in Waterford and Dublin. We have subsequently attracted Friends from Australia and the USA.

Achievements and performance (continued)

In August 2023 we heard that our bid to the National Lottery Heritage Fund resilience stream for a 2.5 year programme, “The Huguenot Museum: A New Future.” had succeeded. To leverage this funding (£237,000 over three years), we secured 10% match funding for the next three years, through the combined support of the Garfield Weston Foundation (£20,000 over two years), the Samuel Freeman Charitable Trust (£7,000 based in Charleston, South Carolina) and the Friends of the Huguenot Museum. We recognize that a vital element of our New Future programme is to fundraise for capital to sustain the long-term future of the Huguenot Museum. Our goal is to raise £750,000 which will underwrite the support needed to keep the museum open going forward.

Dinner in Rochester Cathedral

Fifty friends and supporters of the Huguenot Museum dined at the 5000-year old Nation’s table, in the magnificent surroundings of Rochester Cathedral with Dr. Martin Warner, Bishop of Chichester, once a Rochester boy chorister, as our Guest of Honour. After the Bishop underlined the importance of the Huguenot Museum for local, national and international audiences, Jonathan Portal encouraged guests to complete a pledge of support and handed his own application for life Friendship to Lara Dix, our Operations Manager, after his speech.

Museum Displays

Refugees: Huguenots and Ukrainians

Our summer exhibition opened on 17 June for Refugee Week 2023 generously supported by the Huguenot Society (£1000) and the Finnis Scott Foundation (£1000). Portraits of Huguenots, Anne Courtauld, her goldsmith husband Jean Jacob and watchmaker David Hubert, conserved by Ukrainian refugee paintings conservators Ahneta Shashkova and Valeriia Kravchenko, in the Olney studio of Courtauld Institute trained Katya Belaia Selzer, were shown alongside a quilt made by Ukrainian refugees settled in Medway towns, the initiative of Medway Help for Ukrainians. Paintings conservation was funded in financial year ending 2023 by the Idlewild Trust and Leche Trust with contributions from the Faith Project, Auckland Castle and direct descendants of Jean Jacob. The exhibition was opened by the Deputy Mayor and Mayoress of Rochester Marian Nesterov and Liubov Nestorava who spoke to the conservators in Ukrainian.

Sarah Lethieullier’s 1730’s Dolls House

From late November 2023 the 1730s Uppark dolls house which belonged to a Huguenot teenager, Sarah Lethieuller, was installed and the display, part of the NLHF New Future project, opened to the public in February 2024. The dolls house was transported from Uppark, near Petersfield to the Huguenot Museum, Rochester pro bono by Art Carriers Gander & White. The loan, originally planned through to May 2025, has been extended until December 2026. This most sophisticated 18th century British miniature house, with its 700 fixtures and fittings and twelve dolls, attracts wider audiences. The installation was opened by former National Trust Director-General Martin Drury on 10 February 2024.

To coincide with this new display, the Huguenot Museum regularised its opening hours to five days per week, Tuesday through Saturday 11.00 a.m. to 4.00 p.m.

Group visits

Special group visits in 2023-4 included members of the Garrick Club, the Attingham Society, and the combined choirs of the Mossbourne Victoria Park Academy, Hackney

Trustees' report (continued)
For the year ended 31 March 2024

Achievements and performance (continued)

Events

New York City

In May 2023 Huguenot Refugee Escape Stories (a repeat of the events in Rochester Cathedral in November 2022 and at Toynbee Hall in March 2023) were presented in a private Manahattan 5th Avenue apartment by Tessa Murdoch (Acting Chair of Trustees) and Philip Reeser, former President of the Huguenot Society of America. Guests included curators from the Metropolitan Museum of Art, Officers and Committee Members of the Huguenot Society of America. This event has raised the profile of the Huguenot Museum, the French Hospital and the Huguenot Society of Great Britain and Ireland in Manhattan.

Rochester, Kent

On 28 June 2023, Professor Robin Simon, Rochester resident, welcomed members of the Garrick Club into his home in Minor Canon Row and introduced his new book Shakespeare, Hogarth and Garrick. Guests included the President of the Huguenot Society, Katrina Matthews and the Chairman of the Silver Society, Arthur Drysdale.

The book signing and launch in Rochester Cathedral on 13 July 2023 of Kate Mosse's third Huguenot novel The Ghost Ship was a great success. We welcomed over 150 attendees and the Dean of Rochester, Phil Hesketh and Canon Gordon Giles joined us at the museum afterwards.

London

On 17 August 2023 Tessa Murdoch and Jonathan Portal took part in a presentation at the Bank of England. They introduced three Huguenot families with close links to this national institution in the heart of the City, the Houblons, Lethieulliers and Portals. The event was full to capacity.

Blue badge guide Julia Kuznecow led a walk through the City of London beforehand with the theme Huguenots and the City of London.

The November 2023 event held at the Soho Square Eglise Francaise Protestante de Londres, Who do you think you might be? featuring our patron, Richard, Duke of Buccleuch, Dame Rosalind Savill and architectural historian Jeremy Musson attracted a full capacity audience. Trustee Bernard Cazenove spoke about the Huguenot Museum at the dinner at the Garrick Club afterwards. The evening attracted new friends and significant donations.

On 6 December the Friends of the Huguenot Museum were invited to a breakfast viewing at the Sir John Soane's Museum, Lincoln's Inn Fields, of their temporary exhibition Georgian Illuminations with an introduction from the guest curator, Dr Melanie Doderer-Winckler.

Collaboration with Rochester Cathedral

The Huguenot Museum continues to collaborate with Rochester Cathedral. In March 2024 the combined choirs of the Mossbourne Victoria Park Academy (which occupies the former French Hospital building in Hackney) performed a concert in the Cathedral. The programme of contemporary classical and popular music was enhanced by solo performance from former Mossbourne Hackney Community Academy student professional violinist Aanu Sodipe who plays with the Chineke orchestra. Aanu played the slow movement from Mendelssohn's Violin Concerto. The event was sponsored by the Worshipful Company of Grocers.

Trustees' report (continued)
For the year ended 31 March 2024

Achievements and performance (continued)

Staffing

Over the last twelve months our stalwart Operations Manager Lara Dix has been supported in opening the Huguenot Museum by twelve volunteers, five of whom are resident at the French Hospital. The NLHF Resilience grant has paid for additional part-time visitor hosts. Maisie George who started in October 2022 was joined in January 2024 by Jessica Millward who left us five months later for a post as Assistant Curator, Calke Abbey with the National Trust. Occasional support was provided by Helena Kruder.

Volunteers

We are most grateful to the volunteers who assist in welcoming our visitors on the ground floor and at museum reception and to those who run our Family History Research Service. Residents of the French Hospital include Jan Carroll, Ann Blyth, and Ted Hill. Alan Sandford produced a list of over 250 family names which the team have researched over the last nine years. This brings a steady income for the Huguenot Museum. In June 2023 we received a grant of £500 from the Marsh Charitable Trust which was welcome support towards volunteer training activities.

Training

On 17 June 2023, the Gentle Author of Spitalfields Life led a blog writing workshop. Inspiring confidence, we appointed editors and agreed to publish blogs regularly on the museum website.

In July Huguenot Museum and French Hospital staff and trustees visited Tate Britain and the Rosetti exhibition with Tate volunteer guides who enjoyed a return visit to Huguenot Rochester a week later.

Trustees

In September 2023, after leading the planning and organisation of the successful fundraising dinner in Rochester Cathedral, Philip Tallboys resigned on health grounds after serving for only nine months. Philip's legal training and experience helped to ensure that proper governance was observed. We are grateful for his contribution.

In November 2023 Sue Prichard joined us. Sue is Head Curator at Leeds Castle, near Maidstone, with previous curatorial experience with the V&A Dress and Textile collections and at the National Maritime Museums, Greenwich. We were joined in March 2024 by Bernard Hunter and Ruth Cornett. Bernard Hunter has had a career in City finance and is a founder member of the National Gallery of London's Beaumont Group and a former Trustee of Dulwich Picture Gallery. Ruth is head of Taxation and Legal Advisory Services at Christie's in King Street, St James. Ruth is proud of her Huguenot heritage; her DNA test has confirmed the origin of the Cornett family from the Cotentin peninsula in Normandy.

Ruth herself was brought up and educated in Belfast and has a particular interest in the Huguenot contribution to the art, culture and history of Ireland.

The Trustees continue to meet six times a year, alternately at the Rochester Huguenot Museum and at the French Church, Soho Square. The Finance and General Purposes Committee meets alternate months. We have recently formed an Acquisitions Committee and a Fundraising Committee.

The Huguenot Museum is grateful to the Recovery Advisory Group chaired by Ann West, Deputy Lieutenant, and led by Richard Holdsworth, former head of interpretation at Chatham Dockyard. Edward Martineau, Secretary of the French Hospital, has steered negotiations with our parent charity. Caro Howell, director, Imperial War Museums, has provided wise counsel. Peter Duval, founding Chairman, continues to share his eleven years of experience in managing the Huguenot Museum.

Trustees' report (continued)
For the year ended 31 March 2024

Achievements and performance (continued)

b. Review of activities

The Charity's income for the period totalled £128,468 (2023: £59,614). Total expenditure amounted to £145,203 (2023: £86,423). Staff remuneration amounted to £38,172 (2023: £24,691), premises related costs to £46,635 (2023: £32,956), fundraising expenditure amounted to £29,299 (2023: £4,858) and other operational costs to £31,097 (2023: £23,918).

At 31 March 2024 the Charity's total funds amounted to £48,089 (2023: £64,824), a decrease of £16,735.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

As a precaution against unforeseen adverse events, the Trustees wish to maintain unrestricted reserves sufficient to fund the core operation of the Museum for a period of at least six calendar months. Under the Museum's new operating model, the funding required for six months of its core operations is currently estimated to be of the order of £30,000, and the Trustees thus aim to maintain unrestricted reserves of at least £30,000.

c. Financial risk management objectives and policies

The Trustees have a duty to identify, assess and regularly review the risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity. The Trustees need to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

During the year ended 31 March 2024, the Trustees have identified and assessed the major risks to which the Charity is exposed. They are satisfied that, in the introduction of robust systems and procedures, they have taken appropriate steps to mitigate exposure to major risks.

The Charity is responsible for the care and maintenance of the French Hospital's collections of records and artefacts; these are of both historical interest and intrinsic value. The risk of a failure to adequately care for and maintain these collections is mitigated by ensuring they are held and displayed securely in a stable and controlled environment, by cataloguing the collections, and by maintaining adequate specialist insurance cover.

d. Principal funding

In the year ended 31 March 2024 the Charity's principal sources of core funding were:
Donations / Grants (including Gift Aid) £86,161 (2023: £28,834)
Museum operational activities £42,307 (2023: £30,780)

Included in the above, the Charity received one-off grant funding, as follows:

National Heritage Lottery Fund - £28,862
Garfield Weston - £20,000
Marsh Charitable Trust - £500
Rothschild Foundation £500
National Philanthropic Trust - £4,800
French Huguenot Church of London Charitable Trust - £2,500
Finnis Scott Foundation - £1,000
Huguenot Society of Great Britain and Ireland - £1,000

Structure, governance and management

a. Constitution

The Charity was incorporated as a charitable company limited by guarantee on 2 October 2013; its company registered number is 08716250. The Charity's governing document is its Articles of Association, the current version of which was registered at Companies House on 12 August 2014.

The Charity was registered as a charity with the Charity Commission on 20 August 2014; its charity number is 1158304. The Directors of the Company are the Trustees of the Charity.

b. Methods of appointment or election of Trustees

The Trustees have assessed the necessary and desirable skills, attributes and experience that they consider should be available to the board in order to enable it most effectively to fulfil the objects of the Charity. Where deficiencies in skills and experience among the existing Board of Trustees are identified, the Trustees actively seek to address such deficiencies.Consideration is also given to succession planning.

An individual proposed as a Trustee is subjected to a thorough selection and interview process to ensure that their appointment as a Trustee will strengthen the overall composition and balance of the Board of Trustees. At each annual general meeting one third of the Trustees (or, if their number is not three or a multiple of three, the number nearest to one third) must retire from office, the Trustees retiring being those who have been longest in office since their last appointment.

Clauses 27 to 39 of the Charity governing document describe the powers of Trustees, and the procedures for their appointment, resignation and removal.

c. Organisational structure and decision-making policies

Under the Charity's governing document, the Trustees are responsible for the management and control of all the charity's activities. The Trustees meet regularly in order to consider the Charity's affairs.

The tasks of the day to day running of the Museum, the maintenance of its premises, and the management of the Charity's other employees are delegated to the Operations Manager, who is supervised by, and reports to, the Board of Trustees.

Staff are involved in major decision making and policy formulation wherever possible.

Structure, governance and management (continued)

d. Policies adopted for the induction and training of Trustees

New Trustees are briefed by the Secretary concerning both their duties and the Charity's expectations of its Trustees. They also receive a copy of both the Charity's governing document, and the Charity Commission's guidance publication, The essential trustee: what you need to know (CC3). In addition, new Trustees are instructed in the work of the Museum by the Museum Director. External training for Trustees in matters of governance is available.

e. Classes of membership

Under Clause 11(1) of the Articles of Association the Trustees may establish classes of membership with different rights and obligations, and shall record the rights and obligations in the register of members. To ensure that, if necessary, control of the Charity may be exercised by the Directors of The French Hospital (charity number: 219318), the Trustees have established two classes of membership, which classes are defined as follows:

- Foundation: Foundation membership is open only to Directors of The French Hospital. Foundation members have a right to attend, speak and vote at general meetings of the Charity.
- General: General membership is open to all persons except Directors of The French Hospital. General members have a right to attend and speak, but do not have the right to vote, at general meetings of the Charity.

Plans for future periods

The Museum has the following strategic aims:

- to make museum operations sustainable and increase our resilience for the future.
- to become the home of knowledge for Huguenot Collections nationwide and develop a representative collection of our own.
- to develop a national and international profile in Huguenot history, culture and heritage by offering a varied and engaging programme of displays, activities and events on site and online.
- to lead the sector in providing learning opportunities for audiences which connect the Huguenot Legacy with contemporary issues in the present day.

Trustees' report (continued)
For the year ended 31 March 2024

Statement of Trustees' responsibilities

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

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by order of the members of the board of Trustees and signed on their behalf by:

Dr T Murdoch
Chair
Date: 17 December 2024

Huguenot Heritage Centre

(A company limited by guarantee)

Independent examiner's report
For the year ended 31 March 2024

Independent examiner's report to the Trustees of Huguenot Heritage Centre ('the Company')

I report to the charity Trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

As the Trustees of the Company (and its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

Independent examiner's statement

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

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and 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.

This report is made solely to the Company's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Company's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Company and the Company's Trustees as a body, for my work or for this report.

Signed: S M Rouse Dated: 17 December 2024

S Rouse FCCA DChA

Kreston Reeves LLP
Chartered Accountants
Montague Place
Quayside
Chatham Maritime
Chatham
Kent
ME4 4QU

Huguenot Heritage Centre

(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2024

	Note	Restricted funds 2024 £	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from:					
Donations and legacies	3	**-**	**86,161**	**86,161**	28,834
Other trading activities	4	**-**	**42,307**	**42,307**	30,780
Total income		**-**	**128,468**	**128,468**	59,614
Expenditure on:					
Raising funds	5	**-**	**29,299**	**29,299**	4,858
Charitable activities	6	**-**	**115,904**	**115,904**	81,565
Total expenditure		**-**	**145,203**	**145,203**	86,423
Net movement in funds		**-**	**(16,735)**	**(16,735)**	(26,809)
Reconciliation of funds:					
Total funds brought forward	13	**252**	**64,572**	**64,824**	91,633
Net movement in funds		**-**	**(16,735)**	**(16,735)**	(26,809)
Total funds carried forward		**252**	**47,837**	**48,089**	64,824

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 13 to 22 form part of these financial statements.

Huguenot Heritage Centre
(A company limited by guarantee)
Registered number: 08716250

Balance sheet
As at 31 March 2024

	Note		2024 £		2023 £
Fixed assets					
Heritage assets	9		**11,950**		11,950
Current assets					
Stocks	10	**1,171**		-	
Debtors	11	**19,546**		12,853	
Cash at bank and in hand		**32,760**		47,640	
		53,477		60,493	
Creditors: amounts falling due within one year	12	**(17,338)**		(7,619)	
Net current assets			**36,139**		52,874
Total net assets			**48,089**		64,824
Charity funds					
Restricted funds	13		**252**		252
Unrestricted funds					
Designated funds	13	**11,950**		11,950	
General funds	13	**35,887**		52,622	
Total unrestricted funds	13		**47,837**		64,572
Total funds			**48,089**		64,824

The Company was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the company to obtain an audit for the year in question in accordance with section 476 of Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:

A Cazalet

A J Cazalet
Treasurer
Date: 17/12/2024

The notes on pages 13 to 22 form part of these financial statements.

Notes to the financial statements
For the year ended 31 March 2024

1. General information

Huguenot Heritage Centre is a company limited by guarantee with the charity registration number 1158304 and the company registration number 08716250. The address of the registered office is 95 High Street, Rochester, Kent, ME1 1LX. The main objectives of the Charity are:

- to advance education of the public by establishing, developing and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, Kent, ME1 1LX;
- to advance education of the public by promoting interest in and knowledge of Huguenot heritage;
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Huguenot Heritage Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements, and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future, and that there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.3 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on raising funds includes all expenditure incurred by the Company to raise funds for its charitable purposes and includes costs of all fundraising activities events and non-charitable trading.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Company's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.5 Heritage assets

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated depreciation and any accumulated impairment losses.

At each reporting date the Company assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.6 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.11 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Notes to the financial statements
For the year ended 31 March 2024

3. Income from donations and legacies

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	8,255	**8,255**	2,647
Grants	77,906	**77,906**	26,187
	86,161	**86,161**	28,834
Total 2023	28,834	28,834	

4. Income from other trading activities

Income from fundraising events

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Income from museum operations	42,307	**42,307**	30,780
Total 2023	30,780	30,780	

5. Expenditure on raising funds

Costs of raising funds

	Unrestricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Fundraising expenditure	29,299	**29,299**	4,858
Total 2023	4,858	4,858	

Notes to the financial statements
For the year ended 31 March 2024

6. Analysis of expenditure by activities

	Direct costs 2024 £	Support costs 2024 £	Total funds 2024 £	Total funds 2023 £
Charitable activities	110,475	5,429	**115,904**	81,565
Total 2023	78,262	3,303	81,565	

Analysis of direct costs

	Activities 2024 £	Total funds 2024 £	Total funds 2023 £
Wages and salaries	38,172	**38,172**	24,691
Rent	22,000	**22,000**	22,000
Other staff-related costs	463	**463**	1,640
Insurance	6,624	**6,624**	2,419
Other premises costs	30,106	**30,106**	10,956
Website and IT	4,616	**4,616**	2,660
Office expenses	3,877	**3,877**	3,316
Consultancy	751	**751**	6,048
Bank fees	1,439	**1,439**	-
Activities and resources	-	**-**	382
Publicity and promotion	-	**-**	108
Shop expenses	2,427	**2,427**	4,042
	110,475	**110,475**	78,262
Total 2023	78,262	78,262	

6. Analysis of expenditure by activities (continued)

Analysis of support costs

	Activities 2024 £	Total funds 2024 £	Total funds 2023 £
Independent examiner's fee	1,890	**1,890**	1,581
Accountancy fees	3,539	**3,539**	1,722
	5,429	**5,429**	3,303
Total 2023	3,303	3,303	

7. Staff costs

	2024 £	2023 £
Wages and salaries	**38,172**	24,691
	38,172	24,691

The average number of persons employed by the Company during the year was as follows:

	2024 No.	2023 No.
Average number of employees	**2**	1

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel of the charity during the 2023-24 financial year amounts to £33,120 (2023: £24,045).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2023 - £NIL).

During the year ended 31 March 2024, no Trustee expenses have been incurred (2023 - £NIL).

Notes to the financial statements
For the year ended 31 March 2024

9. Heritage assets

Assets recognised at cost

	Tanqueray sauce boat 2024 £	Total 2024 £
Carrying value at 1 April 2023	11,950	**11,950**
	11,950	**11,950**

10. Stocks

	2024 £	2023 £
Finished goods and goods for resale	**1,171**	-

11. Debtors

	2024 £	2023 £
Due within one year		
Trade debtors	**659**	-
Other debtors	**2,660**	8,189
Prepayments and accrued income	**16,227**	4,664
	19,546	12,853

12. Creditors: Amounts falling due within one year

	2024 £	2023 £
Bank overdrafts	**7**	-
Trade creditors	**10,823**	-
Other taxation and social security	**617**	-
Other creditors	**270**	1,059
Accruals and deferred income	**5,621**	6,560
	17,338	7,619

Notes to the financial statements
For the year ended 31 March 2024

13. Statement of funds

Statement of funds - current year

	Balance at 1 April 2023 £	Income £	Expenditure £	Balance at 31 March 2024 £
Unrestricted funds				
Designated funds				
Designated Funds - Heritage assets	**11,950**	**-**	**-**	**11,950**
General funds				
General Funds	**52,622**	**128,468**	**(145,203)**	**35,887**
Total Unrestricted funds	**64,572**	**128,468**	**(145,203)**	**47,837**
Restricted funds				
Refugee projects	**252**	**-**	**-**	**252**
Total of funds	**64,824**	**128,468**	**(145,203)**	**48,089**

The purpose of the Refugee projects fund is to advance education of the public by promoting interest in, and knowledge of, Huguenot refugees and their experience of persecution. This purpose is in accordance with the Museum's charitable objects.

13. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2022 £	Income £	Expenditure £	Balance at 31 March 2023 £
Unrestricted funds				
Designated funds				
Designated Funds - Heritage assets	11,950	-	-	11,950
Designated Funds - The French Hospital	-	6,048	(6,048)	-
	11,950	6,048	(6,048)	11,950
General funds				
General Funds	79,431	53,566	(80,375)	52,622
Total Unrestricted funds	91,381	59,614	(86,423)	64,572
Restricted funds				
Refugee projects	252	-	-	252
Total of funds	91,633	59,614	(86,423)	64,824

14. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Restricted funds 2024 £	**Unrestricted funds 2024 £**	**Total funds 2024 £**
Heritage assets	-	11,950	**11,950**
Current assets	252	53,225	**53,477**
Creditors due within one year	-	(17,338)	**(17,338)**
Total	252	47,837	**48,089**

14. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Restricted funds 2023 £	Unrestricted funds 2023 £	Total funds 2023 £
Heritage assets	-	11,950	11,950
Current assets	252	60,241	60,493
Creditors due within one year	-	(7,619)	(7,619)
Total	252	64,572	64,824

15. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £nil (2023: £nil). Contributions totalling £nil (2023: £nil) were payable to the fund at the Balance sheet date and are included in creditors.

16. Related party transactions

At the Balance sheet date, one of the Huguenot Museum's Trustees, namely P J Duval, was also Trustee Director of the French Hospital. One of the Huguenot Museum's Directors, namely Dr T V Murdoch, was a Non-trustee Director of the French Hospital.

During the year, the Charity received income of £22,000 (2023: £22,000) from The French Hospital in respect of fees due under a contract for the conservation and management of its collections. During the year the Charity paid The French Hospital rent of £22,000 (2023: £22,000) for its 95 High Street premises. At the Balance sheet date there are no amounts owed.

The Trustees made aggregate donations to the Charity during the year amounting to £1,100 (2023: £621).

There were no other related party transactions in the current or prior year.

HUGUENOT HERITAGE CENTRE

England & Wales - Charity number 1158304

Accounts

HUGUENOT HERITAGE CENTRE
(A COMPANY LIMITED BY GUARANTEE)

UNAUDITED TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

Charity number: 1158304
Company number: 08716250

HUGUENOT HERITAGE CENTRE
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HUGUENOT HERITAGE CENTRE
TRUSTEES' REPORT

Legal and Administrative Information

Charity name
Huguenot Heritage Centre (Huguenot Museum)

Charity number
1158304

Company registered number
08716250

Trustees
Naomi Billingsley (appointed 9 January 2023)
Andrew John Cazalet (appointed 13 September 2022)
Bernard Michael de Lerisson Cazenove
Leslie John Du Cane (resigned 22 January 2023)
Peter James Duval
Kathryn Jean Michael (resigned 9 January 2023)
Elizabeth Jane Money (appointed 11 October 2022)
Dr Tessa Violet Murdoch
Sophie Plender (appointed 22 February 2023)
Philip Samual Talboys (appointed 22 February 2023)

Registered office
95 High Street Rochester, Kent, ME1 1LX

Independent Examiner
Mrs S Robinson
Kreston Reeves LLP Chartered Accountants
Montague Place
Quayside
Chatham Maritime
Chatham
Kent
ME4 4QU

Bankers
Lloyds Bank plc
25 Gresham Street
London
EC2V 7HN

HUGUENOT HERITAGE CENTRE
TRUSTEES' REPORT

The Trustees present their annual report together with the financial statements of the Charity for the year 1 April 2022 to 31 March 2023. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the Charitable Company comply with the current statutory requirements, the requirements of the Charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The objects of the Charity, as set out in Clause 4 of its Articles of Association, are:

- to advance education of the public by establishing, developing, and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, ME1 1LX;

- to advance education of the public by promoting interest in, and knowledge of, Huguenot heritage; and

- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

b. Strategies for achieving objectives

These objects are forwarded by the activities of the Huguenot Museum, which opened to the public on 13 May 2015, and which has a programme of permanent and temporary displays and exhibitions, interpretation and educational events, special events, family activities and outreach work.

c. Public benefit

The Trustees have complied with the duty under Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charities Commission. They have considered this guidance in deciding what activities the Charity should undertake, and they are satisfied that the Charity confers a public benefit.

Structure, governance and management

a. Constitution

The Charity was incorporated as a charitable company limited by guarantee on 2 October 2013; its company registered number is 08716250. The Charity's governing document is its Articles of Association, the current version of which was registered at Companies House on 12 August 2014.

The Charity was registered as a charity with the Charity Commission on 20 August 2014; its charity number is 1158304. The Directors of the Company are the Trustees of the Charity.

b. Methods of appointment or election of Trustees

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An individual proposed as a Trustee is subjected to a thorough selection and interview process to ensure that their appointment as a Trustee will strengthen the overall composition and balance of the Board of Trustees. At each annual general meeting one third of the Trustees (or, if their number is not three or a multiple of three, the number nearest to one third) must retire from office, the Trustees retiring being those who have been longest in office since their last appointment.

Clauses 27 to 39 of the Charity governing document describe the powers of Trustees, and the procedures for their appointment, resignation and removal.

c. Policies adopted for the induction and training of Trustees

New Trustees are briefed by the Secretary concerning both their duties and the Charity's expectations of its Trustees. They also receive a copy of both the Charity's governing document, and the Charity Commission's guidance publication, The essential trustee: what you need to know (CC3). In addition, new Trustees are instructed in the work of the Museum by the Museum Director. External training for Trustees in matters of governance is available.

d. Organisational structure and decision-making policies

Under the Charity's governing document, the Trustees are responsible for the management and control of all the charity's activities. The Trustees meet regularly in order to consider the Charity's affairs.

The tasks of the day to day running of the Museum, the maintenance of its premises, and the management of the Charity's other employees are delegated to the Operations Manager, who is supervised by, and reports to, the Board of Trustees.

Staff are involved in major decision making and policy formulation wherever possible.

e. Classes of membership

Under Clause 11(1) of the Articles of Association the Trustees may establish classes of membership with different rights and obligations, and shall record the rights and obligations in the register of members. To ensure that, if necessary, control of the Charity may be exercised by the Directors of The French Hospital (charity number: 219318), the Trustees have established two classes of membership, which classes are defined as follows:

- Foundation: Foundation membership is open only to Directors of The French Hospital. Foundation members have a right to attend, speak and vote at general meetings of the Charity.
- General: General membership is open to all persons except Directors of The French Hospital. General members have a right to attend and speak, but do not have the right to vote, at general meetings of the Charity.

Achievements and performance

a. Main achievements of the charity

Fundraising

The last twelve months have been dominated by a successful fundraising campaign to re-establish the Rochester Huguenot Museum as a going concern. Trustees are grateful to the French Hospital Board for funding four months of professional fundraising consultancy with Money Tree who prepared draft applications for the National Lottery Heritage Fund resilience stream towards The Huguenot Museum: A New Future for £237,000 and match funding for £30,000 from Garfield Weston Foundation. We received positive responses to both those bids which were submitted in May 2023, three months later, although the Garfield Weston grant of £20,000 over two years meant that we had to find an additional £10,000. This was achieved through funding from the Friends of the Huguenot Museum launched in March 2023 (we now have fifteen life friends and seven annual friends subscribing with gift aid to date £5,325) and a USD 10,000 grant from the Samuel Freeman Charitable Trust (South Carolina) received in July 2023. The Huguenot Museum has achieved US tax status through the agency of Chapel York on payment of an annual £600 fee. We plan to attract further donations from the USA and are developing our networks through the Huguenot Society of America (New York City) and the Huguenot Society of South Carolina.

Museum Displays

Conservation grants from the Leche and Idlewild Trusts totalling £8,600 funded the cleaning of the portraits of Huguenots David Hubert, watchmaker, Jean Jacob. goldsmith and his wife Anne Courtauld. This was undertaken from November 2022 by Ukrainian Refugee professional paintings conservators. Refugees! Huguenots and Ukrainians was opened for Refugee week June 2023 by the Deputy Mayor of Medway with a support grant of £1,000 from the Huguenot Society (funding the return of the Fenouilhet family portrait to the Clerk's Office in the French Hospital) with the loan of Isaac Minet's manuscript account of his escape from France in 1686 from the Huguenot Library and £1,000 grant from the Finnis Scott Foundation towards the cost of marketing.

From late November 2023 to at least April 2025 (an extension to this loan is probable) the Uppark dolls house purchased in the 1730s for Huguenot heiress Sarah Lethieullier will be lent by the National Trust. This exciting display of the most sophisticated 18 th century British example will provide an opportunity for wider audience engagement including local schools on the theme of Huguenot home-making.

Events

The Huguenot Museum continues to collaborate with Rochester Cathedral. In November 2022 a reception at the French Hospital celebrating the reopening of the Museum (funded by Dr Malcolm and Mrs Francine Moore (New York City) preceded a presentation of Huguenot Refugee Stories in the Cathedral which attracted an audience of 100. The July 2023 launch of Kate Mosse's third historical novel in the Huguenot Joubert Family Quartet, The Ghost Ship, attracted an audience of 150.

Following a successful fund-raising dinner round the Nation's Table in Rochester Cathedral, distinguished guests who subsequently joined our Life Friends include former politician Dominic Grieve, currently President of the Franco-British Society, our guest speaker Dr Martin Warner, Bishop of Chichester, a former Rochester Cathedral Chorister and Gillian Fargher, Trustee of the French Hospital and in 2024 High Sheriff for Kent.

A £5,000 grant from the Rothschild Foundation funded collaborative training for museum staff and events at Toynbee Hall in March 2023 with a repeat of Huguenot Escape Stories; at the Bank of England Museum in August, a presentation on Huguenot directors and the production of security paper for bank notes by the Huguenot Portal family firm. Still to come at the Eglise Francaise Protestante de Londres, Who do you think you might be? Featuring our patron, Richard, Duke of Buccleuch, Dame Rosalind Savill and architectural historian Jeremy Musson who will share their Huguenot family connections.

Staffing

Over the last twelve months our stalwart Operations Manager Lara Dix has been supported in opening the Huguenot Museum by fifteen volunteers, five of whom are resident at the French Hospital. She has been assisted by part time staff member, Maisie George as visitor reception host.

Trustees

After ten years service, Leslie Ducane resigned as Trustee in January 2023, having handed over the role of Treasurer to Andrew Cazalet who had joined the board in June 2022. The Huguenot Museum board was joined in February 2023 by Naomi Billingsley, Research Development Manager (then at the British Library and now at the Courtauld Institute) whose expertise in reviewing funding applications has contributed to the successful outcomes to date. Naomi has taken up the role of Deputy Chairman. We also welcomed Philip Talboys, a Rochester resident, former Corporate Partner of City of London lawyers Herbert Smith, who has contributed expertise on Governance and art historian Sophie Plender, now a primary teacher, who founded Mama Monet, introducing younger visitors to heritage. Sophie has taken up the role of Secretary to the Friends. The time commitment shown by our younger board members is matched by generous financial support from all the others, demonstrating the American principle that serving as a Trustee requires sharing financial as well as moral support and wise counsel.

Throughout this progress from imminent failure to A New Future the Huguenot Museum has been valiantly supported by members of our Recovery Advisory Group chaired by Ann West, Deputy Lieutenant, and led by Richard Holdsworth, former head of Interpretation at Chatham Dockyard. Edward Martineau, Secretary of the French Hospital, has steered negotiations with our parent charity and Caro Howell, former director of the Foundling Museum and now director, The Imperial War Museums, has provided wise counsel. Peter Duval, founding Chairman, has generously shared his ten years of experience in managing the Huguenot Museum.

b. Volunteers

Volunteers are invaluable in helping the Museum - acting as guides and in other front-of-house roles, conducting family history research, and providing administrative support. During the year, the Museum's reduced opening days and hours meant that the number of volunteers (10), who were actively engaged in Museum operations, was less than had been the case before the Covid-19 pandemic. The Trustees wish to convey their gratitude for the support given by volunteers, without whom the Museum would be unable to offer its visitors the high-quality experience that has resulted in so many positive comments.

c. Review of activities

The Charity's income for the period totalled £59,614 (2022: £59,537). Total expenditure amounted to £86,423 (2022: £79,319). Staff remuneration amounted to £24,691 (2022: £37,382), premises related costs to £35,375 (2022: £34,357), fundraising expenditure to £4,858 (2022: £Nil), and other operational costs to £21,499 (2022: £7,580).

At 31 March 2023 the Charity's total funds amounted to £64,824 (2022: £91,633), a decrease of £26,809.

Financial review

a. Principal funding

In the year ended 31 March 2023 the Charity's principal sources of core funding were:
Donations (including Gift Aid) £2,647 (2022: £2,740)
Museum operational activities £30,780 (2022: £26,911)

In addition, the Charity received one-off grant funding, as follows:
£6,048.00 French Hospital
£5,000.00 Idlewild Trust
£2,600.00 Leche Trust
£1,000.00 Lord Faringdon Charitable Trust
£2,140.00 Professor and Mrs Malcolm Moore
£5,000.00 Rothschild Foundation
£7,498.95 Samuel Freeman Foundation

b. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the current accounting period. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

c. Reserves policy

As a precaution against unforeseen adverse events, the Trustees wish to maintain unrestricted reserves sufficient to fund the core operation of the Museum for a period of at least six calendar months. Under the Museum's new operating model, the funding required for six months of its core operations is currently estimated to be of the order of £30,000, and the Trustees thus aim to maintain unrestricted reserves of at least £30,000. This aim has been met.

d. Financial risk management

The Trustees have a duty to identify, assess and regularly review the risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity. The Trustees need to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

During the year ended 31 March 2023, the Trustees have identified and assessed the major risks to which the Charity is exposed. They are satisfied that, in the introduction of robust systems and procedures, they have taken appropriate steps to mitigate exposure to major risks.

The principal risk facing the Charity is a risk of failure to secure sufficient external funding to cover the deficit on its core operations. The Charity mitigates this risk through financial management systems and reporting, through active fundraising, and through its policy of maintaining sufficient unrestricted reserves to fund its core operations for a minimum period of six months.

The Charity is responsible for the care and maintenance of the French Hospital's collections of records and artefacts; these are of both historical interest and intrinsic value. The risk of a failure to adequately care for and maintain these collections is mitigated by ensuring they are held and displayed securely in a stable and controlled environment, by cataloguing the collections, and by maintaining adequate specialist insurance cover.

Plans for future periods

The Museum has the following strategic aims:

- to make museum operations sustainable and increase our resilience for the future.
- to become the home of knowledge for Huguenot Collections nationwide and develop a representative collection of our own.
- to develop a national and international profile in Huguenot history, culture and heritage by offering a varied and engaging programme of displays, activities and events on site and online.
- to lead the sector in providing learning opportunities for audiences which connect the Huguenot Legacy with contemporary issues in the present day.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on 18 December 2023 and signed on their behalf by:

.....

Dr T Murdoch, Chair

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF HUGUENOT HERITAGE CENTRE

Independent examiner's report to the Trustees of Huguenot Heritage Centre ('the Charity')

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2023, which are set out on pages 10 to 20.

Responsibilities and basis of report

As the Trustees of the Charity (and its Directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Charity 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 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 accounts do not accord with those records; or
3. the accounts 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102)].

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed: .....

Date: 18 December 2023

S Robinson BA FCA FCIE DChA

Kreston Reeves LLP
Montague Place, Quayside,
Chatham Maritime
Chatham, ME4 4QU

INDEPENDENT EXAMINER'S REPORT
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	Note	2023 Unrestricted funds £	2023 Restricted funds £	2023 Total funds £	2022 Total funds £
Income from:					
Donations and legacies	3	28,834	-	28,834	32,628
Other trading activities	4	30,780	-	30,780	26,909
Total income		59,614	-	59,614	59,537
Expenditure on:					
Raising funds	5	(4,858)	-	(4,858)	-
Charitable activities	6	(81,565)	-	(81,565)	(79,319)
Total expenditure		(86,423)	-	(86,423)	(79,319)
Net movement in funds		(26,809)	-	(26,809)	(19,782)
Reconciliation of funds:					
Total funds brought forward	13	91,381	252	91,633	111,415
Total funds carried forward	12	64,572	252	64,824	91,633

All activities relate to continuing operations.

The notes on pages 12 to 20 form part of these financial statements.

HUGUENOT HERITAGE CENTRE

BALANCE SHEET
AS AT 31 MARCH 2023

	Note	2023 £	2023 £	2022 £	2022 £
Fixed assets					
Heritage assets	9		11,950		11,950
Current assets					
Debtors	10	12,853		2,721	
Cash at bank and in hand		47,640		79,512	
		60,493		82,233	
Creditors: amounts falling due within one year	11	(7,619)		(2,550)	
Net current assets			52,874		79,683
Net assets			64,824		91,633
Charity funds					
Restricted funds	12		252		252
Designated funds	12		11,950		11,950
Unrestricted funds	12		52,622		79,431
			64,824		91,633
Total funds					

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the Charity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved by the Trustees on 18 December 2023 and signed on their behalf, by:

A J Cazalet, Treasurer

The notes on pages 12 to 20 form part of these financial statements.

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

1 General information

Huguenot Heritage Centre is a company limited by guarantee with the charity registration number 1158304 and the company registration number 08716250. The address of the registered office is 95 High Street, Rochester, Kent, ME1 1LX. The main objectives of the Charity are:

- to advance education of the public by establishing, developing and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, Kent, ME1 1LX;
- to advance education of the public by promoting interest in and knowledge of Huguenot heritage;
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

2 Accounting policies

2.1 Basis of preparation of financial accounts

The financial statements 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) and the Companies Act 2006.

Huguenot Heritage Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements have been prepared in Pounds Sterling and are rounded to the nearest Pound.

2.2 Company status

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements, and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future, and that there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2.4 Income

All income is recognised once the company has entitlement to the income, and it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes, but not expended during the period, is shown in the relevant funds on the Balance sheet. When income is received in advance of entitlement of receipt, its recognition is deferred, and it is included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid is recognised at the time of the donation.

2 Accounting policies (continued)

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, and 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 on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Heritage assets

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated impairment losses.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, and it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advance payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2 Accounting policies (continued)

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.11 Pensions

The Charity operates a defined contribution pension scheme, and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3 Income from donations and legacies

	2023 Unrestricted funds £	2023 Total funds £	2022 Total funds £
Donations	2,647	2,647	2,740
Grants	26,187	26,187	29,888
	28,834	28,834	32,628

4 Income from charitable activities

	2023 Unrestricted funds £	2023 Total funds £	2022 Total funds £
Income from museum operations	30,780	30,780	26,909
	30,780	30,780	26,909

5 Costs of raising funds

	2023 Unrestricted funds £	2023 Total funds £	2022 Total funds £
Fundraising expenditure	4,858	4,858	-
	4,858	4,858	-

6 Analysis of expenditure by activities

	2023 Direct costs £	2023 Support costs £	2023 Total £	2022 Total £
Charitable activities	78,262	3,303	81,565	79,319
	78,262	3,303	81,565	
Total 2022	82,213	(2,894)		

6 Analysis of expenditure by activities (continued)

Analysis of direct costs	2023 Unrestricted funds £	2023 Total funds £	2022 Total funds £
Wages and salaries	24,691	24,691	35,368
National Insurance	-	-	-
Pension costs	-	-	2,014
Other staff-related costs	1,640	1,640	496
Rent	22,000	22,000	22,000
Insurance	2,419	2,419	3,386
Other premises costs	10,956	10,956	8,971
Maintenance and development of exhibitions	4,042	4,042	2,484
Activities and resources	382	382	300
Website and IT	2,660	2,660	2,931
Office expenses	3,316	3,316	3,234
Publicity and promotion	108	108	429
Consultancy	6,048	6,048	600
	78,262	78,262	82,213

Analysis of support costs	2023 Unrestricted funds £	2023 Total funds £	2022 Total funds £
Independent examiner's fee	1,581	1,581	1,200
Accountancy fees	1,722	1,722	(4,094)
	3,303	3,303	(2,894)

7 Staff costs

	2023	2022
	£	£
Wages and salaries	24,691	35,368
Other pension costs	-	2,014
	24,691	37,382

The average number of persons employed by the company during the 2022-2023 financial year was 1 (2022: 1).

No employee received remuneration amounting to more than £60,000 during the 2022-23 financial year.

The total remuneration and benefits received by the key management personnel of the charity during the 2022-23 financial year amounts to £24,045 (2022: £35,109).

8 Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2022: £nil).

During the year ended 31 March 2023, no Trustee expenses have been incurred (2022: £nil).

9 Heritage assets

	2023	2022
	£	£
Tanqueray sauce boat	11,950	11,950
	11,950	11,950

Assets recognised at cost

10 Debtors

	2023	2022
	£	£
Other debtors	8,189	10
Prepayments and accrued income	4,664	2,711
	12,853	2,721

11 Creditors: Amounts falling due within one year

	2023 £	2022 £
Other creditors	1,059	-
Accruals and deferred income	6,560	2,550
	7,619	2,550

12 Statement of funds 2023

	Balance at 1 April 2022 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2023 £
Unrestricted funds					
Designated fund - Heritage assets	11,950				11,950
Designated fund - The French Hospital	-	6,048	(6,048)		-
General funds	79,431	53,566	(80,375)		52,622
Total unrestricted funds	91,381	59,614	(86,423)	-	64,572
Restricted funds					
Refugee projects	252	-	-	-	252
Total of funds	91,633	59,614	(86,423)	-	64,824

The purpose of the Refugee projects fund is to advance education of the public by promoting interest in, and knowledge of, Huguenot refugees and their experience of persecution. This purpose is in accordance with the Museum's charitable objects.

13 Statement of funds 2022

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted funds					
Designated fund - Heritage assets	11,950				11,950
Designated fund - Staff	12,805			(12,805)	-
Designated fund - Mothballing	10,000			(10,000)	-
General funds	76,408	59,537	(79,319)	22,805	79,431
Total unrestricted funds	111,163	59,537	(79,319)	-	91,381
Restricted funds					
Refugee projects	252	-	-	-	252
Total of funds	111,415	59,537	(79,319)	-	91,633

14 Analysis of net assets between funds

Analysis of net assets between funds 2023

	2023 Unrestricted funds £	2023 Restricted funds £	2023 Total funds £
Heritage assets	11,950	-	11,950
Current assets	60,241	252	60,493
Creditors due within one year	(7,619)	-	(7,619)
Total	64,572	252	64,824

Analysis of net assets between funds 2022

	2022 Unrestricted funds £	2022 Restricted funds £	2022 Total funds £
Heritage assets	11,950	-	11,950
Current assets	81,981	252	82,233
Creditors due within one year	(2,550)	-	(2,550)
Total	91,381	252	91,633

15 Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £nil (2022: £2,014). Contributions totalling £nil (2022: £nil) were payable to the fund at the Balance sheet date and are included in creditors.

16 Related party transactions

At the Balance sheet date, one of the Huguenot Museum's Trustees, namely P J Duval, was also Trustee Director of the French Hospital. One of the Huguenot Museum's Directors, namely Dr T V Murdoch, was a Non-trustee Director of the French Hospital.

During the year, the Charity received income of £22,000 (2022: £22,000) from The French Hospital in respect of fees due under a contract for the conservation and management of its collections. During the year the Charity paid The French Hospital rent of £22,000 (2022: £22,000) for its 95 High Street premises. At the Balance sheet date there are no amounts owed.

During the year, the Charity received a donation of £6,048 (2022: £nil) from The French Hospital.

A donation towards administration costs was pledged by The French Hospital and £750 was incurred by the Charity at the year end (2022: £nil).

The Trustees made aggregate donations to the Charity during the year amounting to £621 (2022: £1,000).

17 Contingent liability

On 19 March 2014 the Charity was named as a grantee of the Heritage Lottery Fund's grant for the Huguenot Heritage Centre project. Under the Heritage Lottery Fund's then Standard Terms of Grant there exists a possibility of a financial obligation by the Charity to the National Lottery Heritage Fund ("NLHF") in circumstances in which either the Charity chooses to relocate without NLHF permission, or in which it ceases to operate.

With the approval of the NLHF, the Charity has adopted a new operating model, dependent upon fewer salaried staff and with a greater contribution from volunteers. The Charity, with an Operations Manager in charge of a team of volunteers, re-opened to the public on 9 August 2022. Whilst its income is not expected immediately to match its expenditure, with judicious application of its brought forward reserves (£64,824 as at 1 April 2023), with current financial support from the French Hospital, and with prudent financial management, the Charity now has a reasonable expectation of achieving a financially sustainable mode of operation.

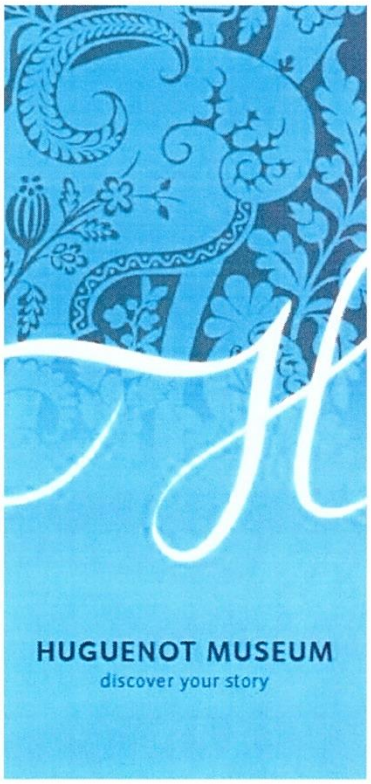
It is impracticable to quantify the extent of this possible financial obligation to NLHF, and thus no liability pertaining to this matter is recognized in these financial statements.

HUGUENOT HERITAGE CENTRE

England & Wales - Charity number 1158304

Accounts

Registered number: 08716250
Charity number: 1158304



Huguenot Heritage Centre
(A company limited by guarantee)

Unaudited

Trustees' report and financial statements
For the year ended 31 March 2022

Huguenot Heritage Centre
(A company limited by guarantee)

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Huguenot Heritage Centre
(A company limited by guarantee)

Reference and administrative details of the company, its trustees and advisers
For the year ended 31 March 2022

Trustees
P J Duval, Chairman
L J Du Cane, Treasurer
A J Cazalet
B M de L Cazenove
Mrs K J Michael
Mrs E J Money
Dr T V Murdoch

Company registered number
08716250

Charity registered number
1158304

Registered office
95 High Street
Rochester
Kent
ME1 1LX

Company secretary
L J Du Cane

Accountants
Kreston Reeves LLP
Chartered Accountants
Montague Place
Quayside
Chatham Maritime
Chatham
Kent
ME4 4QU

Bankers
Lloyds Bank plc
25 Gresham Street
London
EC2V 7HN

Huguenot Heritage Centre
(A company limited by guarantee)

Trustees' report
For the year ended 31 March 2022

The Trustees present their annual report together with the financial statements of the Charity for the year 1 April 2021 to 31 March 2022. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the Charitable Company comply with the current statutory requirements, the requirements of the Charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The objects of the Charity, as set out in Clause 4 of its Articles of Association, are:

- to advance education of the public by establishing, developing, and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, ME1 1LX;
- to advance education of the public by promoting interest in, and knowledge of, Huguenot heritage; and
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

b. Strategies for achieving objectives

These objects are forwarded by the activities of the Huguenot Museum, which opened to the public on 13 May 2015, and which has a programme of permanent and temporary displays and exhibitions, interpretation and educational events, special events, family activities and outreach work.

c. Public benefit

The Trustees have complied with the duty under Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charities Commission. They have considered this guidance in deciding what activities the Charity should undertake, and they are satisfied that the Charity confers a public benefit.

Structure, governance and management

a. Constitution

The Charity was incorporated as a charitable company limited by guarantee on 2 October 2013; its company registered number is 08716250. The Charity's governing document is its Articles of Association, the current version of which was registered at Companies House on 12 August 2014.

The Charity was registered as a charity with the Charity Commission on 20 August 2014; its charity number is 1158304. The Directors of the Company are the Trustees of the Charity.

b. Methods of appointment or election of Trustees

The Trustees have assessed the necessary and desirable skills, attributes and experience that they consider should be available to the board in order to enable it most effectively to fulfil the objects of the Charity. Where deficiencies in skills and experience among the existing Board of Trustees are identified, the Trustees actively seek to address such deficiencies. Consideration is also given to succession planning.

An individual proposed as a Trustee is subjected to a thorough selection and interview process to ensure that their appointment as a Trustee will strengthen the overall composition and balance of the Board of Trustees. At each annual general meeting one third of the Trustees (or, if their number is not three or a multiple of three, the number nearest to one third) must retire from office, the Trustees retiring being those who have been longest in office since their last appointment.

Clauses 27 to 39 of the Charity governing document describe the powers of Trustees, and the procedures for their appointment, resignation and removal.

c. Policies adopted for the induction and training of Trustees

New Trustees are briefed by the Secretary concerning both their duties and the Charity's expectations of its Trustees. They also receive a copy of both the Charity's governing document, and the Charity Commission's guidance publication, *The essential trustee: what you need to know* (CC3). In addition, new Trustees are instructed in the work of the Museum by a Trustee or the Operations Manager. External training for Trustees in matters of governance is available.

d. Organisational structure and decision-making policies

Under the Charity's governing document, the Trustees are responsible for the management and control of all the charity's activities. The Trustees meet regularly in order to consider the Charity's affairs.

The tasks of the day to day running of the Museum, the maintenance of its premises, and the management of the Charity's other employees are delegated to the Operations Manager, who is supervised by, and reports to, the Board of Trustees.

Staff are involved in major decision making and policy formulation wherever possible.

e. Classes of membership

Under Clause 11(1) of the Articles of Association the Trustees may establish classes of membership with different rights and obligations, and shall record the rights and obligations in the register of members. To ensure that, if necessary, control of the Charity may be exercised by the Directors of The French Hospital (charity number: 219318), the Trustees have established two classes of membership, which classes are defined as follows:

- Foundation: Foundation membership is open only to Directors of The French Hospital. Foundation members have a right to attend, speak and vote at general meetings of the Charity.
- General: General membership is open to all persons except Directors of The French Hospital. General members have a right to attend and speak, but do not have the right to vote, at general meetings of the Charity.

Achievements and performance

a. Main achievements of the charity

Although it has been a challenging year for the Museum, as described below, the Trustees have used the time to develop a clearer vision and understanding of the way forward for the Charity, to a financially sustainable future.

Staff employed in April 2021 comprised the Director and the Visitor Services & Volunteer Co-Ordinator.

At the start of the year, the Museum was closed due to Covid restrictions. However, the Director continued to develop the Museum's profile through posts to social media. Numbers increased for each of Twitter, Facebook and Instagram during the spring and summer of 2021. In total, social media indices showed growth of 11.8% during this period.

In April 2021, the Museum hosted an online lecture by the Huguenots of Spitalfields, *From the Huguenots to the Holy Ghost: Religion on Stage at the National Theatre - 2009-2019*, to which the Director contributed. The Director also delivered sessions to Chatham Grammar School pupils on the Huguenots as part of a module on the Reformation, and gave a general talk about the Huguenots, the French Hospital and the Museum at the Insiders Outsiders Festival on 25 June 2021.

The partial lifting of Covid restrictions, on 17 May 2021, meant that museums could re-open from that date, and limited re-opening of the Huguenot Museum took place from 3 July 2021. In total, the Museum was open to the public on six days in the period to 2 October 2021, during which a total of 644 visitors were recorded.

The Museum's family history service, which is run by a team of dedicated volunteers, and which provides Huguenot genealogical research services for a modest fee, operated successfully through to 21 October 2021.

The lack of assured funding for the core operations of the Museum had been dictating the need to move to a lower cost mode of operation for some time. When the Visitor Services & Volunteer Co-Ordinator left the Museum on 20 June 2021, it left the Director as the only paid member of staff. Following the resignation of the Director on 26 July 2021, the Trustees took the decision to 'mothball' the Museum at the end of the summer season, in order to allow time, and funding, for firstly, the evolution of a new and lower basal cost approach to the operation of the Museum, and then, for this revised mode of operation to be established. The Trustees, aware of limitations in their skillset, established a Recovery Advisory Group ("RAG") to help them in this task.

The core membership of the RAG, which is chaired by Ann West MBE JP DL, comprises: Alex Duval (Director, The French Hospital), Richard Holdsworth MBE (former Director of Heritage, Visitor Experience and Learning of the Chatham Historic Dockyard Trust), Carol Howell (Director of the Foundling Museum), Catherine Parker (Clerk to The French Hospital), and, representing the Charity's Trustees, Leslie Du Cane and Dr Tessa Murdoch. The RAG met for the first time on 12 November 2021. It has been instrumental in assisting the Trustees in their development of an outline business plan for a financially sustainable way forward for the Huguenot Museum.

The new lower-cost operating model will be based initially on a heritage centre or visitor attraction approach, with a single paid member of staff – seen as an 'entrepreneurial' Operations Manager with independent museum & marketing and communications experience, rather than a national or local museum 'curatorial-based' museum professional. The Operations Manager will be responsible for the Museum's day-to-day operations, for recruiting and training a team of volunteers to assist when the Museum is open to the public and in the provision of genealogical research services, managing the Museum's marketing and communications, and developing its programme of events. The RAG has also agreed to assist in the development of a new fundraising strategy for the Museum. This is important, as it is likely that the Museum's core activity, even with this new model of operation, will require some additional funding, but this fundraising challenge is expected to be of a manageable scale. Once supported by other fundraising, the Museum will seek to rebuild aspiration, and encourage increased visitation through short-term 'task and finish' projects.

Following a meeting on 17 February 2022, this approach to running the Museum has been endorsed by its major stakeholders, including Medway Council, the French Hospital and the National Lottery Heritage Fund.

The post of Operations Manager was advertised during March and April 2021, and the Trustees are now pleased to announce that they have recently appointed Lara Dix as the Operations Manager for the Museum, and that it is planned to re-open the Museum to the public in time for the 2022 summer school holidays.

The Trustees wish to express their gratitude for all the hard work done by staff and volunteers during the period to November 2021. In the period since November 2021, although the Museum has been closed to the public, it continues to have responsibilities for the security and safeguarding of its premises and the collections in its care. Without paid staff, fulfilling these responsibilities has only been possible with the assistance of, in particular, Catherine Parker, Clerk to the French Hospital, and Jacob Scott, Operations and Exhibitions Assistant at Rochester Cathedral. The Trustees therefore wish to express their appreciation for the services Catherine, Jacob and others have provided, and continue to provide, during this "mothballing" period. In addition, the Trustees are extremely grateful for the hands-on support the Museum has received, and continues to receive, from members of the RAG.

During the year ended 31 March 2022, the Trustees of the Museum Charity met on ten occasions. For part of this period the Chairman, Peter Duval, was incapacitated due to ill health, and Dr Tessa Murdoch undertook the role of Acting Chair.

b. Volunteers

Volunteers are invaluable in helping the Museum - acting as guides and in other front-of-house roles, conducting family history research, and providing administrative support. During the year, the Museum's reduced opening days and hours meant that the number of volunteers (10), who were actively engaged in Museum operations, was less than had been the case before the Covid-19 pandemic. The Trustees wish to convey their gratitude for the support given by volunteers, without whom the Museum would be unable to offer its visitors the high-quality experience that has resulted in so many positive comments.

c. Review of activities

The Charity's income for the period totalled £59,537 (2021: £177,033). Total expenditure amounted to £79,319 (2021: £159,829). Staff remuneration amounted to £37,382 (2021: £64,034), premises related costs to £34,357 (2021: £36,401), fundraising expenditure to £Nil (2021: £142), and other operational costs to £7,580 (2021: £59,252).

At 31 March 2022 the Charity's total funds amounted to £91,633 (2021: £111,415), a decrease of £19,782.

Financial review

a. Principal funding

In the year ended 31 March 2022 the Charity's principal sources of core funding were:
Donations (including Gift Aid) £2,740 (2021: £8,601)
Museum operational activities £26,911 (2021: £26,880)

In addition, during the year and as assistance in meeting the challenges resulting from the Covid-19 pandemic, the Charity received one-off grant funding, as follows:
Medway Council £27,200
Coronavirus Job Retention Scheme £2,688

The Trustees wish to express their gratitude for the support the Museum has received from Medway Council.

b. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the current accounting period. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

c. Reserves policy

As a precaution against unforeseen adverse events, the Trustees wish to maintain unrestricted reserves sufficient to fund the core operation of the Museum for a period of at least six calendar months. Under the Museum's new operating model, the funding required for six months of its core operations is currently estimated to be of the order of £30,000, and the Trustees thus aim to maintain unrestricted reserves of at least £30,000. This aim has been met.

d. Financial risk management

The Trustees have a duty to identify, assess and regularly review the risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity. The Trustees need to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

During the year ended 31 March 2022, the Trustees have identified and assessed the major risks to which the Charity is exposed. They are satisfied that, in the introduction of robust systems and procedures, they have taken appropriate steps to mitigate exposure to major risks.

The principal risk facing the Charity is a risk of failure to secure sufficient external funding to cover the deficit on its core operations. The Charity mitigates this risk through financial management systems and reporting, through active fundraising, and through its policy of maintaining sufficient unrestricted reserves to fund its core operations for a minimum period of six months.

The Charity is responsible for the care and maintenance of the French Hospital's collections of records and artefacts; these are of both historical interest and intrinsic value. The risk of a failure to adequately care for and maintain these collections is mitigated by ensuring they are held and displayed securely in a stable and controlled environment, by cataloguing the collections, and by maintaining adequate specialist insurance cover.

Plans for future periods

The Museum has the following strategic aims:

- to make museum operations sustainable and increase our resilience for the future.
- to become the home of knowledge for Huguenot Collections nationwide and develop a representative collection of our own.
- to develop a national and international profile in Huguenot history, culture and heritage by offering a varied and engaging programme of displays, activities and events on site and online.
- to lead the sector in providing learning opportunities for audiences which connect the Huguenot Legacy with contemporary issues in the present day.

The objectives for the current 2022-23 year are, first, to establish for the Museum the lower-cost operating model, based on an Operations Manager supported by a team of volunteers, and, second, to ensure that the additional funding necessary to support this core activity is secured.

Once the core operation of the Museum is established on a financially sound basis, funding will be sought for projects designed to develop visitation and widen the Museum's profile and impact, both locally and nationally.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the Trustees on 11 October 2022 and signed on their behalf by:



P J Duval, Chairman

Huguenot Heritage Centre
(A company limited by guarantee)

Independent examiner's report
For the year ended 31 March 2022

Independent examiner's report to the Trustees of Huguenot Heritage Centre ('the Charity')

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2022, which are set out on pages 9 to 19.

Responsibilities and basis of report

As the Trustees of the Charity (and its Directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Charity 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 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 accounts do not accord with those records; or
3. the accounts 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102)].

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

Signed:  Dated: 31 October 2022

S Robinson BA FCA FCIE DChA MCMI

Kreston Reeves LLP

Chartered Accountants
Chatham Maritime

Huguenot Heritage Centre
(A company limited by guarantee - registered number: 08716250)

Statement of financial activities incorporating income and expenditure account
For the year ended 31 March 2022

	Note	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Income from:					
Donations and legacies	3	**32,628**	**-**	**32,628**	150,153
Other trading activities	4	**26,909**	**-**	**26,909**	26,880
Total income		**59,537**	**-**	**59,537**	177,033
Expenditure on:					
Raising funds	5	**-**	**-**	**-**	142
Charitable activities	6	**79,319**	**-**	**79,319**	159,687
Total expenditure		**79,319**	**-**	**79,319**	159,829
Net movement in funds		**(19,782)**	**-**	**(19,782)**	17,204
Reconciliation of funds:					
Total funds brought forward		**111,163**	**252**	**111,415**	94,211
Total funds carried forward		**91,381**	**252**	**91,633**	111,415

All activities relate to continuing operations.

The notes on pages 11 to 19 form part of these financial statements.

Huguenot Heritage Centre
(A company limited by guarantee - registered number: 08716250)

Balance sheet
As at 31 March 2022

	Note	£	2022 £	£	2021 £
Fixed assets					
Heritage assets	9		**11,950**		11,950
Current assets					
Debtors	10	**2,721**		3,320	
Cash at bank and in hand		**79,512**		106,842	
		82,233		110,162	
Creditors: amounts falling due within one year	11	**(2,550)**		(10,697)	
Net current assets			**79,683**		99,465
Net assets			**91,633**		111,415
Charity funds					
Restricted funds	12		**252**		252
Designated funds	12		**11,950**		34,755
Unrestricted funds	12		**79,431**		76,408
Total funds			**91,633**		111,415

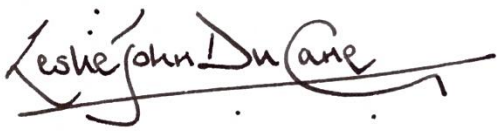
The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the Charity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved by the Trustees on 11 October 2022 and signed on their behalf, by:



L J Du Cane, Treasurer

The notes on pages 11 to 19 form part of these financial statements.

1. General information

Huguenot Heritage Centre is a company limited by guarantee with the charity registration number 1158304 and the company registration number 08716250. The address of the registered office is 95 High Street, Rochester, Kent, ME1 1LX. The main objectives of the Charity are:

- to advance education of the public by establishing, developing and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, Kent, ME1 1LX;
- to advance education of the public by promoting interest in and knowledge of Huguenot heritage;
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

2. Accounting policies

2.1 Basis of preparation of financial accounts

The financial statements 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) and the Companies Act 2006.

Huguenot Heritage Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The financial statements have been prepared in Pounds Sterling and are rounded to the nearest Pound.

2.2 Company status

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements, and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future, and that there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, and it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes, but not expended during the period, is shown in the relevant funds on the Balance sheet. When income is received in advance of entitlement of receipt, its recognition is deferred, and it is included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, and 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 on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Heritage assets

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated impairment losses.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, and it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advance payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.11 Pensions

The Charity operates a defined contribution pension scheme, and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	2,740	**2,740**	8,601
Grants	29,888	**29,888**	141,552
	32,268	**32,628**	150,153
Total 2021	150,153	150,153	

4. Income from charitable activities

	Unrestricted Funds 2022 £	Total funds 2022 £	Total Funds 2021 £
Income from museum operations	26,909	**26,909**	26,880
Total 2021	26,880	26,880	

5. Costs of raising funds

	Unrestricted Funds 2022 £	Total funds 2022 £	Total Funds 2021 £
Fundraising expenditure	-	-	142
Total 2021	142	142	

6. Analysis of expenditure by activities

	Direct Costs 2022 £	Support Costs 2022 £	Total funds 2022 £	Total funds 2021 £
Charitable activities	82,213	(2,894)	**79,319**	159,687
Total 2021	157,047	2,640	159,687	

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Unrestricted Funds 2022 £	Total Funds 2022 £	Total Funds 2021 £
Wages and salaries	35,368	**35,368**	59,195
National insurance	-	**-**	1,845
Pension costs	2,014	**2,014**	2,994
Other staff-related costs	496	**496**	539
Rent	22,000	**22,000**	22,000
Insurance	3,386	**3,386**	4,757
Other premises costs	8,971	**8,971**	9,644
Maintenance and development of exhibitions	2,484	**2,484**	26,775
Activities and resources	300	**300**	2,061
Website and IT	2,931	**2,931**	8,988
Office expenses	3,234	**3,234**	2,863
Publicity and promotion	429	**429**	4,134
Consultancy	600	**600**	11,252
	82,213	**82,213**	157,047
Total 2021	157,047	157,047	

Analysis of support costs

	Unrestricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Independent examiner's fee	1,200	**1,200**	1,176
Accountancy fees	(4,094)	**(4,094)**	1,464
	(2,894)	**(2,894)**	2,640
Total 2021	2,640	2,640	

7. Staff costs

	2022	2021
	£	£
Wages and salaries	**35,368**	59,195
Social security costs	**-**	1,845
Other pension costs	**2,014**	2,994
	37,382	64,034

The average number of persons employed by the company during the year was as follows:

	2022	2021
	No.	No.
	1	2

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel of the charity during the 2021-22 financial year amounts to £35,109 (2021: £44,424).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2021 - £Nil).

During the year ended 31 March 2022, no Trustee expenses have been incurred (2021 - £Nil).

9. Heritage assets

Assets recognised at cost

	Tanqueray sauce boat 2022	Total 2021
	£	£
Carrying value at 31 March 2022	**11,950**	11,950

10. Debtors

	Total 2022	Total 2021
	£	£
Other debtors	**-**	2,897
Prepayments and accrued income	**2,721**	423
	2,721	3,320

11. Creditors: Amounts falling due within one year

	Total 2022 £	Total 2021 £
Other creditors	-	2,073
Accruals and deferred income	**2,550**	8,624
	2,550	10,697

12. Statement of funds

Statement of funds - current year

	Balance at 1 April 2021 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2022 £
Unrestricted funds					
Designated fund - Heritage assets	**11,950**	-	-	-	**11,950**
Designated fund - Staff	**12,805**	-	-	**(12,805)**	-
Designated fund - Mothballing	**10,000**	-	-	**(10,000)**	-
General funds	**76,408**	**59,537**	**(79,319)**	**22,805**	**79,431**
Total unrestricted funds	**111,163**	**59,537**	**(79,319)**	-	**91,381**
Restricted funds					
Refugee projects	**252**	-	-	-	**252**
Total of funds	**111,415**	**59,537**	**(79,319)**	-	**91,633**

The purpose of the Refugee projects fund is to advance education of the public by promoting interest in, and knowledge of, Huguenot refugees and their experience of persecution. This purpose is in accordance with the Museum's charitable objects.

13. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds					
Designated fund - Heritage assets	**11,950**	**-**	**-**	**-**	**11,950**
Designated fund - Staff	**12,805**	**-**	**-**	**-**	**12,805**
Designated fund - Mothballing	**10,000**	**-**	**-**	**-**	**10,000**
General funds	**59,204**	**177,033**	**(159,829)**	**-**	**76,408**
Total unrestricted funds	**93,959**	**177,063**	**(159,829)**	**-**	**111,163**
Restricted funds					
Refugee projects	**252**	**-**	**-**	**-**	**252**
Total of funds	**94,211**	**177,033**	**(159,829)**	**-**	**111,415**

14. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
Heritage assets	11,950	-	**11,950**
Current assets	81,981	252	**82,233**
Creditors due within one year	(2,550)	-	**(2,550)**
Total	91,381	252	**91,633**

Analysis of net assets between funds - prior year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Heritage assets	11,950	-	11,950
Current assets	109,910	252	110,162
Creditors due within one year	(10,697)	-	(10,697)
Total	111,163	-	111,415

15. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £2,014 (2021 - £2,994). Contributions totalling £Nil (2021 - £567) were payable to the fund at the Balance sheet date and are included in creditors.

16. Related party transactions

At the Balance sheet date, two of the Huguenot Museum's Trustees, namely P J Duval and L J Du Cane, were also Trustee Directors of the French Hospital. One of the Huguenot Museum's Directors, namely Dr T V Murdoch, was a Non-trustee Director of the French Hospital.

During the year the Charity received income of £22,000 (2021: £22,000) from The French Hospital in respect of fees due under a contract for the conservation and management of its collections. During the year the Charity paid The French Hospital rent of £22,000 (2021: £22,000) for its 95 High Street premises. At the Balance sheet date there are no amounts owed.

During the year, the charity received a donation of £50 (2021: £Nil) from Huguenots of Spitalfields, a charity of which Mrs K J Michael is a trustee.

The Trustees made aggregate donations to the Charity during the year amounting to £1,000 (2021: £1,000).

17. Contingent liability

On 19 March 2014 the Charity was named as a grantee of the Heritage Lottery Fund's grant for the Huguenot Heritage Centre project. Under the Heritage Lottery Fund's then Standard Terms of Grant there exists a possibility of a financial obligation by the Charity to the National Lottery Heritage Fund ("NLHF") in circumstances in which either the Charity chooses to relocate without NLHF permission, or in which it ceases to operate.

With the approval of the NLHF, the Charity has adopted a new operating model, dependent upon fewer salaried staff and with a greater contribution from volunteers. The Charity, with an Operations Manager in charge of a team of volunteers, re-opened to the public on 9 August 2022. Whilst its income is not expected immediately to match its expenditure, with judicious application of its brought forward reserves (£91,633 as at 1st April 2022), with current financial support from the French Hospital, and with prudent financial management, the Charity now has a reasonable expectation of achieving a financially sustainable mode of operation.

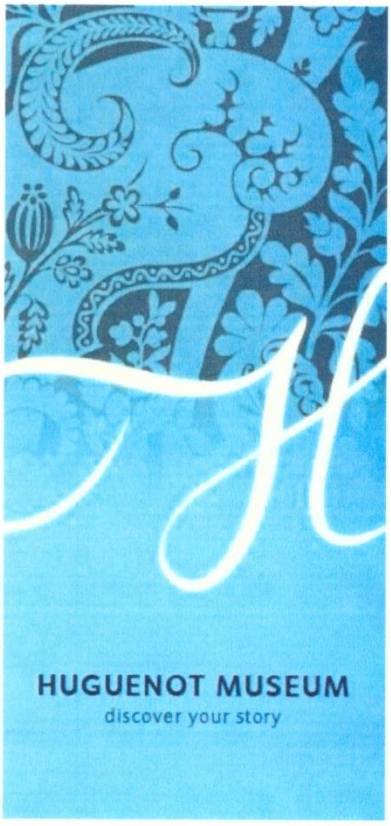
It is impracticable to quantify the extent of this possible financial obligation to NLHF, and thus no liability pertaining to this matter is recognized in these financial statements.

HUGUENOT HERITAGE CENTRE

England & Wales - Charity number 1158304

Accounts

Registered number: 08716250
Charity number: 1158304



Huguenot Heritage Centre
(A company limited by guarantee)

Unaudited

Trustees' report and financial statements
For the year ended 31 March 2021

Huguenot Heritage Centre
(A company limited by guarantee)

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Huguenot Heritage Centre
(A company limited by guarantee)

Reference and administrative details of the company, its trustees and advisers
For the year ended 31 March 2021

Trustees
P J Duval, Chairman
L J Du Cane, Treasurer
B M de L Cazenove
K J Michael
Dr T V Murdoch
H F Doe (resigned 6 September 2020)

Company registered number
08716250

Charity registered number
1158304

Registered office
95 High Street
Rochester
Kent
ME1 1LX

Company secretary
L J Du Cane

Accountants
Kreston Reeves LLP
Chartered Accountants
Montague Place
Quayside
Chatham Maritime
Chatham
Kent
ME4 4QU

Huguenot Heritage Centre
(A company limited by guarantee)

Trustees' report
For the year ended 31 March 2021

The Trustees present their annual report together with the financial statements of the Charity for the year 1 April 2020 to 31 March 2021. The Annual report serves the purposes of both a Trustees' report and a Directors' report under company law. The Trustees confirm that the Annual report and financial statements of the Charitable Company comply with the current statutory requirements, the requirements of the Charitable Company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The objects of the Charity, as set out in Clause 4 of its Articles of Association, are:

- to advance education of the public by establishing, developing, and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, ME1 1LX;
- to advance education of the public by promoting interest in, and knowledge of, Huguenot heritage; and
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

b. Strategies for achieving objectives

These objects are forwarded by the activities of the Huguenot Museum, which opened to the public on 13 May 2015, and which has a programme of permanent and temporary displays and exhibitions, interpretation and educational events, special events, family activities and outreach work.

c. Public benefit

The Trustees have complied with the duty under Section 4 of the Charities Act 2006 to have due regard to public benefit guidance published by the Charities Commission. They have considered this guidance in deciding what activities the Charity should undertake, and they are satisfied that the Charity confers a public benefit.

d. Volunteers

Volunteer guides are invaluable in helping the Museum to engage visitors. The Trustees wish to convey their gratitude for the support given by volunteers, without whom the Museum would be unable to offer its visitors the high-quality experience that has resulted in so many positive comments.

Structure, governance and management

a. Constitution

The Charity was incorporated as a charitable company limited by guarantee on 2 October 2013; its company registered number is 08716250. The Charity's governing document is its Articles of Association, the current version of which was registered at Companies House on 12 August 2014.

The Charity was registered as a charity with the Charity Commission on 20 August 2014; its charity number is 1158304. The Directors of the Company are the Trustees of the Charity.

b. Methods of appointment or election of Trustees

The Trustees have assessed the necessary and desirable skills, attributes and experience that they consider should be available to the board in order to enable it most effectively to fulfil the objects of the Charity. Where deficiencies in skills and experience among the existing Board of Trustees have been identified, the Trustees are actively seeking to address such deficiencies. Consideration is also given to succession planning.

An individual proposed as a Trustee is subjected to a thorough selection and interview process to ensure that his/her appointment as a trustee will strengthen the overall composition and balance of the Board of Trustees. At each annual general meeting one third of the Trustees (or, if their number is not three or a multiple of three, the number nearest to one third) must retire from office, the Trustees retiring being those who have been longest in office since their last appointment.

Clauses 27 to 39 of the Charity governing document describe the powers of Trustees, and the procedures for their appointment, resignation and removal.

c. Organisational structure and decision-making policies

Under the Charity's governing document, the Trustees are responsible for the management and control of all the charity's activities. The Trustees meet regularly in order to consider the Charity's affairs.

The tasks of the day to day running of the Museum, the maintenance of its premises, and the management of the Charity's other employees are delegated to the Museum Director, who is supervised by, and reports to, the Board of Trustees.

Staff are involved in major decision making and policy formulation wherever possible.

d. Policies adopted for the induction and training of Trustees

New Trustees are briefed by the Secretary concerning both their duties and the Charity's expectations of its trustees. They also receive a copy of both the Charity's governing document, and the Charity Commission's guidance publication, *The essential trustee: what you need to know* (CC3). In addition, new trustees are instructed in the work of the Museum by the Museum Director. External training for Trustees in matters of governance is available.

Achievements and performance

a. Main achievements of the charity

In common with all museums, we started the year under the restrictions of the first national Covid lockdown. This was particularly frustrating when we had ended the previous year on such a high note, with the highest annual number of visitors we had had since opening, and with so much momentum on all fronts of our activities and community engagement.

We were able to maintain contact with our audiences through both national lockdowns with our family history service, maintained by a small team of incredibly dedicated volunteers who responded enthusiastically to growing numbers of visitors, who had turned to exploring their family history in their enforced time at home. The income generated by this service was useful, but the opportunity to maintain a link to remote visitors was invaluable and the service continued to operate well remotely even once we reopened our doors again. Our spaces are small, and our family history volunteers are in the more vulnerable category, so we did not return to face to face sessions during the year.

We turned to internet-based activity and engagement where we could, from zoom-based volunteer meetings to stepping up our social media activity and growing social media followers at a faster rate than ever before. A highlight of the year was our online talk from international-bestselling author Kate Mosse on 23 January 2021, which was the only live event with audience questions of the launch week for The City of Tears. This is the second in Kate's Huguenot quartet, which started with The Burning Chambers. The event attracted 100 participants from around the world, including key parts of the Huguenot diaspora, South Africa and the United States. More than 40% of participants were also from outside our core region (Medway, Kent, London and Essex), giving positive options for extending our geographical engagement. Unfortunately, our reduced staff capacity over the year meant that we were unable to capitalise on the trend for online talks and events, and so we were unable to launch an extended season of similar online events in 2021-22. However, we were able to end the year with our first online learning session for university students, which is a model which we hope to be able to develop as part of a hybrid approach to learning and events with the option of both in person and online access.

The connections we make between the 'first refugees' and the refugees of today continue to be valued by visitors, and continue to open up opportunities for discussion and engagement. One family described the Huguenot Museum as 'a national treasure ... we loved this family friendly museum ... The exhibition also beautifully interweaves short contemporary refugee narratives in a touching and inspiring way. This tiny museum must surely be one of the most relevant museums in the UK today. It tells the forgotten narrative of the blessing and value of refugees in our British society down through time.' During this year we continued to work with Mina McPhee, who is a trustee of refugee charity Kent Kindness, and we organised an event with refugees from Kent Kindness and Phosphoros Theatre just before the first lockdown; Mina is further strengthening our relationship with Kent Refugee Action Network.

The Covid pandemic had a significant impact on our staffing capacity in a number of ways. It meant that we were unable to fill the vacant Learning and Community Engagement Officer post, and in June 2020 our Visitor Services and Volunteer Co-ordinator had to leave for family reasons and could not be replaced until November that year. This left us with just the Director and our team of volunteers, who rose admirably to the challenge of reopening the Museum in July 2020. Covid also depleted out volunteer team, some of whom were shielding and vulnerable. This meant both that we suspended our family history service for a few months in the summer, and that we had to be careful about restoring activities that volunteers had previously participated in. Our Visitor Services and Volunteer Co-ordinator, Georgia, had been furloughed at the beginning of the pandemic, leaving only the Director, and for the last few months of the year the Director herself was part-furloughed.

We opened just two days a week - on Fridays and Saturdays (as compared to our usual four days) - until the second lockdown in November. Our visitors were around 20% of normal attendance, but this compared favourably with other museums, and we were able to manage the balance between demand and social distancing with relative ease and comfort. We opened for the annual Heritage Open Days Festival, but visitor numbers were again around 20% of the 400-420 visitors that we achieve in a normal year. Visitor feedback, however, was extremely positive, with visitors feeling safe to come to the Museum. One visitor summed up with the comment: 'Absolutely brilliant. Just the right size. Quality exhibits, wonderfully displayed. Fascinating!' We had strong engagement from those who had Huguenot connections to those who were new to the story of the Huguenots and the French Hospital.

While visitor interest was quite buoyant, opportunities for generating income beyond admission tickets and shop sales were quite limited. Initially, of course, demand for venue hire evaporated, which was a significant blow to our income, and one of our key clients had been a language school, which has not been able to resume its operations in the UK.

We were able to reopen in the summer of 2020, thanks to grants received from Medway Council and the National Lottery Heritage Emergency Fund, and we would particularly like to express our thanks for this support. We would also like to record our thanks to South East Museum Development, and for generous donations from key individual supporters.

During the year we submitted our final evaluation report for our NLHF project grant which reported extremely high levels of visitor satisfaction with the galleries and events, and high levels of volunteer satisfaction. 'Visitors to the Museum are having a very positive valued experience. They value the high-quality presentation, unique personal stories, relevance and significance of the Huguenot story in British history and in relation to refugees in the UK today'. This provides a positive foundation on which to build the future of the Huguenot Museum.

The Trustees wish to express their gratitude for the hard work and dedication of the staff:
Dinah Winch - Museum Director
Georgia Cook - Learning and Community Engagement Officer (to 15 September 2020)
Holly Austin-Vera - Visitor Services and Volunteer Co-ordinator (from 1 November 2020 to 20 June 2021)

b. Review of activities

The Charity's total income for the period totalled £177,033 (2020: £194,888). Total expenditure amounted to £159,829 (2020: £181,390). Staff remuneration amounted to £64,034 (2020: £83,633), premises related costs to £36,401 (2019: £52,156), fundraising expenditure to £142 (2020: £6,942), and other operational costs to £59,252 (2020: £38,659).

At 31 March 2021 the Charity's total funds amounted to £111,415 (2020: £94,211), an increase of £17,204.

Financial review

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the current accounting period. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

b. Reserves policy

As a precaution against unforeseen adverse events, the Trustees wish to maintain unrestricted reserves sufficient to fund the core operation of the Museum for a period of at least six calendar months.

c. Principal funding

In the year ended 31 March 2021 the Charity's principal sources of core funding were:
Grant funding - National Lottery Heritage Fund £28,637 (2020: £86,108)
Grant funding - The Patrick Dalby Trust £5,000
Grant funding - The Lord Faringdon Charitable Trust £2,500 (2020: £2,500)
Grant funding - The Dyers' Company Charitable Trust £1,000 (2020: £1,000)
Grant funding - The Radnor Charitable Trust £500
Donations (including Gift Aid) £8,601 (2020: 31,103)
Museum operational activities £26,880 (2020: £59,177)

In addition, during the year and as assistance in meeting the challenges resulting from the Covid-19 pandemic, the Charity received one-off grant funding, as follows:
National Lottery Heritage Fund £57,894
Medway Council £41,572
Coronavirus Job Retention Scheme £4,449

The Trustees wish to express their gratitude for the support the Museum has received from the National Lottery Heritage Fund, the Patrick Dalby Trust, The Lord Faringdon Charitable Trust, The Dyers' Company Charitable Trust, and The Radnor Charitable Trust.

e. Financial risk management

The Trustees have a duty to identify, assess and regularly review the risks to which the Charity is exposed, in particular those related to the operations and finances of the Charity. The Trustees need to ensure that appropriate controls are in place to provide reasonable assurance against fraud and error.

During the year ended 31 March 2021 the Trustees have identified and assessed the major risks to which the Charity is exposed. They are satisfied that, in the introduction of robust systems and procedures, they have taken appropriate steps to mitigate exposure to major risks.

f. Classes of membership

Under Clause 11(1) of the Articles of Association the Trustees may establish classes of membership with different rights and obligations, and shall record the rights and obligations in the register of members. To ensure that, if necessary, control of the Charity may be exercised by the Directors of The French Hospital (charity number: 219318), the Trustees have established two classes of membership, which classes are defined as follows:

- Foundation: Foundation membership is open only to Directors of The French Hospital. Foundation members have a right to attend, speak and vote at general meetings of the Charity.
- General: General membership is open to all persons except Directors of The French Hospital. General members have a right to attend and speak, but do not have the right to vote, at general meetings of the Charity.

Plans for future periods

The Museum has the following strategic aims:

- to make museum operations sustainable and increase our resilience for the future.
- to become the home of knowledge for Huguenot Collections nationwide and develop a representative collection of our own.
- to develop a national and international profile in Huguenot history, culture and heritage by offering a varied and engaging programme of displays, activities and events on site and online.
- to lead the sector in providing learning opportunities for audiences which connect the Huguenot Legacy with contemporary issues in the present day.

The Covid pandemic has resulted in an immediate need to address the problem of the Museum lacking a financially-sustainable mode of operation. To this end, a Recovery Advisory Group has recently been formed, with the tasks of both evaluating the economic and funding potential of the various elements of the Museum's existing and projected operations, including looking into opportunities for partnerships, and of harnessing the widespread support that the Museum has from its stakeholders, its volunteers and the general public. For the present, to ensure that the Charity continues to have sufficient financial reserves, it has been necessary temporarily to save on staffing and other costs, and to curtail public access to the Museum's collections. We are anticipating that the work of the Recovery Advisory Group will result in Museum activities returning during the Summer of 2022.

Statement of Trustees' responsibilities

The Trustees (who are also the Directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its income and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This report was approved by the trustees on 28 December 2021 and signed on their behalf by:



L J Du Cane, Trustee

Huguenot Heritage Centre
(A company limited by guarantee)

Independent examiner's report
For the year ended 31 March 2021

Independent examiner's report to the Trustees of Huguenot Heritage Centre ('the Charity')

I report to the Charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2021, which are set out on pages 10 to 20.

Responsibilities and basis of report

As the Trustees of the Charity (and its Directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Charity 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 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 accounts do not accord with those records; or
3. the accounts 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 accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102)].

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

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.



Signed: Dated: 28 December 2021

S Robinson BA FCA FCIE DChA MCMI

Kreston Reeves LLP

Chartered Accountants
Chatham Maritime

Huguenot Heritage Centre
(A company limited by guarantee - registered number: 08716250)

Statement of financial activities incorporating income and expenditure account
For the year ended 31 March 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	**150,153**	**-**	**150,153**	135,711
Other trading activities	4	**26,880**	**-**	**26,880**	59,177
Total income		**177,033**	**-**	**177,033**	194,888
Expenditure on:					
Raising funds	5	**142**	**-**	**142**	6,942
Charitable activities	6	**159,687**	**-**	**159,687**	174,448
Total expenditure		**159,829**	**-**	**159,829**	181,390
Net movement in funds		**17,204**	**-**	**17,204**	13,498
Reconciliation of funds:					
Total funds brought forward		**93,959**	**252**	**94,211**	80,713
Total funds carried forward		**111,163**	**252**	**111,415**	94,211

All activities relate to continuing operations.

The notes on pages 12 to 20 form part of these financial statements.

Huguenot Heritage Centre
(A company limited by guarantee - registered number: 08716250)

Balance sheet
As at 31 March 2021

	Note	£	2021 £	£	2020 £
Fixed assets					
Heritage assets	9		**11,950**		11,950
Current assets					
Debtors	10	**3,320**		31,557	
Cash at bank and in hand		**106,842**		74,040	
		110,162		105,597	
Creditors: amounts falling due within one year	11	**(10,697)**		(23,336)	
Net current assets			**99,465**		82,261
Net assets			**111,415**		94,211
Charity funds					
Restricted funds	12		**252**		252
Designated funds	12		**34,755**		34,755
Unrestricted funds	12		**76,408**		59,204
Total funds			**111,415**		94,211

The Charity was entitled to exemption from audit under section 477 of the Companies Act 2006.

The members have not required the Charity to obtain an audit for the year in question in accordance with section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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

The financial statements were approved by the Trustees on 28 December 2021 and signed on their behalf, by:



L J Du Cane, Treasurer

The notes on pages 12 to 20 form part of these financial statements.

1. General information

Huguenot Heritage Centre is a company limited by guarantee with the charity registration number 1158304 and the company registration number 08716250. The address of the registered office is 95 High Street, Rochester, Kent, ME1 1LX. The main objectives of the Charity are:

- to advance education of the public by establishing, developing and operating a Huguenot Heritage Centre (i.e. the Huguenot Museum) at 95 High Street, Rochester, Kent, ME1 1LX;
- to advance education of the public by promoting interest in and knowledge of Huguenot heritage;
- to advance education of the public by holding, managing and conserving Huguenot and Huguenot-related collections and archives and making such collections and archives publicly available for the purpose of viewing and research and the publication of the results of that research.

2. Accounting policies

2.1 Basis of preparation of financial accounts

The financial statements 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) and the Companies Act 2006.

Huguenot Heritage Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

2.2 Company status

The Charity is a company limited by guarantee. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £10 per member of the Charity.

2.3 Going concern

The Trustees assess whether the use of going concern is appropriate, i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the Charity to continue as a going concern. The Trustees make this assessment in respect of a period of at least one year from the date of authorisation for issue of the financial statements, and have concluded that the Charity has adequate resources to continue in operational existence for the foreseeable future, and that there are no material uncertainties about the Charity's ability to continue as a going concern, thus they continue to adopt the going concern basis of accounting in preparing the financial statements.

The impact of the COVID-19 pandemic has been assessed by the Trustees, so far as is reasonably possible, but it is difficult to evaluate with any certainty the potential outcomes on the Charity's future activities. However, taking into consideration the Charity's level of reserves, the Trustees believe that the Charity will be able to continue in operational existence for the foreseeable future.

2. Accounting policies (continued)

2.4 Income

All income is recognised once the company has entitlement to the income, and it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes, but not expended during the period, is shown in the relevant funds on the Balance sheet. When income is received in advance of entitlement of receipt, its recognition is deferred, and it is included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, and 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 on charitable activities is incurred on directly undertaking the activities which further the Charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2.6 Heritage assets

Where heritage assets have been purchased, they are initially recognised at cost. After recognition, under the cost model, heritage assets are measured at cost less any accumulated impairment losses.

At each reporting date the Charity assesses whether there is any indication of impairment. If such indication exists, the recoverable amount of the asset is determined to be the higher of its fair value less costs to sell and its value in use. An impairment loss is recognised where the carrying amount exceeds the recoverable amount.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2. Accounting policies (continued)

2.9 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, and it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advance payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.10 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2.11 Pensions

The Charity operates a defined contribution pension scheme, and the pension charge represents the amounts payable by the Charity to the fund in respect of the year.

2.12 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	8,601	-	**8,601**	49,603
Grants	141,552	-	**141,552**	86,108
	150,153	-	**150,153**	135,711
Total 2020	135,459	252	135,711	

4. Income from charitable activities

	Unrestricted Funds 2021 £	Total funds 2021 £	Total Funds 2020 £
Income from museum operations	26,880	**26,880**	59,177
Total 2020	59,177	59,177	

5. Costs of raising funds

	Unrestricted Funds 2021 £	Total funds 2021 £	Total Funds 2020 £
Fundraising expenditure	142	**142**	6,942
Total 2020	6,942	6,942	

6. Analysis of expenditure by activities

	Direct Costs 2021 £	Support Costs 2021 £	Total funds 2021 £	Total funds 2020 £
Charitable activities	157,047	2,640	**159,687**	174,448
Total 2020	171,428	3,020	174,448	

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Unrestricted Funds 2021 £	Total Funds 2021 £	Total Funds 2020 £
Wages and salaries	59,195	**59,195**	76,355
National insurance	1,845	**1,845**	4,012
Pension costs	2,994	**2,994**	3,266
Other staff-related costs	539	**539**	3,728
Rent	22,000	**22,000**	22,000
Insurance	4,757	**4,757**	4,739
Other premises costs	9,644	**9,644**	25,417
Maintenance and development of exhibitions	26,775	**26,775**	9,756
Activities and resources	2,061	**2,061**	3,960
Website and IT	8,988	**8,988**	2,613
Office expenses	2,863	**2,863**	6,346
Publicity and promotion	4,134	**4,134**	9,236
Consultancy	11,252	**11,252**	-
	157,047	**157,047**	171,428
Total 2020	171,428	171,428	

Analysis of support costs

	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Independent examiner's fee	1,176	**1,176**	1,200
Accountancy fees	1,464	**1,464**	1,820
	2,640	**2,640**	3,020
Total 2020	3,020	3,020	

7. Staff costs

	2021	2020
	£	£
Wages and salaries	**59,195**	76,355
Social security costs	**1,845**	4,012
Other pension costs	**2,994**	3,266
	64,034	83,633

The average number of persons employed by the company during the year was as follows:

	2021	2020
	No.	No.
	2	3

No employee received remuneration amounting to more than £60,000 in either year.

The total remuneration and benefits received by the key management personnel of the charity during the 2020-21 financial year amounts to £44,424 (2016: £42,536).

8. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £Nil).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £Nil).

9. Heritage assets

Assets recognised at cost

	Tanqueray sauce boat 2021	Total 2020
	£	£
Carrying value at 31 March 2021	**11,950**	11,950

10. Debtors

	Total 2021	Total 2020
	£	£
Other debtors	**2,897**	28,080
Prepayments and accrued income	**423**	3,477
	3,320	31,557

11. Creditors: Amounts falling due within one year

	Total 2021 £	Total 2020 £
Other creditors	**2,073**	13,835
Accruals and deferred income	**8,624**	9,500
	10,697	23,335

12. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £
Unrestricted funds					
Designated fund - Heritage assets	**11,950**	-	-	-	**11,950**
Designated fund - Staff	**12,805**	-	-	-	**12,805**
Designated fund - Mothballing	**10,000**	-	-	-	**10,000**
General funds	**59,204**	**177,033**	**(159,829)**	-	**76,408**
Total unrestricted funds	**93,959**	**177,033**	**(159,829)**	-	**111,163**
Restricted funds					
Refugee projects	**252**	-	-	-	**252**
Total of funds	**94,211**	**177,033**	**(159,829)**	-	**111,415**

The purpose of the Refugee projects fund is to advance education of the public by promoting interest in, and knowledge of, Huguenot refugees and their experience of persecution. This purpose is in accordance with the Museum's charitable objects.

13. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2020 £
Unrestricted funds					
Designated fund - Heritage assets	-	-	-	**11,950**	**11,950**
Designated fund - Staff	-	-	-	**12,805**	**12,805**
Designated fund - Mothballing	-	-	-	**10,000**	**10,000**
General funds	**80,713**	**194,636**	**(181,390)**	**(34,755)**	**59,204**
Total unrestricted funds	**80,713**	**194,636**	**(181,390)**	**-**	**93,959**
Restricted funds					
Refugee projects	**-**	**252**	**-**	**-**	**252**
Total of funds	**80,713**	**194,888**	**(181,390)**	**-**	**94,211**

14. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Heritage assets	11,950	-	**11,950**
Current assets	109,910	252	**110,162**
Creditors due within one year	(10,697)	-	**(10,697)**
Total	111,163	252	**111,415**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Heritage assets	11,950	-	11,950
Current assets	105,345	252	105,597
Creditors due within one year	(23,336)	-	(23,336)
Total	93,959	-	94,211

15. Pension commitments

The Charity operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £2,994 (2020 - £3,266). Contributions totalling £567 (2020 - £Nil) were payable to the fund at the Balance sheet date and are included in creditors.

16. Related party transactions

At the Balance sheet date, two of the Huguenot Museum's Trustees, namely P J Duval and L J Du Cane, were also Trustee Directors of the French Hospital. One of the Huguenot Museum's Directors, namely Dr T V Murdoch, was a Non-trustee Director of the French Hospital.

During the year the Charity received income of £22,000 from The French Hospital in respect of fees due under a contract for the conservation and management of its collections. During the year the Charity paid The French Hospital rent of £22,000 for its 95 High Street premises. At the Balance sheet date there are no amounts owed.

17. Contingent liability

On 19 March 2014 the Charity was named as a grantee of the Heritage Lottery Fund's grant for the Huguenot Heritage Centre project. Under the Heritage Lottery Fund's then Standard Terms of Grant there exists a possibility of a financial obligation by the Charity to the National Lottery Heritage Fund ("NLHF") in circumstances in which either the Charity chooses to relocate without NLHF permission, or in which it ceases to operate.

A consequence of the Covid-19 pandemic has been that many smaller museums have faced a challenging operating environment during the past 18 months. In particular, the Charity has been unable to secure sufficient grant and donor funding for its current operations; this has necessitated a temporary restriction in its activities, and a temporary cessation of public access to its collections. It is considered that the Charity has sufficient financial reserves to cover the costs of maintaining its premises and collections during the period needed by the Charity, assisted by its Recovery Advisory Group, to formulate and implement plans for a financially sustainable mode of operation. The NLHF is aware of the Charity's current financial position, and is supportive of the actions being taken by the Charity to achieve a financially sustainable mode of operation.

It is impracticable to quantify the extent of this possible financial obligation to NLHF, and thus no liability pertaining to this matter is recognized in these financial statements.