

Registered number: 03284438

Charity number: 1160651

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(TRADING AS DESIGN SOUTH EAST)

(A company limited by guarantee)

**TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021**

THE NORTH KENT ARCHITECTURE CENTRE LIMITED
(TRADING AS DESIGN SOUTH EAST)
(A company limited by guarantee)

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THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

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

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021**

Trustees

J Rushton
B M Shaw (resigned 28 October 2020)
K D Burbidge (resigned 28 October 2020)
J J Armitt
R M Holdsworth (resigned 28 October 2020)
A P Penfold (resigned 27 November 2020)
N Smith (resigned 27 November 2020)
H Satchwell
B Condon
B M Rogers
S Wilcox

Company registered number

03284438

Charity registered number

1160651

Registered office

The North Kent Architecture Centre
The Admiral Office
The Historic Dockyard
Chatham
Kent
ME4 4TZ

Company secretary

C A Lamb

Chief executive officer

C A Lamb

Independent examiners

Kemp Chartered Accountants
42A High Street
Broadstairs
Kent
CT10 1JT

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2021

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2021

Advisers (continued)

Bankers

Barclays PLC
62 Earl Street
Maidstone
Kent
ME14 1PS

Note

Design South East is the trading name of The North Kent Architecture Centre Limited

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2021

The Trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of The North Kent Architecture Centre Limited (the company) for the year ended 31 March 2021. The Trustees confirm that the Annual report and financial statements of the company comply with the current statutory requirements, the requirements of the 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 (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015).

The company trades under the name Design South East.

STRUCTURE, GOVERNANCE AND MANAGEMENT

CONSTITUTION

The North Kent Architecture Centre is a Company Limited by Guarantee governed by its Memorandum and Articles of Association dated 18 December 2014. It is registered as a charity with the Charity Commission.

METHOD OF APPOINTMENT OR ELECTION OF TRUSTEES

Directors are either 'A' or 'B' directors. 'A' directors are those appointed by 'A' members. 'A' members are currently:

- Medway Council
- University of Greenwich
- Gravesham Borough Council

Each 'A' member may nominate one 'A' director, carried out in accordance with our Articles of Association. In the period ending 31 March 2021 there was one A director, Kevin Burbage from Gravesham Borough Council. He stepped down in October 2020 and was not replaced.

A 'B' member is a member admitted as a 'B' member in accordance with the Articles of Association. A 'B' director is any director appointed as a 'B' director. Anyone wishing to become B directors must make an application for membership and an appointment is subject to approval by a majority of the directors. When considering applications the Board has regard to the requirement for any specialist skills on the board and geographic representation, in addition to understanding of and alignment with the objects of the company.

'A' Directors are nominated for a fixed period not exceeding, 3 years. 'B' Directors were appointed for an indefinite period. 'A' Directors are eligible for re-nomination in accordance with the Articles of Association.

Before the start of the year a group of Board members undertook a review of governance arrangements, and subsequently the Board agreed to revise the arrangements for length of term of B directors. The changes took effect from the Annual meeting on 28 October 2021. The Board has agreed: to reduce the size of the Board to about eight or nine members (as a guideline); to aim for a minimum of three directors of each gender, as well as one person from a BAME background; to ensure there is open recruitment of Board members; and to limit directors serving for a maximum of two periods of three-years, unless there are exceptional circumstances relating to key skills. As a result of implementing these changes in October the Board reduced in size to six directors (three men and three women, but no-one of a BAME background). Judith Armitt is the only director who has now served more than six years on the Board. She has been retained for the time being because of her skills in relation to finance.

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

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TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

At the end of the year the Board commenced an exercise to recruit additional directors which was completed in the following financial year, increasing the size of the Board to ten members for the time being.

All directors are circulated with invitations to nominate trustees prior to the AGM advising of retiring directors and requesting nominations for the AGM.

POLICIES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES

New trustees undergo an orientation session to brief them on: their legal obligations under charity and company law, the Charity Commission guidance on public benefit; and to inform them of the content of the memorandum and Articles of Association, the committee and decision making processes, the business plan and recent financial performance of the charity. During induction they meet key employees and other trustees. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

ORGANISATIONAL STRUCTURE AND DECISION MAKING

The board administers the charity. The board meets quarterly, or more frequently if necessary, as was necessary during the early part of the Coronavirus crisis. There is a finance and audit subcommittee which also meets quarterly, or more frequently if required. This met very frequently during the early part of the coronavirus period.

A Chief Executive whose title is Director (though he is not a director for legal purposes) is appointed by the trustees to manage the day to day operations of the charity. To facilitate effective operations, the Chief Executive has delegated authority, within terms of delegation approved by the trustees, for operational matters including finance, employment and artistic performance related activity.

None of our trustees receive remuneration or other benefit from their work with the charity.

POLICIES AND OBJECTIVES

Our objects are specifically restricted to the following:

1. To advance public education and to develop and improve the skills and capabilities of people of all ages by encouraging the understanding of the arts, architecture and the built environment;
2. To promote social inclusion for the public benefit in particular those that are, or feel they are, excluded from society by helping local people to participate in the improvement of the quality of their built environment (being "excluded" from society, or part of society, as a result of being a member of a socially and economically deprived community or on the grounds of their social and economic position);
3. To promote sustainable development for public benefit in particular best practice in the field of sustainable development. Sustainable development means "development which meets the needs of the present without compromising the ability of future generations to meet their own needs";
4. To advance the education of the public in urban and rural regeneration by promoting best practice in the field of regeneration in areas of social and economic deprivation for the public benefit;
5. To help young people advance in life by developing their skills in particular in the arts, architecture and the built environment; and
6. To further such other charitable purposes (charitable under English law) as the Directors see fit from time to time primarily, but not exclusively in the south of England.

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2021

Achievements and performance

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.

REVIEW OF ACTIVITIES

Throughout the year we have focused particularly on the education of the public in urban and rural regeneration, the development of people's skills and capabilities and the promotion of sustainable development.

The year was dominated by the coronavirus pandemic. While demand for our activity remained strong until April 2020 there was then a sharp drop, followed by a slow recovery to more typical levels of activity. Our design review activity was moved to an online offering very swiftly after lockdown was imposed and we were pleased to be able to offer an almost comprehensive service on a virtual basis.

We continued to deliver a range of events, including online conferences, roundtables and seminars on issues relating to sustainable development and urban and rural regeneration. The programme focused on housing, and on approaches to densifying town centres and planning urban extensions. These activities were delivered to authorities in London, Kent, Oxford, Sussex, Essex and Surrey and elsewhere, but principally in the south-east and east of England.

- We helped to advance the education of the public in urban and rural regeneration by promoting best practice in the field of regeneration across Kent and Surrey, both of which contain areas of social and economic deprivation.
- We continued to promote sustainable development through our process of design review, through which we advised people on how to deliver the best design outcomes for local communities.
- We helped to balance the demands of communities, developers and local authorities by facilitating a number of workshops and charrettes in London, the South East and the East of England. These workshops addressed several critical aspects of sustainable development including: the delivery of sustainable high-quality, high-density development in cities; and the development of sustainable communities in new garden settlements, and extensions to existing settlements.

The board of trustees have considered the Charity Commission's publication 'Charity Fundraising' (CC20) and confirm that The North Kent Architecture Centre Limited's income is derived from charitable trading, and as such the charitable company does not undertake any specific campaigns that require donations. The use of professional fundraisers is therefore not required in order to raise funds and no complaints have been received.

PUBLIC BENEFIT

The trustees confirm that they have complied with the duties in Section 17(5) of the Charities Act 2011 to have due regard to the Charity Commission's general guidance on public benefit.

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

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT (continued) FOR THE YEAR ENDED 31 MARCH 2021

FINANCIAL REVIEW

Income fell in the year to £739,487 (£857,147 2019-20). However, costs were controlled (partly due to use of the Government's Job Retention Scheme) leading to only a small deficit for the year of £2,190. (£78,398 deficit in 2019-20). In the circumstances of a global pandemic this was a satisfactory result. Our reserves remain healthy.

RESERVES POLICY

During 2020-21 it was the policy of the Trustees to retain a minimum of reserves sufficient to cover our exposure to the main risks facing the organisation. We estimated this exposure at £225,000. At the end of 2020-21 the reserves were £268,178, giving confidence these risks can be sustained. We consider the main risks facing the company that might impact on financial performance are:

- A continuing deficit arising from economic recession during and/or following the coronavirus pandemic
- A change in government policy on planning generally, or design review in particular, causing a steep reduction in demand for our support. During the year the Government proposed major changes to the planning system which were expected to change the nature of our operations significantly. We started to prepare new approaches accordingly, as well as lobby Government. However, after the year concluded and following a Government re-shuffle the reforms were put on hold.
- Litigation, including the risk of judicial review, as a result of any perceived inadequacy of our professional advice.

PLANS FOR FUTURE PERIODS

During the year work on strategy and the annual strategy day were deferred until the situation in relation to coronavirus stabilised. After the year end we commenced work on a new strategy and held a series of strategy days with staff and directors. It is anticipated this work will be concluded by the end of 2021.

ARRANGEMENTS FOR SETTING PAY OF KEY PERSONNEL

Shortly after the start of the year as we experienced a drop in workload, we took advantage of the Government's Job Retention Scheme (furlough) to retain employees who did not have sufficient workload. We used the flexible furlough scheme to rotate staff back into the workplace as much as possible. By the summer of 2021 however, we were able to reduce and then end our use of the furlough scheme as work levels resumed a more typical level. We also experienced some staff turnover.

All employees of Design South East are subject to annual appraisal. In the case of the Chief Executive the appraisal is conducted with the Chair of the Board. This year, as a trial, we set up a remuneration committee comprising three directors of the company, advised by the Chief Executive. Pay rises for staff were agreed by this committee. The pay of the Chief Executive was also agreed by the committee but without the presence of the Chief Executive. Decisions are reached in the light of individual performance as judged by the appraisal process, and the financial position of the company as a whole.

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of The North Kent Architecture Centre Limited 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).

THE NORTH KENT ARCHITECTURE CENTRE LIMITED
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2021

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 situation of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards 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 charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

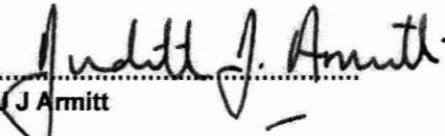
DISCLOSURE OF INFORMATION TO INDEPENDENT EXAMINERS

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant information of which the charitable company's independent examiners are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant information and to establish that the charitable company's independent examiners are aware of that information.

In preparing this report, the Trustees have taken advantage of the small company's exemptions provided by section 415A of the Companies Act 2006.

This report was approved by the Trustees on 29/11/2021 and signed on their behalf by:


J J Armitt

29/11/2021

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

INDEPENDENT EXAMINERS' REPORT TO THE MEMBERS OF THE NORTH KENT ARCHITECTURE CENTRE LIMITED

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF THE NORTH KENT ARCHITECTURE CENTRE LIMITED

I report on the financial statements of the Charity for the North Kent Architecture Centre Limited Year ended 31 March, 2021, which are set out on pages 10-24.

This report is made solely to the Charity's Trustees, as a body, in accordance with section 145 of the Charities Act 2011 and regulations made under section 154 of that Act. 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.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND INDEPENDENT EXAMINER

The charity's trustees are responsible for the preparation of the accounts in accordance with the Charities Act 2011 ("the Act").

The charity's trustees consider that an audit is not required for this year under section 144 of the Act and that an independent examination is needed.

It is my responsibility to:

- examine the accounts under section 145 of the Charities Act,
- to follow the applicable Directions given by the Charity Commission (under section 145(5)(b) of the Act, and
- to state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from the trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a 'true and fair' view and the report is limited to those matters set out in the statement below.

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

**INDEPENDENT EXAMINERS' REPORT TO THE MEMBERS OF THE NORTH KENT ARCHITECTURE
CENTRE LIMITED**

INDEPENDENT EXAMINER'S STATEMENT

In connection with my examination, no material matters have come to my attention

which gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; and
- the accounts did not accord with the accounting records; and
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed:



Dated: ...22/12/2021

Mr H C Kemp FCA

Kemps Chartered Accountants
42A High Street
Broadstairs
Kent
CT10 1JT

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31 MARCH 2021**

	Note	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
INCOME FROM:					
Charitable activities	2	-	733,340	733,340	856,459
Investments	3	-	6,147	6,147	658
TOTAL INCOME		-	739,487	739,487	857,117
EXPENDITURE ON:					
Charitable activities	4	-	741,677	741,677	935,193
TOTAL EXPENDITURE	7	-	741,677	741,677	935,193
NET INCOME BEFORE TRANSFERS		-	(2,190)	(2,190)	(78,076)
NET INCOME / (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES		-	(2,190)	(2,190)	(78,076)
NET MOVEMENT IN FUNDS		-	(2,190)	(2,190)	(78,076)
RECONCILIATION OF FUNDS:					
Total funds brought forward		-	270,368	270,368	348,444
TOTAL FUNDS CARRIED FORWARD		-	268,178	268,178	270,368

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

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

(A company limited by guarantee)

REGISTERED NUMBER: 03284438

**BALANCE SHEET
AS AT 31 MARCH 2021**

	Note	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	10		9,218		8,045
CURRENT ASSETS					
Debtors	11	150,352		164,428	
Cash at bank and in hand		327,944		314,923	
			<u>478,296</u>	<u>479,351</u>	
CREDITORS: amounts falling due within one year	12	(219,336)		(217,028)	
NET CURRENT ASSETS			<u>258,960</u>		<u>262,323</u>
NET ASSETS			<u>268,178</u>		<u>270,368</u>
CHARITY FUNDS					
Restricted funds			-		-
Unrestricted funds	13		<u>268,178</u>		<u>270,368</u>
TOTAL FUNDS			<u>268,178</u>		<u>270,368</u>

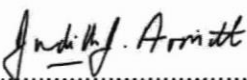
For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

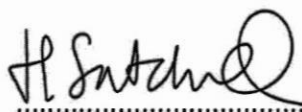
The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

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

The financial statements were approved and authorised for issue by the Trustees on 4 November 2021 and signed on their behalf, by:


.....
J J Armitt
21/12/21


.....
H Satchwell
21-12-21

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

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**STATEMENT OF CASH FLOWS FOR THE YEAR
ENDED 31 MARCH 2021**

		2021	2020
	Note	£	£
Cash flows from operating activities			
Net cash provided by operating activities	15	18,791	(42,532)
		<hr/>	<hr/>
Cash flows from investing activities:			
Dividends, interest and rents from investments		434	658
Purchase of tangible fixed assets		(6,204)	(7,013)
		<hr/>	<hr/>
Net cash used in investing activities		(5,770)	(6,355)
		<hr/>	<hr/>
Change in cash and cash equivalents in the year		13,021	(48,887)
Cash and cash equivalents brought forward		314,923	363,810
		<hr/>	<hr/>
Cash and cash equivalents carried forward	16	327,944	314,923
		<hr/>	<hr/>

The notes on pages 13 to 24 form part of these financial statements.

THE NORTH KENT ARCHITECTURE CENTRE LIMITED

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

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements of the charitable company 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

There were no material departures from those standards.

The North Kent Architecture Centre Limited 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 company's functional and presentational currency is GBP.

1.2 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 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.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Grants are received from Kent County Council and Medway Council and are accounted for on receivable basis.

Project income is recognised when the company obtains the right to consideration under the terms of the individual contract. Where the right to consideration occurs before the service is invoiced the income is accrued. When the right to consideration occurs after the service is invoiced the income is deferred.

1.4 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. Charitable activities and Governance costs are costs

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

incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1. ACCOUNTING POLICIES (continued)

1.5 Tangible fixed assets and depreciation

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Fixtures and fittings	- 33% straight line
Computer equipment	- 33% straight line

1.6 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.7 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.

1.8 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.

1.9 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 within interest payable and similar charges.

1.10 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.

1.11 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.

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

1. ACCOUNTING POLICIES (continued)

1.12 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.

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.

Investment income, gains and losses are allocated to the appropriate fund.

1.13 Critical accounting estimates and areas of judgment

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

The recoverability of debtors is considered to be an area where there is significant estimation involved in valuing the debtors of the charitable company as at the year end date.

Critical areas of judgment:

No significant judgments have had to be made by management in preparing these financial statements.

2. INCOME FROM CHARITABLE ACTIVITIES

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
All charitable activities	-	733,340	733,340	856,459
Total 2020	-	856,459	856,459	

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(A company limited by guarantee)

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

3. INVESTMENT INCOME

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Investment income - local cash and grant	-	6,147	6,147	658
<i>Total 2020</i>	-	658	658	

4. ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
All charitable activities	-	741,677	741,677	935,193
<i>Total 2020</i>	-	935,193	935,193	

5. DIRECT COSTS

	All charitable activities £	Total 2021 £	Total 2020 £
Material purchases	-	-	6,760
Panel fees	204,965	204,965	223,393
Panel expenses	(2,003)	(2,003)	55,868
Venue hire	250	250	3,332
Catering design review	502	502	822
Premises costs	-	-	2,065
Travel & entertainment	-	-	2,645
Gifts and donations	-	-	-
Wages and salaries	288,930	288,930	308,377
National insurance	25,107	25,107	27,932
Pension cost	6,860	6,860	7,253
	<u>524,611</u>	<u>524,611</u>	<u>638,447</u>
<i>Total 2020</i>	<u>638,447</u>	<u>638,447</u>	

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**NOTES TO THE FINANCIAL STATEMENTS FOR THE
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5. DIRECT COSTS (continued)

DIRECT COSTS BY FUND TYPE

	Restricted	Unrestricted	2020
	£	£	£
Material purchases	-	-	6,760
Panel fees	-	204,965	223,393
Panel expenses	-	(2,003)	55,868
Venue hire	-	250	3,332
Catering design review	-	502	822
Travel & entertainment	-	-	2,065
Premises costs	-	-	2,645
Gifts and donations	-	-	-
Wages and salaries	-	288,930	308,377
National insurance	-	25,107	27,932
Pension cost	-	6,860	7,253
	-	524,611	638,447

6. SUPPORT COSTS

	All charitable activities	Total 2021	Total 2020
	£	£	£
Premises costs	17,616	17,616	38,283
Travel & entertainment	257	257	6,731
Office costs	36,777	36,777	26,523
Legal fees	-	-	-
Accountancy fees	1,518	1,518	21,300
Consultancy fees	-	-	5,733
Professional fees	6,679	6,679	14,565
Marketing and communications	14,535	14,535	29,970
Bad debts	(5,584)	(5,584)	(1,081)
Independent examiners' remuneration	4,350	4,350	5,763
Wages and salaries	121,484	121,484	128,202
National insurance	13,133	13,133	13,202
Pension cost	2,313	2,313	3,600
Depreciation	3,988	3,988	3,949
Total 2021	217,066	217,066	296,746
Total 2020	296,746	296,746	

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**NOTES TO THE FINANCIAL STATEMENTS
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SUPPORT COSTS BY FUND TYPE

	Restricted	Unrestricted	2020
	£	£	£
Premises costs	-	17,616	38,283
Travel & entertainment	-	257	6,731
Office costs	-	36,777	26,523
Accountancy fees	-	1,518	21,300
Consultancy fees	-	-	5,733
Professional fees	-	6,679	14,565
Marketing and communications	-	14,535	29,970
Bad debts	-	(5,584)	(1,081)
Auditor's remuneration	-	4,350	5,763
Wages and salaries	-	121,484	128,202
National insurance	-	13,133	13,202
Pension cost	-	2,313	3,600
Depreciation	-	3,988	3,949
	<u>-</u>	<u>217,066</u>	<u>296,746</u>

7. ANALYSIS OF EXPENDITURE BY EXPENDITURE TYPE

	Staff costs	Depreciation	Other costs	Total	Total
	2021	2021	2021	2021	2020
	£	£	£	£	£
All charitable activities	<u>457,826</u>	<u>3,988</u>	<u>279,862</u>	<u>741,677</u>	<u>935,193</u>
<i>Total 2020</i>	<u>488,572</u>	<u>3,949</u>	<u>442,672</u>	<u>935,193</u>	

8. NET INCOME/(EXPENDITURE)

This is stated after charging:

	2021	2020
	£	£
Depreciation of tangible fixed assets:		
- owned by the charity	3,988	3,949
Independent examiners' remuneration	<u>4,350</u>	<u>5,763</u>

During the year, no Trustees received any remuneration (2020 - £NIL).

During the year, no Trustees received any benefits in kind (2020 - £NIL).

During the year, no Trustees received any reimbursement of expenses (2020 - £NIL).

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

9. STAFF COSTS

Staff costs were as follows:

	2021	2020
	£	£
Wages and salaries	410,414	436,585
Social security costs	38,240	41,134
Pension costs	9,173	10,853
	<u>457,827</u>	<u>488,572</u>

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

	2021	2020
	No.	No.
Director	1	1
Programme Manager	1	1
Programme Coordinator	1	1
Programme Administrator	1	1
Events and Marketing Coordinator	1	1
Finance Manager	1	1
Office Manager	1	1
Design Advisor	5	5
	<u>12</u>	<u>12</u>

The number of higher paid employees was:

	2021	2020
	No.	No.
In the band £70,001 - £90,001	1	1

The key management personnel of the charity comprise, the Chief Executive Officer and the Head of Programmes. The total employee benefits of the key management personnel of the Charity were £115,979 (2020 - £136,500).

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**NOTES TO THE FINANCIAL STATEMENTS
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10. TANGIBLE FIXED ASSETS

	Fixture and fittings £	Computer equipment £	Total £
Cost			
At 1 April 2020	1,360	20,160	21,520
Additions	-	6,204	6,204
Disposals	-	(1,249)	(1,249)
	<u>1,360</u>	<u>25,115</u>	<u>26,475</u>
At 31 March 2021			
Depreciation			
At 1 April 2020	1,360	12,115	13,475
Charge for the year	-	3,988	3,988
On disposals	-	(206)	(206)
	<u>1,360</u>	<u>15,897</u>	<u>17,257</u>
At 31 March 2021			
Net book value			
At 31 March 2021	<u>-</u>	<u>9,218</u>	<u>9,218</u>
	<u>-</u>	<u>8,045</u>	<u>8,045</u>
At 31 March 2020			

11. DEBTORS

	2021 £	2020 £
Trade debtors	143,911	157,746
Prepayments and accrued income	6,441	6,682
	<u>150,352</u>	<u>164,428</u>

12. CREDITORS: Amounts falling due within one year

	2021 £	2020 £
Trade creditors	56,949	48,625
Other taxation and social security	88,989	55,132
Other creditors	1,201	2,320
Accruals and deferred income	72,197	110,951
	<u>219,336</u>	<u>217,028</u>

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

12. CREDITORS: Amounts falling due within one year (continued)

	£
Deferred income	
Deferred income at 1 April 2020	68,189
Resources deferred during the year	43,375
Amounts released from previous years	(68,189)
Deferred income at 31 March 2021	<u>43,375</u>

13. STATEMENT OF FUNDS**STATEMENT OF FUNDS - CURRENT YEAR**

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
General Funds - all funds	270,368	739,487	(741,677)	-	268,178
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total of funds	<u>270,368</u>	<u>739,487</u>	<u>(741,677)</u>	<u>-</u>	<u>268,178</u>

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**NOTES TO THE FINANCIAL STATEMENTS
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13. STATEMENT OF FUNDS (continued)

STATEMENT OF FUNDS - PRIOR YEAR

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance/at 31 March 2020 £</i>
General Funds - all funds	348,444	857,117	(935,193)	-	270,368
Total of funds	<u>348,444</u>	<u>857,117</u>	<u>(935,193)</u>	<u>-</u>	<u>270,368</u>

SUMMARY OF FUNDS - CURRENT YEAR

	<i>Balance at 1 April 2020 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2021 £</i>
General funds	270,368	739,487	(741,677)	-	268,178
Restricted funds	-	-	-	-	-
	<u>270,368</u>	<u>739,487</u>	<u>(741,677)</u>	<u>-</u>	<u>268,178</u>

**SUMMARY OF FUNDS -
PRIOR YEAR**

	<i>Balance at 1 April 2019 £</i>	<i>Income £</i>	<i>Expenditure £</i>	<i>Transfers in/out £</i>	<i>Balance at 31 March 2020 £</i>
General funds	348,444	857,117	(935,193)	-	270,368
Restricted funds	-	-	-	-	-
	<u>348,444</u>	<u>857,117</u>	<u>(935,193)</u>	<u>-</u>	<u>270,368</u>

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

14. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Restricted funds 2021 £	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	-	9,218	9,218
Current assets	-	478,296	478,296
Creditors due within one year	-	(219,336)	(219,336)
	<u>-</u>	<u>268,178</u>	<u>268,178</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR

	<i>Restricted funds 2020 £</i>	<i>Unrestricted funds 2020 £</i>	<i>Total funds 2020 £</i>
Tangible fixed assets	-	8,045	8,045
Current assets	-	479,351	479,351
Creditors due within one year	-	(217,028)	(217,028)
	<u>-</u>	<u>270,368</u>	<u>270,368</u>

15. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	(2,190)	(78,076)
Adjustment for:		
Depreciation charges	3,988	3,949
Dividends, interest and rents from investments	(434)	(658)
Decrease/(increase) in debtors	13,835	(51,321)
Increase in creditors	3,592	83,874
	<u>18,791</u>	<u>(42,532)</u>
Net cash provided by operating activities		

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

16. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021	2020
	£	£
Cash in hand	<u>327,944</u>	<u>314,923</u>
Total	<u>327,944</u>	<u>314,923</u>

17. RELATED PARTY TRANSACTIONS

During the year under review the following transactions took place with the company Tibbalds Planning and Urban Design Ltd, a company in which H Satchwell is a Director and shareholder;

Sales of £720 (2020 - £6,898)

All transactions were at arms' length and as at 31 March 2021 £0 (2020 - £1,185) was due from Tibbalds Planning and Urban Design Ltd.