

**REPORT OF THE TRUSTEES AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 AUGUST 2019
FOR
HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD**

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

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

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FOR THE YEAR ENDED 31 AUGUST 2019**

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HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2019

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 August 2019. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

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

REFERENCE AND ADMINISTRATIVE DETAILS

Charity name Hebden Bridge Community Association Ltd

Charity registration number 1127597

Company registration number 06685276

Registered office & operational address
The Town Hall
St George's Street
Hebden Bridge
HX7 7BY

Trustees

Mr R Needham	Chair
Mrs AM Ward	Treasurer
Mr D Larner	
Mr R Deighton	
Mr A Benitez	
Mr W Lake	(from 31 st January 2019)
Ms P Fraser	(from 31 st January 2019)
Ms J Morris	(from 31 st January 2019)

Company Secretary

Mr G Mynott

Executive Director (not a trustee)

Mr Graham Mynott

Auditors

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

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2019

Our Year – a message from the Trustees

Looking back at 2018/2019 it's apparent that we have been in transition.

There have been several examples, from the changes to the organisation of our staffing represented by changes to our Duty Officer and book-keeping arrangements, through the wider economic circumstances which have impacted on our business tenant turnover and vacant units during the year.

In the context of the forthcoming 10th anniversary of the asset transfer of the old Council Offices to Hebden Bridge Community Association in April 2020 we could regard this as the closing of one chapter in preparation for the next.

The biggest and most positive news though is that we have found a financially sustainable solution which will considerably reduce the amount we owe in loans. This has been a project which has taken 5 years since Social Investment Business first agreed a package of management and financial support that allowed us to consolidate our position following completion of the transfer and establishment of the new enterprise. Subsequently the Board concluded that our best approach was to open discussions with Calderdale Council in early 2017, leading to a formal meeting with senior Council executives in November 2017 and a deal being approved by the Council's Cabinet in April 2019. The Association is moving from having loans of over £1.5m with an interest rate of 5% over a 25yr term and replacing this with a new £600,000 loan over 35 years with an interest rate of 3.7%.

We would not be in the position we are without a huge amount of hard work, support and ultimately belief in what we are trying to achieve here from staff, Trustees and partners in both Social Investment Business and Calderdale MBC: we thank them all hugely.

We now want to look forward. We must service our new loan and manage our finances effectively in order to do so, but as we come towards the 10th anniversary of the asset transfer which represents the start of the Town Hall, Hebden Bridge project, we have a solid and sustainable financial model, our loan situation is stabilised and we can look ahead to plan our next 10 years based around our current Strategic Plan priorities:

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

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

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Our story

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

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

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

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

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

What we do

The Town Hall, Hebden Bridge is a place to collaborate, create, meet and celebrate.

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

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

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

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

The Town Hall is run by Hebden Bridge Community Association, for the benefit of the community.

ACHIEVEMENTS AND PERFORMANCE

Staying Well

Staying Well started in January 2015 as a pilot project. It is a universal adult service focussed on engaging vulnerable people with community solutions to reduce demand on more acute health & social care services.

Hebden Bridge Community Association directly manage 2 Calderdale Council staff (Helen Doodson & Tricia Astwood) who have been seconded to us to enable delivery of the project. We are responsible for all 4 Upper Calder Valley wards: Calder, Luddendenfoot, Ryburn and Todmorden.

Helen & Tricia receive referrals of clients, undertake 1-1 client work, refer clients on into existing activities in the Upper Valley which meet their specific needs or wishes. They also work with community organisations across the patch to support them and connect them together. One way this is achieved is through supporting and developing broad networks of community organisations based on regular email updates and network meetings. There are 3 in our area: the Todmorden Wellbeing Network (co-ordinated by Healthy Minds Calderdale); the Valley Wellbeing Network (which covers the Calder & Luddendenfoot Wards); and the Ryburn Wellbeing Hub.

It is a project clearly providing what is now termed “social prescribing”.

The project is contracted to us from the Council who have an outline commitment to the project until at least March 2020, which we expect to soon extend to March 2021.

The Staying Well project has had 2 external evaluations (i) after the first phase published in July 2016 by the University of Lincoln available here:

https://www.calderdale.gov.uk/nweb/COUNCIL.minutes_pkg.view_doc?p_Type=AR&p_ID=45820

(ii) a second evaluation has been completed over the summer 2019 by the University of Sheffield and will be available shortly.

The data for Staying Well has been collected and monitored across Calderdale since April 2016 and in the period to end June 2019 we have dealt with 420 referrals in the Upper Valley (135 in the year from September 2018 onwards, up from 121 in the year to August 2018).

On the back of our core funding for this work (£22,500 pa) we have worked with our Staying Well partners (Halifax Opportunities Trust & North Halifax Partnership) and others to secure additional funds for the Upper Valley. This has included: working with Healthy Minds (as lead bidder) to secure funding from the Community Foundation for Calderdale for their *Todmorden Mental Health Commission* (a programme that ended during 2018/2019); with Staying Well partners to secure further funding from the Community Foundation for Calderdale for a programme of *Tackling Isolation*; and with Staying Well partners and Voluntary Action Calderdale to secure funds from the West Yorkshire & Harrogate Health Care Partnership’s “*Harnessing Power of Communities*” fund.

We expect to be able to work collaboratively with partners and other funders in the future too.

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

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A home for vibrant community activity

During 2018/19 well over 40 groups used spaces in our building for regular weekly activities and public events. In addition, another 107 groups and organisations used our spaces for ad hoc events. The range and diversity of the community groups using the Town Hall continued its trajectory and we are delighted to host such a wide range of activities suitable for all ages, stages and interests. There remain a range of activities for everyone from the community.

We have continued to deliver our focus on supporting vulnerable groups within our community: building on our Staying Well project. In this year for example, as part of our drive for Dementia Friendly Hebden Bridge we have supported a creative dementia project: Awakening Arts CIC; and working with the local Practice Health Champions we are hosting a regular menopause support group.

We are also really pleased, once again, to have several groups try out new initiatives in the Town Hall. We see this as a way of offering support to a wider range of community activity: acting as a broker; making relevant introductions between voluntary groups, individuals and businesses and helping them to share information and skills; supporting groups to develop and grow; and creating an environment where new collaborations can develop and grow.

Families use our spaces to come together and celebrate important occasions or to remember loved ones. In 2018/19 we hosted:

- 8 wedding ceremonies and 2 wedding receptions (2017/2018 = 9 & 4 respectively),
- 5 birthday and anniversary parties (2017/2018 = 12),
- 6 memorial events (2017/2018 = 1)
- 1 other party (2017/2018 = 2)

Our building continues to fulfil an important civic function. Hebden Royd Town Council is based at The Town Hall and along with Erringden, Wadsworth, Blackshaw Head and (much less frequently) Heptonstall Parish Councils all use our spaces regularly for full council and committee meetings. Calderdale Council regularly hold events in the building as well as being an anchor tenant in The Town Hall, with a touchdown space for Council staff and the Neighbourhood Coordinator and Wardens for the Calder and Luddendenfoot Wards based here during 2018/2019. We are also a base for the Calder Neighbourhood Policing Team.

We'd also like to highlight that the Association and the Town Hall regularly host visits from organisations with ambitions to deliver similar projects elsewhere in the country – we take each and every one as a compliment to what has been achieved here. In 2018/2019 we have hosted groups from: Kirklees & Liverpool and closer to home helped Causey Hall in Halifax and the Todmorden Learning Centre project.

Finally, in this section we hosted one of Locality's Power of Community events in April. Another opportunity to keep our profile high at a regional & national level.

Festivals and special events

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

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Once again, we hosted events at The Town Hall on eight of the nine days during the popular Hebden Bridge Arts Festival – this year with a theme of Virtual Valley. This included: an exhibition of Fay Godwin’s compelling *Elmet* photographs alongside new images taken at the same locations 40 years later; a multi-voice interactive artwork; digital installations exploring the impact of man on nature; talks and performances, activities for local groups, poetry readings and several events for children including Miss Lily’s Victorian Circus Game. These events all help us widen our engagement with people in the town, bringing new people into the building every day for a programme of high-quality and exciting artistic events.

The Town Hall was also (once again) the only venue for the Hebden Bridge Piano Festival in April 2019 with seventeen music events over one weekend including free performances in the bar, recitals by renowned pianists and concerts for pre-school and school age children.

We seek to work proactively with festival organisers to help them develop and grow. This includes offering box office and merchandise facilities through our reception and our volunteers. In 2018/2019 aside from the Arts & Piano Festivals we also hosted events for Folk Roots, Happy Valley Pride, Steampunk, and the Literary & Scientific Society (4 lectures on a variety of topics).

Amongst the wide and diverse range of other special events during the year were:

- Acting as joint host venue – with Hebden Bridge Picture House – for the first Hebden Bridge Film Festival, which proved to be a huge success
- Acting as a Polling Station for the Local & European Union Elections in 2019
- Hosting a charity fashion show organized by a local clothes shop
- The courtyard and café were hired by a local astronomy group for a public stargazing event
- Accommodating and catering for conferences including the first Slow the Flow conference, Wuthering Bytes (returning after a year off) and the Feral Vector gaming conference
- An “Antiques Roadshow” type event– a valuation company hired the Waterfront Hall and invited the public to bring along their treasures for valuation
- Hosting a lunch for refugees organized by one of our Town Hall volunteers
- Providing a venue for a free defibrillator training day for members of the public
- Providing a venue for theatrical performances by the local group – the Nova Collective
- Hosting the annual Halifax CAMRA Beer & Cider Festival
- Hosting a local Oxfam Supporter event
- Hosting open public events in conjunction with Hebden Bridge Partnership
- Collaborating with Hebden Royd Town Council on the Great War commemorative event with a celebration of peace installation in the courtyard and entertainment in the café & Waterfront Hall

Exhibitions

During 2018/19 we hosted 14 exhibitions each with a special connection to the area and to local people. These included:

- The ever popular local Camera Club annual exhibition
- The works of local artists Julie Rose Clark and Barry Cook (after a very brief popular exhibition in 2017/2018)
- Two Local history society exhibitions illustrating the *History of Local Railways* and a commemoration of the Great War around Armistice Day
- Two ArtBound exhibitions featuring multiple local artists

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- Three exhibitions related to local festivals- the Piano Festival (Artist's biographies), the Handmade Parade (included a life size papier-mâché camel - which drew a lot of attention) and Hebden Bridge Arts Festival, – the latter featuring photographs provided by the Elmet Trust
- A photographic exhibition by Pennine Prospects

Mike Crawford of the Local History Society comments:

"The Town Hall is a great place for us to hold an exhibition and to put on show aspects of local history such as the impact made by "hippies" in the 70s or the national renown won by the Nutclough Co-operative. There is suitable space in the foyer and the cafe provides extra space for pictures. Provision of hanging wires and hooks is a great help. Staff have always been accommodating and helpful with the exhibitions." **Mike Crawford**

The exhibition co-ordinator for ARTbound is Meg Oxford who comments:

"ARTbound have hosted their Christmas ARTfair at the Waterfront Hall within the Town Hall each winter since 2015. Alongside this annual event, ARTbound have coordinated two exhibitions throughout the foyer and cafe area each year, with changing themes, showcasing a range of creativity from visual art, photography, illustration and textile. The versatility of the venue and the open-minded staff make the planning operation a pleasant experience. Communication throughout the event process is clear and efficient. All exhibitors who have used ARTbound to exhibit have agreed that the Town Hall are easy to work with, clear in their instructions when delivering artworks and look after the venue with pride." **Meg Oxford**

The exhibitions bring a range of people into the building, often for the first time, and their visit introduces them to our building and our offer.

Cafe

The Town Hall Café Limited was incorporated on 2nd February 2016 (Company No. 9981542) as a subsidiary of Hebden Bridge Community Association. This action was taken to ensure the Association continues to meet our charitable objectives and responsibilities. The Café reports accounts as a separate company: 2018/2019 is the fourth year of trading (including 3 full years trading). There is a detailed agreement setting out the relationship between Hebden Bridge Community Association and the Town Hall Café Limited originally signed off by the respective organisation's Boards in the autumn of 2016: this has been updated annually since.

Both before and after incorporation the café remains the beating heart of our building. It is popular with business tenants, community groups, and people attending events in the building as well as local people and visitors to the town. We are delighted to have established the café as a place people clearly enjoy visiting: you certainly need to arrive early to get a seat at lunchtime now ! It is one of the few fully accessible cafes in Hebden Bridge and is much used by young families and people with wheelchairs because of the space – and when the sun shines the courtyard is a fabulous outdoor eating space.

The Association and the Café continue to invest in improvements internally and externally in the courtyard in order to increase the attractiveness of the café as a place to eat and drink. We added two large parasols into the Courtyard this summer and these proved very popular when the weather warranted their use.

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The Café did not make a profit in 2018/2019 so the Association will not receive a donation during 2019/2020: income from Café trade, meeting & event catering and bars was all down against 2017/2018 and whilst stock control was managed the staffing cost proved harder to control leading to a £4900 loss.

Supporting local businesses

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

Our building includes offices and business units with high-speed fibre optic broadband. We have had 38 business tenants occupying our 34 units in the building during 2018/2019: with 3 new businesses. Some of our new tenants are a laser clinic, a physiotherapist and 3 local charities are sharing a Unit. We have maintained the Huddle space: converting a unit to make a new meeting room which is now regularly used by our tenants and hired by the public. During the year we also had 24 business associates using the hot desking facility.

For the first time since the Town Hall opened, we have had vacant units during 2018/2019 – carrying at least 1 vacant unit since February 2019. As a result, both our business unit occupancy and financial results have suffered. In the majority our business tenants are based in the creative digital industry – in line with our ERDF grant requirements. Our fibre optic broadband connection allows them to connect all over the world.

In 2018/2019 we have invested in an upgrade to our Wi-Fi system: clearly a system installed when the building opened in 2012 was no longer enough for the current usage levels of Wi-Fi amongst businesses and tenants

During the second half of 2018/2019 we have started preparations for the delivery of a major event in October titled: The Future of Hebden Bridge's Economy. This is shaping up to be a major project for us going forward.

During the short interval between tenants a vacant unit was rented for a week by a regular Town Hall patron. This is the first occasion such a short-term rental has been offered and it proved beneficial for all parties:

Working for a TV production company myself and three other writers used the Town Hall on two separate occasions this year for a story conference. We found the room and facilities perfect for what we needed. The staff could not have been more helpful and accommodating. Good food downstairs meant we didn't have to go out in the rain and the new coffee machine adds another dimension to the whole experience. I would recommend the Town Hall to businesses, small group and individuals. Five stars!

Stephen Brady

We continue to work in partnership with the Federation of Small Businesses to deliver a monthly business breakfast open to the wider business community in the area: there were 9 during the year. These are well attended with 20-25 people per breakfast with a mailing list of about 400. The meetings are valued for the networking opportunities and the seminar programme which have included topics like: energy efficiency in buildings; risk management and mental health at work.

Our role in the wider Community

We introduced this section into our Trustees Report last year as a suitable place to highlight 3 new aspects of our work:

- During 2018/2019 our Director has continued to serve on the Hebden Bridge & Mytholmroyd Town Development Board. This a regular meeting bringing together Calderdale & Town Councillors, local businesses and the voluntary and community sector to look at key issues affecting the local area – with a specific focus on the economy. Our Director serves as a community representative
- During 2018/2019 for the second year running we have worked alongside Hebden Bridge Partnership to forge a common approach to community engagement in the local area – our members are predominantly individual residents and theirs are local community organisations but we jointly wish to engage with and support the local community for the benefit of all. We are pleased that this work will continue into 2019/2020
- Those familiar with Hebden Bridge’s recent history will be aware of our flood story arising from the Boxing Day 2015 floods. Whilst the memories of this event fade we wanted to emphasise that the Town Hall continues to play a key role in Hebden Bridge’s flooding response: we continue to act as a major venue for a wide range of flood response and planning meetings for future flood protection works; we have a clear, detailed and ongoing formal agreement with Calderdale MBC about the Town Hall’s future role as the emergency response centre for Hebden Bridge with a detailed Activation Plan; we participate in the Local Authority’s annual testing exercises and undertake annual flood exercises ourselves; our Director is part of the Environment Agency’s Hebden Bridge Flood Alleviation Scheme Stakeholder group; and we continue to host field trips from local Universities who are wanting to learn about the local Hebden Bridge flooding experience and responses. In addition, in 2018/2019 we have had another near-flooding incident which has prompted further discussion about our role. The local knowledge that this is the place to come to in such situations, coupled with our long opening hours every week mean that the chances are that in a near flooding event the building will be open to the public who will come and seek information from staff and volunteers here. As a result, we are working with the Local Authority and the Flood Wardens to clarify and refine how we deliver that role for the community.

European Regional Development Fund

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

Running our building and developing our team

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

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In 2018/2019 the Town Hall was only closed on 12 days in the year: and 5 of these were Christmas Eve, Christmas Day, Boxing Day, New Year's Eve and New Year's Day. This is the context for the challenges of running the building and ensuring that our users are safe and well at all times: in particular making the time for major refurbishment projects can raise scheduling difficulties.

In 2018/2019 we completed the following major refurbishment / repair projects:

- Early in the year we realised there was a problem with a leak near our Business Lounge – this was traced to 2 redundant skylights in part of the old building – these have been removed and the roof re-slatted.
- We use the Christmas closure period to undertake major refurbishment projects which would otherwise be impossible to complete when the building is open to the public: in 2018/2019 the wooden flooring throughout reception and the Café was sanded and oiled.
- We completed a planned project in the old building to replace the strip lighting with more energy efficient LED lights which are motion-sensor controlled. This also enabled us to strip out some redundant wiring, improve the lighting coverage and remove emergency lighting as this is incorporated into the LED lights.
- The remainder of the circulation spaces and the whole stairwell in the old building were then fully repainted
- At around the same time there was a leak on the lead roof bay window of the Council Chamber which was fixed along with some chimney and roof slate works on the old building – we then completed a full redecoration of the Council Chamber. If you haven't been in recently it is stunning.

Day to day responsibility for the Association rests with the Executive Director: Graham Mynott. In the course of 2018/2019, the Association also employed: Rachel Tighe as Facilities Coordinators; Ebony Andrews as Events Coordinator; Jo Norris (Caretaker); Christine Wright (Administrator) and Tom Lockett (Cleaner) during the year.

In 2018/2019 we took steps to reorganise the way in which our duty work is covered: this is outside office hours work (evenings and weekends) which have for several years been undertaken by the core office staff. The reorganisation was driven by the number of extra hours being demanded of our core staff which was unsustainable – nearly 800 hours were completed between the core staff in 2017/2018 for example. We are recruiting 2 duty officers on annualised contracts: Suzanne Hesselden started in April 2019 and a further recruitment round completed just after the end of the financial year when we appointed Rosie Orford.

The following permanent Cafe staff were also employed during the year: Rebekah Cathcart & Amber Roberts (as Café Supervisors), Dave Glover, Kelly Western, Naomi Marshall and Hannah Polden-Bevan. In addition, during the year Mattie Robertson and Caroline Cameron left our employment whilst Raquel Lowsley started and ended her employment with us during the year. We continue to have a regular and changing pool of casual staff who we call upon when necessary.

In this year we also took steps to reorganise the way in which our finance and book-keeping is organised. We have for the first time recruited a bookkeeper (Jim Murphy) to our staff team from May. We continue to use a contractor for other finance work.

This year we've been able to invest in staff training covering First Aid at Work, Food Hygiene and Fire Warden training amongst others.

The staff team are supported in their work by our fantastic team of 23 volunteers who lead on our reception function, welcoming people into the building: the building wouldn't function as effectively without them. The Trustees would like to extend grateful thanks to all the Volunteers. As is often the way a few of our established volunteers "retired" or moved away during the year. We have had 8 new recruits.

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The Trustees also wanted to extend particular thanks to Katherine Wackerbarth who has acted as our volunteer co-ordinator from our very early days. Katherine stepped down during 2018/2019 to pursue other ventures. Many thanks to Katherine for all her time, energy and commitment.

I've been volunteering for almost two years now, and from the outset I've felt like a valued member of the Town Hall team. I took over the volunteer rota co-ordination role when Katherine Wackerbarth stepped down at the end of last year. It's a very enjoyable task and great to be working with all these people who are so keen to support the Town Hall. When new volunteers arrive the amount, there is to learn can seem daunting, but as we say to all of them, 'the staff team have your back'. We know that whenever we ask for help a smiley staff member will be on hand to give us the support we need.

Jan Scott

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

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

Our challenges

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

The biggest challenge in the Town Hall remains the need to continue to restore the old building - the fabric of the building still needs much attention and we would like to increase wider public usage. We have made steady progress over the last 4 years with the new Business Lounge, refurbishment of the Greenwood Room, upgraded lighting and re-decoration of all the circulation spaces including the stairwell...but we need to continue the upward curve. The Trustees are acutely aware that the opportunities to fund the entire refurbishment in one go are now very limited and we have therefore adopted a piecemeal approach.

The good news is that our future planning for this work can now progress as we are embarking upon a £10,000 project with funds secured for a Project Viability Report from the Architectural Heritage Fund to combine with funds from Hebden Royd Town Council and our own resources. This work will progress during 2019/2020.

In this section last year, we discussed the challenge of our overall indebtedness – and the Trustees are delighted to be able to report on the solution which is detailed elsewhere in this report. The challenge now becomes continuing our financial sustainability in challenging wider economic circumstances which impact on is different ways: maintaining our business tenant occupancy levels; ensuring the profitability of the Café and also the variability from year to year of the number of events and activities hosted in the Town Hall. These directly affect the sustainability of the Association and are in the forefront of the Trustee's minds.

What next?

This is the first year of our current Strategic Plan period (2019/2022). We have 3 strategic objectives:

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

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During 2019/2020 in line with these our priorities include:

- Widen our reach with the community through: the continuation and development of the Staying Well project; developing our working arrangements with Hebden Bridge Partnership; securing our role as a community hub (including our position as an emergency hub for Hebden Bridge); and further developing our membership scheme.
- Create an environment to enable businesses to thrive here through: maintaining the quality of our business unit offer; widening the range of business associate options; and continuing to develop our wider relationships with local business groups in the town and across the District particularly focussed on driving ahead with the Future of Hebden Bridge Economy event
- Keep the Town Hall operating successfully with a focus on our long-term viability through further developments to enhance the event, catering and room hire offer we make and complete a feasibility study of the old building.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a company, limited by guarantee, as defined by the Companies Act 2006. The organisation is a charitable company limited by guarantee, incorporated on 1 September 2008 and received charitable status on 19 January 2009. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

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

All trustees give their time voluntarily and receive no benefit from the charity. Any expenses reclaimed are set out in **note 7** to the accounts. The trustees try to maintain a broad set of skills on the Board and bring a good range of experience to the role.

The Trustees run at least one annual recruitment process – for the 3rd year running this was timed for Trustees Week in November 2018. We had 2 people come along and we are really pleased that one has subsequently joined the Board. The Trustees plan to run at least one recruitment process during 2019/2020.

At the forthcoming AGM (scheduled for March 2020) 3 current Trustees will come to the end of their term and 2 are eligible to stand again (one having reached the end of their 2nd term of office). No Trustees left the Board in 2018/2019. The Trustees always welcome speaking to interested parties about joining the Board.

Induction and training of new trustees

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

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2019

Organisational structure

The board of trustees meets on a regular basis, and 12 board meetings were held in the period 1st September 2018 – 31st August 2019. In addition an officer's group consisting of the Chair, Treasurer & Company Secretary also meet 12 times a year to help manage and set the agenda. The board can also meet informally from time to time and for training as required: but there were none during 2018/2019.

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

The Trustees continue to receive information regarding the performance of the subsidiary: The Town Hall Café Limited (Company No. 9981542) on a regular basis and one of the Trustees sits as a Director of the Café – along with the Executive Director. The Café's independent director resigned during the year and has not yet been replaced. The Café has its own Board meetings as well.

Pay policy

The board of trustees consider the pay of the Executive Director and staff team annually, considering the nature of the charity, the overall financial position and benchmarking to similar roles in similar organisations where possible.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. As part of the process of developing the Strategic Plan 2019/2022 the Board undertook a risk management assessment using the Charity Commission's latest guidance on the subject.

Policies are created and reviewed to ensure that risks are considered and managed and staff, volunteers and Town Hall users are provided with information on health and safety.

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objects are:

1. To further or benefit the residents of Hebden Bridge and the neighbourhood, without distinction of sex, sexual orientation, race or of political, religious or other opinions by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and to provide facilities in the interests of social welfare for recreation leisure time occupation with the objective of improving the conditions of life for the residents
2. To promote for the benefit of the public the urban or rural regeneration in areas of social and economic deprivation and in particular in Hebden Bridge and the neighbourhood by all or any of the following means:
 - the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need through help (a) in setting up their own business or (b) to existing businesses,
 - the creation of training and employment opportunities by the provision of workspace, buildings, and / or land for use on favourable terms

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 AUGUST 2019

- the maintenance, improvement or provision of public amenities
- the preservation of buildings or sites of historic or architectural importance
- the provision of recreational facilities for the public at large and / or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances have need of such facilities
- the protection or conservation of the environment

The Trustees complete an annual exercise to consider whether the objects remain appropriate: no amendments were considered necessary during 2018/2019. The Trustees consider that the Staying Well project's reach across 4 Calderdale wards is within the charity objects.

Ensuring our work delivers our aims

Hebden Bridge Community Association's main document providing the framework for our Trustees to review our aims, objectives and progress on a regular basis is our Strategic Plan 2019-2022.

We plan to create annual action plans which look at our activity over the previous 12 months, evaluating the benefits and successes of each activity undertaken and planning for the 12 months on the back of these: all within the framework of the Strategic Plan.

Future income and capital needs

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

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

Calderdale Council has continued to be an anchor tenant in the old building – this is a 10-year agreement from April 2010. Work is ongoing to consider the options which might arise when the current agreement ends.

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

The charity continued to be reliant on the favourable loan arrangements with Futurebuilders (Social Investment Business/SIB) during this Financial Year. We made monthly payments to one of the SIB loans throughout - continuing our recent track record of meeting loan commitments – whilst negotiating the outcome set out in this report regarding the settlement of our SIB loans. The Trustees wish to record again their thanks for that continued support.

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

Plans for the future

The Association's plans are set out in the Strategic Plan 2019-2022 with the detailed activity set out in Action Plans. The Trustees continue to aim to prioritise the application for grants and other funds to supplement the operational income from the facility over the next 12 months.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2019**

Public benefit

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

FINANCIAL REVIEW

Reserves policy

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

General Fund

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

The Board has also identified 4 areas where funds previously identified as general unrestricted should now be designated for specific purposes and recorded as such in Hebden Bridge Community Association's Accounts:

- In the light of the Boxing Day 2015 floods and our inability to secure insurance cover for our basement contents and as a result of the costs incurred to the Association as a direct result of the flood response the Board have a goal to establish a designated Flood Fund of £45,000. As at 31 August 2019 the balance of this fund was £11,000 (£11,000 as at 31st August 2018). The Association was not "out of pocket" in the aftermath of the Boxing Day 2015 floods: this fund has been designated because we cannot be certain that we will be so fortunate in the future.
- The Board have a long-standing commitment to designate a property reserve fund to allow for future replacement costs once the initial depreciation charges arising from the new build tailed off. In addition, as identified elsewhere, the Association continues to identify issues with the fabric of the old and new parts of the Town Hall. As a result of these the Board have a goal to establish a Property Reserve Fund of £101,186 (representing £53,086 for the old Town Hall and £48,100 for the new). As of the 31 August 2019 £25,156 has been allocated (£12,656 for the Old Town Hall & £12,500 for the new as at 31st August 2018):
- Café Fixed Assets – the fixed assets in the Café remain in the ownership of Hebden Bridge Community Association. The Café makes a monthly payment (as detailed in the agreement between Hebden Bridge Community Association and the Town Hall Café Limited). This is based on analysis of the cost of all Café-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Café against the actual Fixed Asset depreciation. As at 31st August 2019 the cumulative surplus arising for HBCA is £8253.43 (2017/2018: £5775.55 cumulative). This designated fund is for the replacement of Café-related fixed assets in the future: we are planning to start programmed replacement of assets during 2019/2020.
- We are due to make the second £15,000 payment to Calderdale MBC in 2020. This arises from a loan agreement which commenced in 2010 where we received £60,000 repayable in 4 instalments, once every 5 years. The first payment was made in April 2015 and our second is due in April 2020. The Trustees consider it prudent to designate a further £7,500 to reach the £15,000 sum from our 2018/2019 General Fund balance towards this purpose.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 AUGUST 2019**

The charity continues to try to identify and exploit opportunities to develop unrestricted funding, with an emphasis on continuing to diversify the income streams. Hebden Bridge Community Association accesses through further developing the charity's contracting and commissioning of services. The ultimate aim is for Hebden Bridge Community Association to increase the level of commissioned income, corporate income, individual giving and events income and thereby generate sufficient income to be in a position to make our loan repayments due.

Restricted Funds

Restricted funds are funds subject to specific conditions imposed by donors. We aim to minimise the levels of restricted funds, but balances arise due to timing differences between receipt of the income and expenditure on the specified purpose. All amounts held in restricted funds (other than ERDF) are budgeted to be spent in 2019/20.

Principal Funding Sources

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

In addition, the Trustees have decided to seek interest bearing accounts during 2019/2020 to deposit a sum of accumulated cash reserves and make our funds work a little bit harder.

STATEMENT OF TRUSTEES RESPONSIBILITIES

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

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

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

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

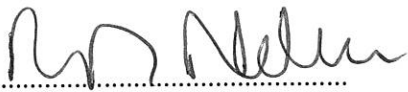
In so far as the trustees are aware:

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

AUDITORS

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

Approved by order of the board of trustees on 27 February and signed on its behalf by:



.....
R Needham – Trustee / Director

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

Opinion

We have audited the financial statements of Hebden Bridge Community Association Ltd (the 'charitable company') for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 August 2019 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you were:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

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

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

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

Responsibilities of trustees

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

Our responsibilities for the audit of the financial statements

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

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

Use of our report

This report is made solely to the charitable company's trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.



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

Date: 27/2/20.....

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2019

	Notes	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies		472	28,418	28,890	48,833
Charitable activities					
Business	3	23,138	-	23,138	27,226
Operational		14,674	-	14,674	16,587
Tenants		182,806	-	182,806	182,841
Community		41,110	-	41,110	39,730
Weddings		6,118	-	6,118	10,162
Investment income	2	<u>526</u>	<u>-</u>	<u>526</u>	<u>526</u>
Total		268,844	28,418	297,262	325,905
EXPENDITURE ON					
Charitable activities					
Fundraising Events	4	150	-	150	-
Operational		218,745	-	218,745	273,966
Tenants		2,190	-	2,190	-
Community		(70)	-	(70)	-
Flood Relief 2015		-	-	-	424
CMBC - Staying Well From 01.07.16		-	22,966	22,966	22,672
Repairs		3,297	-	3,297	-
Refurbishment & Improvements		17,223	-	17,223	-
Regular Servicing		10,714	-	10,714	-
Access Grant		-	-	-	1,192
Co-Op Funds		-	-	-	3,395
Tackling Isolation Fund		-	2,917	2,917	2,083
Micro Commissioning TI		-	42	42	-
Other	5	<u>10,393</u>	<u>-</u>	<u>10,393</u>	<u>14,503</u>
Total		262,642	25,925	288,567	318,235
NET INCOME		6,202	2,493	8,695	7,670
RECONCILIATION OF FUNDS					
Total funds brought forward		1,350,674	1,016,380	2,367,054	2,359,384
TOTAL FUNDS CARRIED FORWARD		<u>1,356,876</u>	<u>1,018,873</u>	<u>2,375,749</u>	<u>2,367,054</u>

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**BALANCE SHEET
AT 31 AUGUST 2019**

	Not es	Unrestricted funds £	Restricted funds £	2019 Total funds £	2018 Total funds £
FIXED ASSETS					
Tangible assets	10	2,746,052	1,012,594	3,758,646	3,767,247
Investments	11	<u>1</u>	<u>-</u>	<u>1</u>	<u>1</u>
		2,746,053	1,012,594	3,758,647	3,767,248
CURRENT ASSETS					
Debtors	12	43,927	-	43,927	58,905
Cash at bank and in hand		<u>212,870</u>	<u>6,279</u>	<u>219,149</u>	<u>193,822</u>
		256,797	6,279	263,076	252,727
CREDITORS					
Amounts falling due within one year	13	(1,600,974)	-	(1,600,974)	(55,812)
NET CURRENT ASSETS/(LIABILITIES)					
		<u>(1,344,177)</u>	<u>6,279</u>	<u>(1,337,898)</u>	<u>196,915</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		1,401,876	1,018,873	2,420,749	3,964,163
CREDITORS					
Amounts falling due after more than one year	14	(45,000)	-	(45,000)	(1,597,109)
NET ASSETS					
		<u>1,356,876</u>	<u>1,018,873</u>	<u>2,375,749</u>	<u>2,367,054</u>
FUNDS					
Unrestricted funds	17			1,356,876	1,350,674
Restricted funds				<u>1,018,873</u>	<u>1,016,380</u>
TOTAL FUNDS					
				<u>2,375,749</u>	<u>2,367,054</u>

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**BALANCE SHEET - CONTINUED
AT 31 AUGUST 2019**

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 August 2019.

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

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 144 of the Charities Act 2011.

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

The financial statements were approved by the Board of Trustees on27 February 2020..... and were signed on its behalf by:



.....
Richard Needham -Trustee

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 AUGUST 2019**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention with the exception of investments which are included at market value.

Income

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

Expenditure

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

Tangible fixed assets

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

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

Taxation

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

Fund accounting

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

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

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

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Social investments loans

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

2. INVESTMENT INCOME

	2019	2018
	£	£
Interest receivable - trading	<u>526</u>	<u>526</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

3. INCOME FROM CHARITABLE ACTIVITIES

	Tenants £	Business £	Community £	Weddings £
Rental income & room hire	171,703	23,138	40,972	6,118
Recharge of facilities	11,103	-	-	-
Other income	-	-	138	-
	<u>182,806</u>	<u>23,138</u>	<u>41,110</u>	<u>6,118</u>

	Operational £	2019 £	2018 £
Rental income & room hire	1,179	243,110	246,737
Recharge of facilities	1,435	12,538	15,447
Other income	12,060	12,198	14,362
	<u>14,674</u>	<u>267,846</u>	<u>276,546</u>

4. CHARITABLE ACTIVITIES COSTS

Direct costs

	StayingWell £	Tackling Isolation Fund £	Operational £
Staff costs	17,880	2,917	96,041
Building - Utilities	-	-	30,162
- Maintenance	-	-	26,758
General expenses	5,086	-	31,161
Catering and bar expenses	-	-	1,081
Computer expenses	-	-	25,680
Bank charges & interest	-	-	1,342
Depreciation	-	-	40,024
	<u>22,966</u>	<u>2,917</u>	<u>252,249</u>

	Micro-Commissioning £	2019 £	2018 £
Staff costs		116,838	128,836
Building - Utilities		30,162	35,818
- Maintenance		26,758	33,536
General expenses	42	36,289	33,284
Catering and bar expenses		1,081	681
Computer expenses		25,680	27,801
Bank charges and interest		1,342	989
Depreciation		40,024	42,787
	<u>42</u>	<u>278,174</u>	<u>303,732</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

5. OTHER

	2019 £	2018 £
Support costs	<u>10,393</u>	<u>14,503</u>

6. NET INCOME/(EXPENDITURE)

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

	2019 £	2018 £
Auditors' remuneration	556	2,461
Depreciation - owned assets	<u>40,025</u>	<u>42,786</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 August 2019 nor for the year ended 31 August 2018.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 August 2019 nor for the year ended 31 August 2018.

8. STAFF COSTS

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

	2019	2018
Catering	10	9
Cleaning	2	2
Administration	<u>8</u>	<u>4</u>
	<u>20</u>	<u>15</u>

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

The Remuneration of the executive director (who is neither a board member or trustee) was £34,257 (2018 £32,896).

Circa £86K of staff costs were incurred in reflection to the subsidiary company and as such these costs have been transferred to the subsidiary.

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	17,720	31,113	48,833
Charitable activities			
Business	27,226	-	27,226
Operational	16,587	-	16,587
Tenants	182,841	-	182,841
Community	39,730	-	39,730
Weddings	10,162	-	10,162
Investment income	<u>526</u>	<u>-</u>	<u>526</u>
Total	294,792	31,113	325,905

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

9. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES - continued

	Unrestricted funds £	Restricted funds £	Total funds £
EXPENDITURE ON			
Charitable activities			
Operational	257,031	16,935	273,966
Flood Relief 2015	-	424	424
CMBC - Staying Well From 01.07.16	-	22,672	22,672
Access Grant	-	1,192	1,192
Co-Op Funds	-	3,395	3,395
Tackling Isolation Fund	-	2,083	2,083
Other	<u>14,493</u>	<u>10</u>	<u>14,503</u>
Total	<u>271,524</u>	<u>46,711</u>	<u>318,235</u>
NET INCOME	23,268	(15,598)	7,670
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>1,327,406</u>	<u>1,031,978</u>	<u>2,359,384</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>1,350,674</u></u>	<u><u>1,016,380</u></u>	<u><u>2,367,054</u></u>

10. TANGIBLE FIXED ASSETS

	Long leasehold £	Fixtures and fittings £	Computer equipment £	Totals £
COST				
At 1 September 2018	3,943,464	134,906	50,470	4,128,840
Additions	<u>25,828</u>	<u>2,185</u>	<u>3,411</u>	<u>31,424</u>
At 31 August 2019	<u>3,969,292</u>	<u>137,091</u>	<u>53,881</u>	<u>4,160,264</u>
DEPRECIATION				
At 1 September 2018	193,165	120,523	47,905	361,593
Charge for year	<u>32,544</u>	<u>6,658</u>	<u>823</u>	<u>40,025</u>
At 31 August 2019	<u>225,709</u>	<u>127,181</u>	<u>48,728</u>	<u>401,618</u>
NET BOOK VALUE				
At 31 August 2019	<u><u>3,743,583</u></u>	<u><u>9,910</u></u>	<u><u>5,153</u></u>	<u><u>3,758,646</u></u>
At 31 August 2018	<u><u>3,750,299</u></u>	<u><u>14,383</u></u>	<u><u>2,565</u></u>	<u><u>3,767,247</u></u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

11. FIXED ASSET INVESTMENTS

	Shares in group undertakings £
MARKET VALUE	
At 1 September 2018 and 31 August 2019	<u>1</u>
NET BOOK VALUE	
At 31 August 2019	<u><u>1</u></u>
At 31 August 2018	<u><u>1</u></u>

There were no investment assets outside the UK.

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

The Town Hall Cafe Limited

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

Class of share:	%		
Ordinary	holding		
	100		
		2019	2018
		£	£
Aggregate capital and reserves		(942)	4,009
(Loss)/Profit for the year		<u>(4,951)</u>	<u>4,008</u>

Increased workforce costs and other market forces have impacted on the community cafe within the Town Hall, and as such the subsidiary has made a loss for the current finance year. With this in mind the dividend that was planned to be paid from the subsidiary to HBCA has this year been forgone to help the recovery of the cafe.

The directors of the cafe are looking at various ways to increase the footfall in to the cafe together with various cost cutting exercises to bring the subsidiary back up to a sustainable level.

12. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019	2018
	£	£
Trade debtors	28,078	34,531
Amounts owed by group undertakings	6,948	17,325
Other debtors	1,464	-
Prepayments and accrued income	<u>7,437</u>	<u>7,049</u>
	<u><u>43,927</u></u>	<u><u>58,905</u></u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

13. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2019 £	2018 £
Other loans (see note 15)	1,536,773	-
Trade creditors	16,501	6,635
Social security and other taxes	2,475	2,242
VAT	6,676	10,034
Other creditors	2,722	694
Accruals and deferred income	<u>35,827</u>	<u>36,207</u>
	<u>1,600,974</u>	<u>55,812</u>

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

	2019 £	2018 £
Other loans (see note 15)	<u>45,000</u>	<u>1,597,109</u>

15. LOANS

An analysis of the maturity of loans is given below:

	2019 £	2018 £
Amounts falling due within one year on demand: Futurebuilders	<u>1,536,773</u>	<u>-</u>
Amounts falling between one and two years: Calderdale MBC	<u>15,000</u>	<u>15,000</u>
Amounts falling due between two and five years: Futurebuilders 2-5	-	93,956
Calderdale MBC	<u>-</u>	<u>15,000</u>
	<u>-</u>	<u>108,956</u>
Amounts falling due in more than five years: Repayable by instalments: Calderdale > 5yrs	30,000	15,000
Futurebuilders	<u>-</u>	<u>1,458,153</u>
	<u>30,000</u>	<u>1,473,153</u>

Since the balance sheet date the charity has refinanced.

The loans with SIB (Futurebuilders) are classed as social investment loans and as such the charitable company is following the disclosure requirements of the SORP 2015 as they feel this gives them a true and fair view.

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

16. SECURED DEBTS

The following secured debts are included within creditors:

	2019 £	2018 £
Futurebuilders	<u>1,536,773</u>	<u>1,567,109</u>
	<u><u>1,536,773</u></u>	<u><u>1,567,109</u></u>

17. MOVEMENT IN FUNDS

	At 1.9.18 £	Net movement in funds £	At 31.8.19 £
Unrestricted funds			
General fund	875,758	6,202	881,960
Designated fund	427,793	-	427,793
Flood 2015	10,967	-	10,967
Flood Fund	11,000	-	11,000
Property Reserve	<u>25,156</u>	-	<u>25,156</u>
	1,350,674	6,202	1,356,876
Restricted funds			
ERDF	1,012,594	-	1,012,594
CMBC - Staying Well	1,518	(466)	1,052
Flood Stories	326	-	326
Co-Op Funds	-	1,959	1,959
Access Grant	1,942	-	1,942
Harnessing Power of Communities	<u>-</u>	<u>1,000</u>	<u>1,000</u>
	1,016,380	2,493	1,018,873
TOTAL FUNDS	<u><u>2,367,054</u></u>	<u><u>8,695</u></u>	<u><u>2,375,749</u></u>

Net movement in funds, included in the above are as follow

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	268,844	(262,642)	6,202
Restricted funds			
CMBC - Staying Well	22,500	(22,966)	(466)
Co-Op Funds	1,959	-	1,959
Tackling Isolation Fund	2,917	(2,917)	-
Harnessing Power of Communities	1,000	-	1,000
Micro Commissioning TI	<u>42</u>	<u>(42)</u>	<u>-</u>
	28,418	(25,925)	2,493
TOTAL FUNDS	<u><u>297,262</u></u>	<u><u>(288,567)</u></u>	<u><u>8,695</u></u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

17. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.9.17 £	Net movement in funds £	At 31.8.18 £
Unrestricted Funds			
General fund	848,789	26,969	875,758
Designated fund	431,494	(3,701)	427,793
Flood 2015	10,967	-	10,967
Flood Fund	11,000	-	11,000
Property Reserve	25,156	-	25,156
	<u>1,327,406</u>	<u>23,268</u>	<u>1,350,674</u>
Restricted Funds			
ERDF	1,029,529	(16,935)	1,012,594
CMBC - Staying Well	1,699	(181)	1,518
Flood Stories	750	(424)	326
Access Grant	-	1,942	1,942
	<u>1,031,978</u>	<u>(15,598)</u>	<u>1,016,380</u>
TOTAL FUNDS	<u>2,359,384</u>	<u>7,670</u>	<u>2,367,054</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	294,792	(267,823)	26,969
Designated fund	-	(3,701)	(3,701)
	<u>294,792</u>	<u>(271,524)</u>	<u>23,268</u>
Restricted funds			
CMBC - Staying Well	22,501	(22,682)	(181)
Co-Op Funds	3,395	(3,395)	-
Tackling Isolation Fund	2,083	(2,083)	-
Access Grant	3,134	(1,192)	1,942
ERDF	-	(16,935)	(16,935)
Flood Stories	-	(424)	(424)
	<u>31,113</u>	<u>(46,711)</u>	<u>(15,598)</u>
TOTAL FUNDS	<u>325,905</u>	<u>(318,235)</u>	<u>7,670</u>

NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019

17. MOVEMENT IN FUNDS - continued

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

	At 1.9.17 £	Net movement in funds £	At 31.8.19 £
Unrestricted funds			
General fund	848,789	33,171	881,960
Designated fund	431,494	(3,701)	427,793
Flood 2015	10,967	-	10,967
Flood Fund	11,000	-	11,000
Property Reserve	25,156	-	25,156
Restricted funds			
ERDF	1,029,529	(16,935)	1,012,594
CMBC - Staying Well	1,699	(647)	1,052
Flood Stories	750	(424)	326
Co-Op Funds	-	1,959	1,959
Access Grant	-	1,942	1,942
Harnessing Power of Communities	-	1,000	1,000
	<u>1,031,978</u>	<u>(13,105)</u>	<u>1,018,873</u>
TOTAL FUNDS	<u>2,359,384</u>	<u>16,365</u>	<u>2,375,749</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	563,636	(530,465)	33,171
Designated fund	-	(3,701)	(3,701)
	<u>563,636</u>	<u>(534,166)</u>	<u>29,470</u>
Restricted funds			
CMBC - Staying Well	45,001	(45,648)	(647)
Co-Op Funds	5,354	(3,395)	1,959
Tackling Isolation Fund	5,000	(5,000)	-
Access Grant	3,134	(1,192)	1,942
Harnessing Power of Communities	1,000	-	1,000
Micro Commissioning TI	42	(42)	-
ERDF	-	(16,935)	(16,935)
Flood Stories	-	(424)	(424)
	<u>59,531</u>	<u>(72,636)</u>	<u>(13,105)</u>
TOTAL FUNDS	<u>623,167</u>	<u>(606,802)</u>	<u>16,365</u>

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019**

17. MOVEMENT IN FUNDS - continued

Designated fund

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

Flood Fund

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

Property Reserve

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

ERDF

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

CMBC Staying Well

The Staying Well scheme provides a service for all adults living with any vulnerabilities providing a 1-1 service along with community development activity. The grants given are for the administration of this scheme within the Upper Calder Valley.

Flood Stories

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

Included in the unrestricted funds is a designated fund of £nil (2018 £326)

Cafe Fixed Assets

Cafe Fixed Assets - the fixed assets in the Cafe remain in the ownership of Hebden Bridge Community Association. The Cafe makes a monthly payment (as detailed in the agreement between Hebden Bridge Community Association and the Town Hall Cafe Limited) which is estimated based on a historical analysis of the cost of all Cafe-related assets to date. The Association has completed its scheduled year-end exercise of comparing the Fixed Asset charged to the Cafe against the actual Fixed Asset depreciation. In 2018/2019 the surplus (deficit) arising for HBCA is £8,253 (2017/2018: £5,775 cumulative). This designated fund is for the replacement of Cafe-related fixed assets in the future.

18. CONTINGENT LIABILITIES

A Contingent liability exists in respect of the capital grants received from the European Regional Development Fund (ERDF) for the Hebden Bridge Creative Quarter project, in relation to the specific requirements of the funding agreement.

The charity has covenanted not to use the asset for any other purpose than the approved use, as set out in the original funding agreement, throughout its useful economic life (the useful economic life is deemed to be 20 years from the date of the original agreement in 2010)

During the useful economic life the charity must not cease to use the asset or any part thereof for the approved use without the prior written consent of the Agency, and if consent is given, it may be subject to any conditions which the Agency may wish to impose.

The Charity must not dispose of any interest in the asset without prior written consent of the Agency. The proceeds of any disposal may be subject to the payment of an Excess Profit calculation per clause 8.4 of the original funding agreement.

The Excess Profit would be calculated as 50% x [(Proceeds + Market Value) - Base Cost]. An estimate of this amount is not calculable at the year end and the values involved are not quantifiable.

The trustees are not aware of any breaches of the above conditions, nor are there any intentions to undertake any activities which would cause a breach to occur.

**NOTES TO THE FINANCIAL STATEMENTS - CONTINUED
FOR THE YEAR ENDED 31 AUGUST 2019**

19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 August 2019.

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2019**

	2019 £	2018 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	474	13,519
Grants	<u>28,416</u>	<u>35,314</u>
	28,890	48,833
Investment income		
Interest receivable - trading	526	526
Charitable activities		
General	255,786	263,430
Other income	<u>12,060</u>	<u>13,116</u>
	<u>267,846</u>	<u>276,546</u>
Total incoming resources	297,262	325,905
EXPENDITURE		
Charitable activities		
Wages	106,674	117,646
Social security	5,153	7,132
Pensions	5,011	4,058
Rates and water	2,346	6,662
Insurance	12,580	11,779
Light and heat	27,816	29,156
Telephone	963	1,169
Postage and stationery	1,356	1,168
Advertising	2,612	2,216
Sundries	1,326	985
Repairs and maintenance	26,758	33,536
Cleaning	8,256	7,096
Computer repairs and maintenance	25,680	27,801
Licences	2,861	2,214
Catering and bar expenses	1,081	681
Room Hire	4,279	3,628
Subscriptions	759	793
Employee and volunteer expenses	1,017	970
Employee Training	280	1,266
Bank and paypal charges	1,342	989
Long leasehold	32,544	32,433
Improvements to property	6,657	9,510
Computer equipment	<u>823</u>	<u>844</u>
	278,174	303,732
Support costs		
Governance costs		
Auditors' remuneration	556	2,461
Accountancy & bookkeeping fees	9,237	11,142
Legal fees	<u>600</u>	<u>900</u>
	<u>10,393</u>	<u>14,503</u>
Total resources expended	288,567	318,235

HEBDEN BRIDGE COMMUNITY ASSOCIATION LTD

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 AUGUST 2019**

	2019 £	2018 £
Net income	<u>8,695</u>	<u>7,670</u>