
HOUNSLOW ARTS TRUST LIMITED

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2018

HOUNSLOW ARTS TRUST LIMITED
(A company limited by guarantee)

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TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2018

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this Report are collectively referred to as the Board.

Members of the Board, at the time of this Report, are as follows:

Trustees

Lee Dawson, Chair

David Evans, Vice Chair

Graeme Baker

Mary Dalton

Karen Hinton-Platt

Adam Jackson

Sue Marsh

Maggie McNab

Ajay Mehta

Jacqueline Rose

Duncan Smith

L B Hounslow nomination (vacant)

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2018

Company registered number	01164904
Charity registered number	267426
Registered office	Watermans 40 High Street Brentford Middlesex TW8 0DS
Company secretary	Jan Lennox
Chief executive officer	Jan Lennox
Independent auditors	Nyman Libson Paul Chartered Accountants Statutory Auditors Regina House 124 Finchley Road London NW3 5JS
Bankers	Natwest 100 High Street Brentford Middlesex TW8 8AY
Solicitors	Bates Wells & Braithwaite 10 Queen Street Place London EC4R 1BE

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2018

INTRODUCTION

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 Hounslow Arts Trust Limited (the company and the group) for the year ended 31 March 2018. The Trustees confirm that the annual report and financial statements of the company and the group comply with the Charities Act 2011, the Companies Act 2006 and the Memorandum and Articles of Association. They also comply with 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).

Since the company and the group qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

AIMS AND OBJECTIVES

Hounslow Arts Trust Ltd is a charitable trust for the promotion of the arts. It manages and operates Watermans, the major arts centre in West London, presenting a year-round programme of high-quality performance, visual arts and film in its riverside venue. It also engages with a wide range of communities across Hounslow and West London through its extensive programmes of participative arts and outdoor arts. It is especially acknowledged for its digital and new media arts development and is one of very few year-round exhibitors of artists' work in this field in London and, indeed, the UK.

Aims

The purposes of Hounslow Arts Trust Ltd as set out in its Memorandum & Articles are:

- to advance the arts
- to promote mental and physical health and relieve sickness especially amongst (but not limited to) people living in West London using techniques involving the arts
- the prevention of crime using techniques involving the arts
- to provide relief using arts based techniques for refugees and their dependents who are in conditions of need, hardship or distress through the provision of arts
- to provide, in the interests of social welfare, facilities for arts-based recreation and leisure activities for the inhabitants of West London and the surrounding area being facilities:
 - of which those persons have need by reason of their youth, age, infirmity, disablement, poverty or social or economic circumstances; and
 - which will improve the conditions of life for such persons by promoting their physical, mental and spiritual wellbeing.

The vision which shapes Watermans' annual activities is to inspire communities through creative practice. In particular, it works to build engaging and interactive programmes with as wide a range of West London communities as possible and to bring those communities together through cultural participation. It also takes an active lead in promoting engagement with innovative digital and new media arts practice.

In shaping the organisation's objectives for the year and planning its activities, the Board has considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. In particular, the Board gives careful consideration to the reach and accessibility of the organisation's activities to the public, including those on low incomes, with limited mobility or with other barriers to accessing our services.

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TRUSTEES' REPORT (continued)
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Watermans' objectives in 2017/18

Watermans' continuing objective is to offer a high quality, coherent and integrated programme which appeals to as wide a range of West London communities as possible. Participation is integral to everything that it does, and it offers a varied mix of 'entry points' to the programme to facilitate and encourage different communities, including those who are marginalised, to engage with arts, culture and creativity.

In order to deliver a balanced programme which is stimulating and engaging to as many people as possible, Watermans has developed the following programme strands:

- New Media Arts, which uses new and digital technologies as an integral part of the creative process in visual and performance-based work. This programme is critical in connecting with young audiences and is also highly effective in engaging wider communities in ideas and critical debate about local and global change.
- Performing Arts, incorporating theatre, cabaret, music and dance. The programme includes regular events of particular interest to South Asian communities as there is little provision in the area for a relatively large community. It also incorporates regular children's theatre, including performances every weekend and during school holidays, and a Christmas show during December.
- Participative Arts, which is crucial to building creative communities and proactively engaging those who typically access arts and cultural programmes less than other groups. This programme includes a wide range of regular workshops/classes and intensive projects, and offers opportunities both at Watermans and out in communities across West and South London.
- Independent cinema, seven days per week, offering over 1,500 screenings per year for mainstream audiences and those with particular needs.
- Outdoor Arts, which includes theatre, music, circus, and dance performances, visual arts installations and film screenings, delivered principally in Hounslow town centre allowing Watermans to reach new audiences, and to bring major London-wide cultural events to the Borough.

Watermans has continued to further its reach and engagement through delivery of three major programmes:

- Creative People and Places (the Arts Council England-funded project to raise engagement in areas of low engagement in the arts);
- the continuing outdoor arts programme at Bell Square, Hounslow; and
- Circulate (the Arts Council England programme to develop and promote outdoor arts).

These programmes are now successfully established, with Phase 1 of Creative People and Places concluded during 2017-18 and Phase 2 funding confirmed for the period 2018-22. Watermans has the lead role in the Circulate consortium; and the Bell Square programme has continued to develop.

These programmes, together with the New Media Arts programme at Watermans and further development of the Weekenders Festival strand, offer world-class art to local communities and brings international attention to Hounslow and to West London.

The whole programme signals the Trust's ongoing determination to reach disadvantaged communities especially those in Hounslow who do not currently engage with the arts.

Watermans has continued to lead the Cultural Education Partnership which aims to develop a coherent schools programme across Hounslow.

Watermans also sought to develop audiences and programme strands with a view to the medium-term plans to relocate to a new venue, building the audiences and programme in preparation for larger capacity. These plans have continued to develop, with planning permission being granted to the developer in this period.

The focus for the year was on:

- the continued delivery of the major programmes.

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- the development of the performing programmes at Watermans.
- increasing earned income through a pricing review.
- the continued development of public sector contracts.

This focus can be broken down into three key areas which are closely linked and mutually reinforcing.

1 Developing the reach and sustainability of the arts programme, specifically:

- further embedding the Creative People and Places programme across Hounslow and planning its next phase of development.
- exploring mechanisms to embed consistency and growth in the children's and young people's programme.
- achieving greater impact across West London through direct delivery of projects outside the venue, with a particular focus on Hounslow.
- attracting new audiences to the venue through growing the new cabaret programme, and of Watermans Weekenders, targeting new communities and establishing Watermans as the 'go-to' venue for more local residents.
- expanding the range of partners to support development of the programme.

2 Developing the audience experience of Watermans, specifically:

- developing the digital offer to increase distribution of artistic product and audience engagement with the programme.
- improvements to the experience of visiting the venue.
- build the offer available to audiences at the venue.
- exploring the potential of community co-production through new approaches to programme development.

3 Building the health of the organisation, specifically:

- moving further towards a 'social enterprise' business model.
- developing the organisation's capacity to deliver higher-value public sector contracts.
- developing sustainability through new revenue streams across the programme.
- increasing the 'revenue per customer'.
- continuing to build the profile of the organisation.
- planning for the possibility of a medium-term relocation.

CREATIVE PROGRAMME

Overview 2017/18

Watermans is committed to delivering a substantial and exciting programme which brings world-class arts to local communities. We are equally determined to reach disadvantaged communities, especially in Hounslow, who do not currently engage with the arts. Over the past five years, Watermans has been focused on the delivery of two major strategic initiatives to achieve this goal.

Watermans developed and led a consortium of arts and community organisations in Hounslow together with the local authority to develop a ten-year vision and strategy to increase engagement in the arts in Hounslow. In 2013 this led to success in securing funding from the Creative People and Places scheme. Phase 1 of the programme concluded in 2017-18 and a successful bid was made for Phase 2. The programme supports community-led development of engagement in arts and cultural activities.

The outdoor arts programme continued at Bell Square, with attendances of over 12,000 in this period and virtually 100% positive feedback.

At Watermans, work to develop and refine programming strands continued, with successful Watermans Weekender festivals; the very popular cabaret strand continuing from its 2016-17 pilot season; and the spoken word strand Watermans with Words which itself has developed from the Weekender model, a festival in which

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the whole building and surroundings are programmed with an eye-catching mix of free and paid events to engage with the widest possible set of audiences.

There were over 1,600 attendances at 10 cabaret performances in the period.

The Children's Theatre programme continued to deliver strongly, with 81 performances attended by over 13,000 people.

Also at the venue, the Participative Arts summer programme was refreshed and delivered to 420 children and young people.

And finally, the residency programme supported artists making new work, bringing more innovative thinking into the programme, and encouraging connections between exciting artists and the audiences in the building. Watermans provided 5 residencies during the year, each tailored to the needs of the company and its current stage of development. Anjali Dance Company developed their double bill of *Beethoven* by Gary Clarke and *Bloodsucker* by Lea Anderson at Watermans; this new work, performed by dancers with learning disabilities, performed in the theatre and then went on tour. Gandini Juggling, in their collaboration with Seeta Patel Dance Company, developed their show *Sigma*, which went onto rave reviews at the Edinburgh Fringe Festival and will return to play at Bell Square in 2018. Peut-Etre completed and opened their show, *Tidy Up*, in autumn 2017. And Akademi developed both their new shows, *Paradiso* and *The Troth* at Watermans throughout the year. *Paradiso*, an outdoor show, was presented at Bell Square and their indoor production, *The Troth*, will return to the Theatre in 2018.

Overall, engagement throughout the programme was very strong, with a total of over 312,000 attendances across activities over the year.

Throughout the period, discussions continued on the medium-term plans for relocation to a new site in Brentford town centre. Planning consent for the new site was granted; and indicative financial operating models have been prepared. The performance programme in the current venue is being developed with a view to taking advantage of the opportunities from a new building with enhanced spaces for both audiences and performances.

Review by programme strand

New Media Arts

The New Media Arts programme included high-profile exhibitions which brought new work to London audiences, along with new commissions, artists' talks, and extensive projects with local communities. The programme delivered projects which were leading-edge in their creative use of technologies, and provided both a platform for industry debate with direct participation and interaction with audiences.

Strong attendances were maintained during the year, through i) continuing to attract 'engaged' New Media audiences from further afield, and ii) encouraging cross-marketing of existing audiences for other programme strands.

The main exhibition programme continued strongly throughout the year. There were eight major exhibitions and 114,000 visits in this period.

Highlights of this programme included *Trajectories*, the first part of a new three-year programme exploring the potential of art, creative learning and making to help critical engagement in the current and future issues of the world. The exhibition presented work selected through an open call to artist graduates and current postgraduate and PhD students. The group show focused on the nature of truth, from fake news to the presentation of historical narratives.

The exhibition programme included a symposium *On Technology and the Nature of Truth*. The symposium

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explored questions such as the role of art in assisting reflection and critical engagement with moral and ethical debates, at a time when environmental, social, political, economic and humanitarian crises abound. And it questioned how art can power social, political, economic or environmental action and change; and how art education can help to prepare society for the future.

Events included public making workshops and workshops by leading designers and innovators to help students and creatives develop ideas, methodologies and tools for successful collaborations, or for starting a business.

A further highlight was *Whilst we were here...we made some drawings*, an exhibition of new work by Patrick Tresset, an artist who develops and presents theatrical installations with robotic agents as actors. Tresset's installations use computational systems that introduce artistic, expressive and obsessive aspects to robots' behaviour. In the exhibition, he presented two new installations using this technology to produce a series of drawings based on the visitors to the exhibition. The robots acted as if they were artists in their own right, producing images that were not pre-programmed, but an autonomous interpretation influenced by each robot's qualities and faults.

The exhibition included a series of public workshops about coding, 3D printing and computer drawing, together with public talks with the artist.

“The discussion with Patrick Tresset and the ideas presented were very
interesting and can connect with many other contemporary lines of thinking.”
Symposium attendee

Watermans has continued to lead the development of digital performance work, especially through the flagship Digital Performance Weekender, a three-day festival inviting artists, performers, composers and technologists to present work exploring directions, intersections and collaborations in performance, dance, sound and technology.

This year's festival saw performances of the final version of *WHIST*, a merging of physical theatre, interactive virtual reality (VR) and augmented reality (AR) technologies, that takes place itself within an art installation. The piece is inspired by the work of Sigmund Freud and takes audiences on a journey into the unconscious mind. Watermans had supported the development of this piece over three years.

Performing Arts

Watermans' Performing Arts programme includes theatre (including a regular programme of high-quality children's theatre), cabaret, music, dance, spoken word, and circus. The programme includes a strong commitment to Asian artists and a significant representation of international artists.

The Watermans Weekender series of intensive mini-festivals continued, offering a broader programme and attracting new audiences. These Festivals take over the whole site, offering performances and opportunities for interaction in every public space, with a mix of established and emerging artists.

The River Weekender was a weekend of events for families, themed around the River Thames. This was part of the Totally Thames Festival, the Mayor of London's festival celebrating the River Thames. The Weekender launched the new programme strand Watermans with Words, with appearances by Iain Sinclair and Caitlin Davies, which proved very successful.

As mentioned above, the Digital Performance Weekender brought together digital artists and their works, making rich opportunities to try out immersive theatre, virtual and augmented reality, and to experience experimental musical forms and instrumentation.

The Children's Theatre programme continued throughout the year. There were 81 performances, attracting a predominantly local audience with performances every weekend, supplemented by additional programme

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during school holidays. The programme continued to flourish, with over 6,000 attendances at the Christmas show and 15,000 attendances overall.

The cabaret strand has bedded in from its initial pilot programme and continues to deliver strongly in terms of new audiences (and anecdotal evidence of increased ancillary spend). In the period there were 10 performances and over 1,600 attendances. The strand continues to develop.

“Unusual, entertaining, lively”

Audience feedback

Participative Arts

The period saw a review and refreshed approach to participative arts programming. The redesigned Summer Activity programme was commercially viable whilst ensuring that participation for all remained a central principle of the planning, which was designed to fully integrate young people of all ages and abilities, each with equal opportunity to develop their creative selves.

The programme was made around the concept of transforming the gallery on the theme of *Travel Unravelling*, and took place over three weeks of workshops (from digital arts to craft workshops and screen printing), and drop-in activity. Emanuela Marcu made a large installation of a boat built in the gallery with workshops, adding various elements of decoration to the boat over the weeks.

The workshop offer included paid and free drop-in sessions, and introduced some family workshops for parents to participate with children; these were very popular and very well received. The free drop-in activities were also very popular with families who came to the cinema, discovered something new, and enjoyed ‘hanging out’ at Watermans and getting creative, maintaining the principle of access to the arts.

The programme was a huge success with over 400 attendees from different backgrounds for creativity and fun.

“The workshop was excellent! Children really loved it. Thank you!”

“Well organised, friendly, welcoming and a chance to try something new and creative”

Parents’ feedback

Cinema

The Cinema programme continued to offer a busy programme of high quality, independent film, attracting a regular local audience. The cinema operates seven days per week and offers an average of thirty screenings per week. Programme highlights in the year included *The Death of Stalin*, *Viceroy’s House*, and *God’s Own Country*. Audiences are consistent and the programme drives considerable footfall to Watermans.

Watermans is a member of Europa Cinemas and shows the best of European film within its programme: *Toni Erdmann* (Germany) and *A Fantastic Woman* (Chile/Spain) were high points of the programme.

Film screenings for specific groups such as families, parents and babies, and matinees (which are particularly popular with older people) are presented regularly each week. In addition, subtitled screenings were offered for the hard of hearing, twice a week as part of the regular programme.

The year saw the 20th anniversary of the French Impressions programme, with monthly talks and screenings of current French films. This strand of the programme continues to be very attractive to the cinema audience wishing to engage in discussion and debate around the offering.

Alongside the Cinema programme itself, the event cinema strand continued to develop with very strong demand

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for broadcasts and encore showings by NT Live, the Royal Shakespeare Company, Glyndebourne, and others. These screenings help to develop access to world-class productions by reducing substantially the twin barriers of cost and accessibility.

In late summer, a short series of outdoor screenings on the Riverside Terrace returned; audience highlights were *Grease* and *Mamma Mia*. This series is a popular part of the programme and will continue in 2018-19.

There were over 62,000 attendances at cinema screenings over the year.

Outdoor Arts

Watermans' Outdoor Arts programme is designed to develop new audiences in the borough and to contribute to increased animation of Hounslow town centre. The programme is delivered predominantly at Bell Square, the permanent, outdoor arts space in Hounslow town centre. This space provides excellent facilities for an ambitious programme of outdoor arts which forms the main cultural offer for the town centre. Events are presented fortnightly, every other Saturday, and include a mix of daytime and evening events, and national and international touring work. Highlights have included the world premiere of *Amor* by Cie Bilbobasso (France), the UK premiere of *A House is Not a Home* by Cia Ignifuga (Catalunya), performances from leading Polish theatre companies Teatr Osmego Dnia (*Arka*) and Teatr Biuro Podrozy (*Silence*) and work from the UK including Highly Sprung (*Urban Astronaut*), Joli Vyann (*Lance Moi en l'Air*) and Humanhood (*Nomadis*).

Audiences have been extremely diverse in terms of ethnicity and age, and are steadily building with audiences of up to 1500 per event/day with those surveyed providing virtually 100% positive feedback. Audience surveys conducted at the outdoor events also showed that attendees came from across the borough and beyond, and that half of the people did not regularly attend arts events. In 2017, the social media and digital marketing strategy continued to reach new audiences. Results have been extremely positive with a far higher proportion of the audience hearing about the event through social media than would normally be expected.

“These shows def[initely] leave an impact apart from entertainment.”

Audience member for Urban Astronaut

The programme has also been diverse in its composition. It has included performances from France, Spain, Poland and from across Britain. It has included culturally diverse events and artists including Far From the Norm's *H.O.H.*, Akademi's *Paradiso*, and Candoco's *You and I Know*. Whilst the programme is designed to promote and celebrate the diversity of Hounslow, it does so in a way which is accessible and inclusive for all.

Watermans has maintained a series of partnerships during the year with both emerging and established networks to support future programming and audience development at Bell Square. Watermans was a founding partner of Global Streets, a consortium developing the presentation of international work incorporating significant community engagement and interaction. Watermans was also a partner in the Without Walls Associate Touring Network, which supports the touring of newly-commissioned work by British artists.

Additionally, Watermans is the lead partner of Circulate, a consortium developing outdoor arts in Outer London, which supports touring productions, artist residencies and an increased focus on digital work.

Watermans has also continued its drive to improve the accessibility of its outdoor events and to promote them more effectively to disabled audiences. The initiative has been very successful with people with disabilities on average comprising 10% of audiences and those surveyed providing positive feedback on their experience.

Organisational development

Programme and contract management

Watermans has maintained the momentum of its continuous organisational development programme, much of

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which was undertaken to allow the organisation to respond fully to the opportunities in public sector contracting. Over recent years development of the staff structure and significant upgrading of organisational systems (especially programme management), has been carried out to facilitate the pursuit of new sources of funding and the efficient and effective management of multiple partnerships and contracts.

Watermans has retained its accreditation to ISO:9001, the internationally recognised quality management standard. In autumn 2017 the organisation upgraded to the ISO 9001:2015 standard, and has a full set of quality management systems which are ISO 9001:2015 compliant. Watermans has continued to improve its processes and procedures to ensure the best possible quality of service to audiences, participants and other stakeholders. Watermans is accredited by the British Standards Institute (BSI).

Customer and audience feedback

Watermans has three key customer groups:

- i) funders and service commissioners;
- ii) participants; and
- iii) audiences for its programmes.

For its funders and service commissioners, Watermans issues a contract customer feedback form, which commissioners are invited to complete at the end of contracts (or mid-term if the contract is for a longer period). Annual review meetings are held with commissioners where possible. Feedback for this period was excellent with commissioners being confident or very confident in Watermans' ability to deliver consistently high quality services, and stating that their experience of Watermans is better or significantly better than other service providers.

"Great event!! The work that goes into delivering this is unimaginable, the result being brilliant. Fantastic event."

Mayor of Hounslow

Within the Participative Arts programme, all participants contribute to the evaluation of each project. An online evaluation process is used that records the levels of engagement as well as an assessment of the outcomes of each project.

Feedback is actively sought from all programme audiences. The key elements of this feedback are:

- an annual survey among attenders from the past year to assess and track overall satisfaction and attitude to key parts of the service. The findings are used to inform strategic emphasis over the following year.
- a feedback card system which is used throughout the building to capture individual comments and complaints. Feedback received is logged for timely review, any necessary action, and response.
- feedback and comments which are collected for each exhibition/installation and are recorded and used as input into the evaluation of projects.
- a feedback card system which is used at Bell Square to capture audience views of the events.

Quantitative results from the annual survey were heartening and included an impressive repeat visit rate (nearly 40% of respondents had visited between 3-5 times in the previous year; nearly 30% had visited between 6-10 times). Most respondents said that they would recommend Watermans to friends and family in future.

The full range of feedback is analysed over each six-month period and informs a quality management review. From this review, quality objectives are agreed for the next six months.

Environmental responsibility and performance

Watermans has continued with its commitment to understanding and improving its carbon footprint in the following ways:

- the Environmental Policy was reviewed to ensure it remains relevant, and fit for purpose;

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- an Environmental Action Plan 2018-20 was adopted, to support the Policy; and
- utilities usage was monitored and analysed using the online tool Pilio, to improve the understanding of demand and uptake.

The building has maintained an energy performance of 'E', which is considered to be a good performance in the context of the age and build of the venue.

Energy usage remained broadly as in previous years. The standard measure of "usage per attendee" was much lower in 2016-17 as a result of the comparatively high attendance figures in that year. For 2017-18 the usage per attendee is comparable to the 2015-16 reporting and satisfactorily continues the slow downward trend resulting from actions in the Environmental Action Plan.

Supporting young people into the creative sector

One in six new jobs in London are in the creative sector and this is projected to rise to one in four. At the same time, Watermans recognises the challenges currently faced by young people in finding work and training opportunities, exacerbated in the creative industries by the erosion of the arts offer in schools at GCSE and A-level.

Watermans continues to provide opportunities for young people, to support access to careers in the arts, as follows:

- school work placements;
- talks to schools groups about working in the arts;
- internships for university students and new graduates; and
- a 12-month paid internship supporting the Outdoor Arts programme.

Social Enterprise Mark

Watermans has held the Social Enterprise Mark since 2011. This certification demonstrates that an organisation is an ethical business, showing social and environmental responsibility. Businesses displaying the Mark give assurance to customers that they are driven by social or environmental objectives and are trading to benefit people and planet.

The Mark allows Watermans to be listed in the only online directory of certified social enterprises, which is a valuable way of promoting our services.

The 2017 annual survey illustrated good awareness of Watermans' status as a social enterprise and favourable perception of Watermans as a result of this.

Future plans

Watermans has spent considerable time and resource in establishing two major programmes: Creative People and Places Hounslow and the Outdoor Arts programme at Bell Square. Both these strands of work will now move into their next phase.

Watermans is leading the Creative People and Places Hounslow consortium for Phase 2, with new strands of participative and capacity-building activity and increased support for communities to assume the lead role in developing local arts programmes. The expertise acquired at the continuing Bell Square programme is now rolled out to establish Hayes Outdoor, a festival initiative to foster community cohesion in the rapidly-changing area at the new High Point Piazza in Hayes.

Work to facilitate the development of a local Cultural Education Partnership in the borough will continue, in partnership with schools, other local cultural providers, Arts Council England and the bridge organisation A New Direction to develop ideas around the development of a coherent schools programme across Hounslow.

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In the context of a relocation in the medium-term, audience and programme development planning continues, with sustainable new strands of work being trialled and assessed. Many of these emerge from the Weekender Festivals brand, with consideration being given to the risks and opportunities of growing a sustainable activity from a taster event.

The plan for 2018-19 therefore builds on previous achievements and experience, developing audiences and income for activity at Watermans; at the two outdoor sites at Bell Square and Hayes; and across Hounslow and West London.

The plan can be broken down into interlinked key themes:

- 1 Developing reach and sustainability of the arts programme:
 - delivering the next phase of the Creative People and Places programme;
 - further develop a sustainable and accessible programme for children and young people;
 - take advantage of the increased impact and visibility of the arts throughout West London at Bell Square and at High Point Piazza; and
 - develop audiences and engagement through the Weekender festivals.
- 2 Developing the audience offer:
 - develop and enhance the performance programme offer; and
 - create stronger programme engagement with the New Media Arts Programme by incorporating more access points for local audiences.
- 3 Develop increased resilience:
 - exploring new revenue streams;
 - increase the spend per head; and
 - take advantage of opportunities to improve financial sustainability, particularly around the proposed medium-term relocation.

STRUCTURE, GOVERNANCE & MANAGEMENT

Hounslow Arts Trust Limited is a company limited by guarantee and a registered charity, established in 1984. Its charitable purpose is the promotion and advancement of the arts in all their forms, and the improvement of social conditions through the provision of arts programmes. These objects are set out in its governing document which is its Memorandum and Articles of Association.

The governing body is the Board whose members are non-executive and unpaid. The Board meets regularly, retains full and effective control of the company and monitors the executive. The Board takes major strategic decisions and has ultimate responsibility for the conduct and financial stability of the organisation.

To facilitate effective operations, the Board delegates authority to the Director for the management and artistic control of Watermans. 'Director' is the traditional title used in the sector for the chief executive post although it is not a director under the terms of the Companies Act, nor are other members of the executive team whose titles include the word 'director'. It is the duty of the Director to provide the vision, leadership and direction that will enable Watermans to implement its strategic plans and ensure that the organisation's management is efficient, effective and in accordance with good business practice. The Board delegates to the Director full control over the selection and presentation of all projects forming the creative programme at, and under the auspices of, Watermans. The framework for the programme is set by the Board within the programme strategy, and is monitored throughout the year. The Director and other members of the executive team generally attend meetings of the Board.

The Board appoints and monitors the performance of the Director, and reviews the quality, effectiveness and timeliness of information provided to the Board by the executive team. The Board determines the contracts of

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employment for all staff. It also reviews the remuneration of all staff annually. The Chair of the Board is the line manager of the Director.

The Board has access to independent professional advice if necessary, at Watermans' expense. All Board members have access to the advice and services of the Company Secretary who is responsible to the Board for ensuring that Board procedures are followed.

The affairs of Watermans are subject to continuous scrutiny by its major funders, Arts Council England and London Borough of Hounslow.

Board management & development

Appointment & terms of office of Board members

As set out in the Articles of Association, the Board has a minimum of eight members and a maximum of fifteen. London Borough of Hounslow has the power to nominate one elected member to the Board, subject to the appointment processes of the Council and the guidelines on appointment to public office as they apply to Local Government nominees. The Board has the power to appoint its other members.

The Board reviews its structure and composition regularly to ensure that it has the required competencies to fulfil its duties and responsibilities. It reviews its membership annually against the required mix of competencies and in light of that review makes new appointments as necessary. Vacancies for Board members are subject to a formal recruitment process. Successful candidates are invited to attend a minimum of three Board meetings on a probationary basis, after which the Board may decide to appoint them to the Board.

New Board members are co-opted to the Board at the time of their initial appointment following the probationary period, and are then subject to formal appointment at the next Annual General Meeting. They are then appointed for an initial term of four years. This initial term may be followed by a re-appointment for a further period of four years. The member must then leave the Board for a minimum of one year before any re-appointment may be considered.

Board members at the time of this report are listed on the opening page of this report. All Board members serving during the period of this review were Lee Dawson (Chair), Graeme Baker, Mary Dalton, David Evans, Paula Foulds (retired 26 March 2018), Karen Hinton-Platt, Adam Jackson, Sue Marsh, Maggie McNab, Ajay Mehta, Cllr Myra Savin (retired 2 May 2018), Jacqueline Rose (appointed August 2017) and Duncan Smith.

Induction and Training of Board members

New Board members attend two induction meetings to brief them on the organisational structure, the Board's decision-making processes, the strategic plan, and recent financial performance.

Training on topics including the company's legal structure and the legal responsibilities of company directors and charity Trustees is offered to all Board members.

In addition, the Board reviews any further development and training needs on an annual basis, and arranges training events and briefing sessions as necessary.

Board management & organisation

The Board has a programme of eight meetings per year.

In addition, there are sub-groups, each working to terms of reference set by the Board. The standing sub-groups are:

- Finance, Risk and Audit; and

HOUNSLOW ARTS TRUST LIMITED
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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2018

- People and Organisational Development.

and temporary groups can be established for particular purposes. There is currently a temporary Relocation sub-group overseeing planning for the proposals.

All sub-groups report back to the full Board after each of their meetings.

Board development

The Board periodically reviews the composition and skillset available to the organisation and plans activity and development including awaydays and other group working sessions, to ensure that governance remains appropriate to the needs of the organisation. An awayday was held during this period.

Remuneration of Trustees and related parties

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

In line with guidance from the Charity Commission and the Department for Digital, Culture, Media and Sport, the organisation has a Conflict of Interest Policy and is committed to ensuring that all stakeholders can have confidence in the Trust's decision-making processes. The purpose of the Policy is to protect both the organisation and the individuals involved from any appearance of impropriety, and also to set out procedures for the declaration and management of actual or perceived conflicts of interest. This policy applies to Board members and all staff.

The Policy requires Board members and all staff of Hounslow Arts Trust Limited to act in good faith and in the best interests of the organisation. They are expected to strive to avoid any conflict of interest between the interests of the organisation on the one hand and their own personal, professional, and business interests on the other. This includes avoiding actual conflicts of interest as well as the perception of conflicts of interest.

In the current year, no related party transactions were reported.

Internal control and risk management

The Board reviews the effectiveness of internal controls, including financial and compliance controls and risk management systems. The internal control systems are designed to meet the needs of Watermans and the risks to which it is exposed, to manage these risks and to provide reasonable reassurance against loss. Established regular procedures, including budgetary controls, operate to monitor the receipt of projected income and both revenue and capital expenditure.

The Board and its sub-groups have reviewed and assessed the risks to which the organisation may be exposed. Specific actions and responsibilities have been agreed for mitigating them. The risk management process is ongoing and is regularly reviewed by the Board. Actions required to mitigate risks are incorporated into the organisation's Strategic Plan.

Finance and control

The Finance, Risk and Audit sub-group monitors and reviews all aspects of the financial performance, financial management, internal financial and management reporting arrangements, including the preparation of budgets. It also deals with such other financial matters as may be specifically delegated to it by the Board.

Audit

All issues relating to the preparation and production of the annual financial statements of the organisation and its subsidiaries are reviewed and monitored by the Finance Risk and Audit sub-group.

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2018

Each year the Board considers the appointment of the external auditors, their remuneration and terms of engagement.

Connected companies and charities

The charity's wholly-owned subsidiary, Sharedart Ltd, was established to operate the commercial facilities and services which are principally the bar and restaurant, the hire of space to external parties, and car parking charges. The profits of the company are donated to the charity.

The charity is also affiliated to Watermans Development Trust. As part of the structural review of the charity and its affiliated companies and charities, Watermans Development Trust has proposed that it be wound up as all its activities can be conducted through Hounslow Arts Trust Ltd. The Charity Commission has given consent to de-register Watermans Development Trust and this process is currently under way.

Watermans Activities Group has objects related to those of Watermans. It has an independent Trustee body and has had no financial or other direct relationship with Watermans since 2000.

FINANCIAL REVIEW

Watermans' key financial objective is to ensure financial stability and continued solvency year on year, so that it can pursue its organisational aims and objectives.

For the financial year ending 31 March 2018 Watermans turnover was £1,172,858.

The organisation begins the new financial year with a balance of £310,357 on unrestricted reserves, designated funds of £24,500 and £26,077 on restricted funds, giving total funds of £360,934.

Funding received from London Borough of Hounslow and National Portfolio Funding received from Arts Council England were important in maintaining financial stability through this period; membership of the National Portfolio will continue to provide this support through 2022.

Income streams against delivery of the public sector contracts Creative People & Places Hounslow and Circulate continue to be a key part of the income base. In 2018-19 this will be supplemented by the new Outdoor Arts programme at Hayes Outdoor.

Watermans has adopted SORP (FRS 102) in preparing these financial statements, and the statement of financial activities (SOFA), statement of financial position and notes are set out from page 23 onwards.

Principal funding sources

Watermans generates income from a range of sources including box office sales, trading income, public sector contracts and other sundry sources, and it receives grant funding from Arts Council England.

Public sector contracts and fee-based work

Public sector contracts and fee-based work are Watermans' largest income stream. In 2017-18 the organisation delivered public sector contracts and led consortia programmes with a combined value of £320,635. The income is diversified over a range of contracts which use the arts as a mechanism to achieve positive outcomes for different communities and to support wider regeneration objectives.

Watermans largest contract during the year was with LB Hounslow, to provide the arts and cultural service for the Borough. The contract is worth £225,000 p.a.

HOUNSLOW ARTS TRUST LIMITED
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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2018

Arts Council England

Watermans is a National Portfolio Organisation and received funding of £100,580 from Arts Council England in 2017-18, in the last year of a three-year agreement. This funding is directed to support of the New Media Arts programme and has been re-awarded at a higher level for the four-year period 2018-22.

Arts Council England also provides investment through its strategic funds to Watermans as the lead partner of Creative People and Places Hounslow, part of the national Creative People and Places programme to reach more people in areas of low engagement in the arts. The Phase 1 funding concluded and Phase 2 started in this period; phase 2 funding will total £997K and will end in 2021.

In addition Watermans was the lead partner for the Circulate consortium of Outer London venues and strategic agencies dedicated to the development of Outdoor Arts. The funding continues to the end of 2018-19 and will support major touring projects and associated audience development work.

Box Office income

Watermans pricing policy aims to ensure that price is never a barrier to participation, while also maximising revenue from attendance at cinema screenings, live theatre performances, and exhibitions.

A pricing review in early 2017 was based on peer and competitor review and an analysis of demand; the results demonstrate no change in the volume of attendance and an increased income. Box office income reached £551K in this year, an increase of 18% on previous years.

The majority of Watermans' learning and participation programmes are free of charge, as are all of the exhibitions.

Commercial activities

Watermans provides a number of commercial services that generate income to contribute to the development of the artistic programme and to enhance the experience of audiences and other visitors.

The principal areas of trading are the operation of the bar and restaurant, private hire of spaces in the building and car parking charges.

Commercial activities are conducted through Sharedart Limited, the company's subsidiary. All profits from these activities are donated by the subsidiary to the charity for investment in the organisation's activities.

In 2017-18 Sharedart Limited made a net contribution of £132,485.

Donations

Income from individual and corporate donations contributed £48,836 to funds in 2017-18.

Trustees have recruited fundraising expertise to the Board and are developing a medium-term fundraising plan both to develop existing strands and to take advantage of the opportunities offered by the relocation.

Reserves and Financial Policies

Reserves Policy

In February 2018 the Board conducted the annual review of the organisation's needs in line with guidance issued by the Charity Commission. Hounslow Arts Trust Ltd's annual income is split 46% unrestricted and 54% restricted income. It secures unrestricted income from ticket sales and donations, including a substantial

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2018

donation each year from the trading subsidiary. It also receives a small proportion of its income in the form of an unrestricted annual grant from statutory sources. The remainder of the income is restricted and includes public sector contracts and project grants.

The Board identified the functional assets needed for the organisation's work as the tangible fixed assets and on this basis £141,809 has been excluded from the unrestricted reserves. At the date of the review, there were therefore £119,902 of unrestricted reserves remaining.

All of the income sources are susceptible to external factors, some of which could impact upon the organisation in a sudden or unexpected manner. In addition, maintenance of a large building carries a certain level of risk in terms of unplanned expenditure. It is desirable therefore to hold reserves to protect the organisation from serious disruption to its work.

The Trustees have reviewed the key financial risks and, based upon the potential impacts of these risks, the Board considers a reasonable level of reserves under normal circumstances to be between £60,000 and £90,000.

There are now significant signs that the medium-term plans to relocate to a new development are gaining momentum, and the Trustees therefore wish to set aside further funds to support the costs associated with the potential relocation and would like to increase the Reserves Fund by up to £80,000 over the next three years. This funding would provide resources for additional marketing, managing organisational change, building new audiences and allowing time to embed new programmes.

The Trustees therefore consider a reasonable level of reserves for the next few years, until Watermans has relocated, to be within the range of £140,000 and £170,000. As reserves currently stand at £120,000 the aim is to generate an annual surplus, allowing an increase in the Reserves Fund of ideally £7,000 - £17,000 per year.

The Policy will be reviewed by the Trustees annually or within the twelve-month period in the case of any unexpected event which causes a significant change in the financial position of the charity.

Designated Funds

In August 2018, the Board designated funds of £7,000 to initiate a fundraising campaign. It is expected that the designated fund will be expended by the end of March 2020.

In August 2018 the Board designated funds of £7,500 to recognise the contribution of all staff to the favourable outturn in 2017-18. This was in lieu of a salary increase in the previous year.

The Board has designated funds of £10,000 to support an enhanced schools programme which is a key development identified in the Strategic Plan for 2015-18. The fund will provide early investment into the development of a Cultural Education Partnership or similar vehicle to take forward this work. The fund is to be expended by March 2020.

Restricted Funds

These are funds which have been earmarked by the donor or grant-maker for specific purposes within the overall aims of the organisation. The funds are analysed between long term and short term. Funds are for project activity and details are set out in note 16 to the accounts.

Investment powers and policy

Under the Memorandum and Articles of Association, the Board has the power to invest funds which are not required in the short term in any way they believe to be appropriate. In formulating its investment policy, Watermans has recognised that whilst it may have surplus funds to invest, these are likely to be called upon in

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2018

the short term.

Available funds are therefore kept in an interest bearing deposit account which minimises interest rate risk and maximises returns and liquidity.

Funds have been invested with Bank of Scotland plc (registered in Scotland, number SC327000), an institution authorised and regulated by the Financial Services Authority, and National Westminster Bank plc (registered in England and Wales, number 929027, also an institution authorised and regulated by the Financial Services Authority.

Fundraising

Hounslow Arts Trust seeks to comply with best practice on fundraising, and is compliant with the Code of Fundraising Practice of the Fundraising Regulator.

All fundraising activities are monitored and reviewed on a monthly basis. No professional fundraiser or commercial participator carried out fundraising activity for Watermans in this period.

Watermans was not bound by, but was compliant with the principles of, the voluntary scheme for regulating fundraising, for fundraising activities carried out on behalf of the charity.

Watermans was compliant with the voluntary registration scheme in the period.

Watermans gives training and periodically monitors all members of staff with a fundraising role. No external fundraisers were involved in fundraising on behalf of Watermans in this period.

No complaints were received in this period about fundraising activity by or on behalf of the charity.

All members of staff engaged in fundraising activity are given full training, which specifically excludes

- unreasonable intrusion on a person's privacy;
- unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the charity; or
- placing undue pressure on a person to give money or other property.

Property Interests

Watermans has a lease from London Borough of Hounslow for the use of its current building. The lease has a term which expires in 2024.

Watermans also has a Licence to Occupy Bell Square, the Outdoor Arts space in Hounslow.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

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

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

- select suitable accounting policies and then apply them consistently;

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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2018

- 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 group will continue in operation.

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

PROVISION OF INFORMATION TO AUDITORS

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 audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any information needed by the charitable group's auditors in connection with preparing their report and to establish that the charitable group's auditors are aware of that information.

This report was approved by the Trustees, on _____ and signed on their behalf by:

Lee Dawson, Chair
Trustee

David Evans, Vice Chair
Trustee

HOUNSLOW ARTS TRUST LIMITED
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOUNSLOW ARTS TRUST LIMITED

Opinion

We have audited the financial statements of Hounslow Arts Trust Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2018 set out on pages 23 to 42. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2018 and of the group's 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 and the Charities Act 2011.

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 group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council'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.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the charitable company's Trustees, as a body, Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charitable company's members 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 its members, as a body, for our audit work, for this report, or for the opinions we have formed.

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 where:

- 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 group's or the parent 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.

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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOUNSLOW ARTS TRUST LIMITED

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 auditors' report 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.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Group Strategic Report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, 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.

HOUNSLOW ARTS TRUST LIMITED
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INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOUNSLOW ARTS TRUST LIMITED

In preparing the financial statements, the Trustees are responsible for assessing the group's and the parent 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 group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' 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 an auditors' report 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 auditors' report.

Jennifer Pope (senior statutory auditor)

for and on behalf of

Nyman Libson Paul

Chartered Accountants
Statutory Auditors

Regina House
124 Finchley Road
London
NW3 5JS

Date:

Nyman Libson Paul are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

HOUNSLOW ARTS TRUST LIMITED
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CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
(including Consolidated Income and Expenditure Account)
FOR THE YEAR ENDED 31 MARCH 2018

	Note	Designated funds 2018 £	Restricted funds 2018 £	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
INCOME:						
Donations and legacies	2	-	902,323	149,416	1,051,739	1,081,577
Charitable activities	5	-	-	587,062	587,062	506,651
Trading activities	3	-	-	134,025	134,025	133,815
Investments	4	-	-	32	32	26
TOTAL INCOME		-	902,323	870,535	1,772,858	1,722,069
EXPENDITURE ON:						
Raising funds		-	-	32,778	32,778	33,991
Charitable activities		-	908,301	774,611	1,682,912	1,747,878
TOTAL EXPENDITURE	6	-	908,301	807,389	1,715,690	1,781,869
NET INCOME / (EXPENDITURE) BEFORE TRANSFERS						
Transfers between Funds	16	- 14,500	(5,978) -	63,146 (14,500)	57,168 -	(59,800) -
NET INCOME / (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES						
		14,500	(5,978)	48,646	57,168	(59,800)
NET MOVEMENT IN FUNDS		14,500	(5,978)	48,646	57,168	(59,800)
RECONCILIATION OF FUNDS:						
Total funds brought forward		10,000	32,055	261,711	303,766	363,566
TOTAL FUNDS CARRIED FORWARD		24,500	26,077	310,357	360,934	303,766

The notes on pages 27 to 42 form part of these financial statements.

HOUNSLOW ARTS TRUST LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 01164904

CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2018

	Note	£	2018 £	£	2017 £
FIXED ASSETS					
Tangible assets	11		117,114		141,809
CURRENT ASSETS					
Stocks		249		-	
Debtors	13	450,701		223,727	
Cash at bank and in hand		373,371		438,197	
		<u>824,321</u>		<u>661,924</u>	
CREDITORS: amounts falling due within one year	14	(555,106)		(449,421)	
NET CURRENT ASSETS			269,215		212,503
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>386,329</u>		<u>354,312</u>
CREDITORS: amounts falling due after more than one year	15		(25,395)		(50,546)
NET ASSETS			<u>360,934</u>		<u>303,766</u>
CHARITY FUNDS					
Designated funds	16		24,500		10,000
Restricted funds	16		26,077		32,055
Unrestricted funds	16		310,357		261,711
TOTAL FUNDS			<u>360,934</u>		<u>303,766</u>

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 _____ and signed on their behalf, by:

Lee Dawson, Chair

David Evans, Vice Chair

The notes on pages 27 to 42 form part of these financial statements.

HOUNSLOW ARTS TRUST LIMITED
(A company limited by guarantee)
REGISTERED NUMBER: 01164904

COMPANY STATEMENT OF FINANCIAL POSITION
AS AT 31 MARCH 2018

	Note	£	2018 £	£	2017 £
FIXED ASSETS					
Tangible assets	11		117,114		141,809
Investments	12		2		2
			<u>117,116</u>		<u>141,811</u>
CURRENT ASSETS					
Stocks		249		-	
Debtors	13	447,195		350,024	
Cash at bank and in hand		342,901		291,711	
		<u>790,345</u>		<u>641,735</u>	
CREDITORS: amounts falling due within one year	14	(539,840)		(435,431)	
NET CURRENT ASSETS			<u>250,505</u>		<u>206,304</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>367,621</u>		<u>348,115</u>
CREDITORS: amounts falling due after more than one year	15		(25,395)		(50,546)
NET ASSETS			<u><u>342,226</u></u>		<u><u>297,569</u></u>
CHARITY FUNDS					
Designated funds	16		24,500		10,000
Restricted funds	16		26,077		32,055
Unrestricted funds			291,649		255,514
TOTAL FUNDS			<u><u>342,226</u></u>		<u><u>297,569</u></u>

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 _____ and signed on their behalf, by:

Lee Dawson, Chair

David Evans, Vice Chair

The notes on pages 27 to 42 form part of these financial statements.

HOUNSLOW ARTS TRUST LIMITED
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CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2018

	Note	2018 £	2017 £
Cash flows from operating activities			
Net cash (used in)/provided by operating activities	18	(44,336)	229,257
Cash flows from investing activities:			
Dividends, interest and rents from investments		32	26
Purchase of tangible fixed assets		(20,522)	(3,734)
Net cash used in investing activities		(20,490)	(3,708)
Change in cash and cash equivalents in the year		(64,826)	225,549
Cash and cash equivalents brought forward		438,197	212,648
Cash and cash equivalents carried forward	19	373,371	438,197

HOUNSLOW ARTS TRUST LIMITED
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

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

Hounslow Arts Trust 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 statement of financial activities (SOFA) and statement of financial position consolidate the financial statements of the company and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

No separate SOFA has been presented for the company alone as permitted by section 408 of the Companies Act 2006.

1.2 Company status

Hounslow Arts Trust Limited is a private company limited by guarantee and incorporated in the United Kingdom. The address of its registered office and principal place of business is Watermans, 40 High Street, Brentford, Middlesex, TW8 0DS.

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 Fund accounting

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

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

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

HOUNSLOW ARTS TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES (continued)

1.4 Income

Voluntary income including donations, gifts and legacies that provide core funding or are of a general nature are recognised where there is entitlement, certainty of receipt and the amount can be measured with sufficient reliability.

Income from government and other grants is recognised when the charitable company has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred. Such income is only deferred when:

- The donor specifies that the grant or donation must only be used in future accounting periods; or
- The donor has imposed conditions which must be met before the charity has unconditional entitlement.

1.5 Expenditure

Expenditure is recognised when a liability is incurred. Contractual arrangements and performance related grants are recognised as goods or services when they are supplied. Other grant payments are recognised when a constructive obligation arises that results in the payment being unavoidable.

- Costs of raising funds are those costs incurred in attracting voluntary income and those incurred in trading activities.

- Charitable activities include expenditure associated with the presentation of performances, exhibitions, film screenings and learning and participation programmes and include both the direct costs and support costs relating to these activities.

- Governance costs include those incurred in the governance of the charitable company and its assets and are primarily associated with its constitutional and statutory requirements.

- Support costs include those functions that assist the work of the charitable company but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's artistic programmes and activities. These costs have been allocated between the cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 8.

Irrecoverable VAT is charged within management and support expenditure.

1.6 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.

1.7 Direct taxation

As a charity the company is generally exempt from income and capital gains tax, but not from VAT.

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

1. ACCOUNTING POLICIES (continued)

1.8 Going concern

The Trustees have reviewed the circumstances of the charity and consider that adequate resources continue to be available to fund the activities of the charity for the foreseeable future. The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

1.9 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:

Building and capital works	-	5% straight line basis
Theatre, cinema and gallery equipment	-	10% straight line / 16.67% straight line basis / 20% straight line basis
Cafe and bar equipment	-	20% straight line basis
Computer equipment	-	33.33% straight line basis
Administration and general	-	20% straight line basis

1.10 Investments

Investments in subsidiaries are valued at cost less provision for impairment.

1.11 Fixed asset grants

Grants received for the restricted purpose of funding fixed assets for charity use are accounted for in the Statement of Financial Activities as a restricted fund when they become available. The restricted funds are reduced annually by transfers of amounts equivalent to depreciation charges over the expected useful life of the asset concerned.

1.12 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.

1.13 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.

1.14 Creditors

Creditors are normally recognised at their settlement amount after allowing for any trade discounts due.

HOUNSLOW ARTS TRUST LIMITED
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

1. ACCOUNTING POLICIES (continued)

1.15 Financial instruments

The charitable 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.

1.16 Judgements in applying accounting policies and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the reporting date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates.

The following are the charity's key sources of estimation uncertainty:

Accruals

The company makes an estimate of accruals at the year end based on invoices received after the year end and work undertaken which has not been invoiced based on quotations or estimates of amounts that may be due for payment.

Tangible fixed assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending upon a number of factors. In re assessing the assets' lives, factors such as technological innovation and maintenance programmes are taken into account.

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

2. INCOME FROM DONATIONS AND LEGACIES

	Restricted funds 2018 £	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Donations	-	48,836	48,836	72,686
Arts Council England (ACE)	-	100,580	100,580	100,580
ACE - strategic touring	-	-	-	7,360
ACE - Creative People and Places	306,827	-	306,827	362,932
ACE - Circulate	274,861	-	274,861	190,763
Public sector contracts	320,635	-	320,635	347,256
	<u>902,323</u>	<u>149,416</u>	<u>1,051,739</u>	<u>1,081,577</u>
Total donations and legacies				
	<u>902,323</u>	<u>149,416</u>	<u>1,051,739</u>	<u>1,081,577</u>
Total 2017	<u>921,061</u>	<u>160,516</u>	<u>1,081,577</u>	

The unrestricted grant from Arts Council England is provided as annual revenue funding to assist Hounslow Arts Trust Limited in the payment of its overhead and programming expenses.

3. TRADING ACTIVITIES

The charity has one wholly owned subsidiary company, Sharedart Limited, which is incorporated in the UK. The company operates a licensed bar and catering facilities at Watermans which it has franchised and from which it receives rent and a percentage of the income. Income is also derived from hires. Audited accounts are filed with the Registrar of Companies. A summary of the trading results is shown below:

	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Charity trading income			
United Kingdom	<u>134,025</u>	<u>134,025</u>	<u>133,815</u>
Trading expenses			
Administrative expenses	<u>1,540</u>	<u>1,540</u>	<u>2,287</u>
Net income from trading activities	<u>132,485</u>	<u>132,485</u>	<u>131,528</u>

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

4. INVESTMENT INCOME

	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Interest receivable	32	32	26
	<u> </u>	<u> </u>	<u> </u>
Total 2017	<u>26</u>	<u>26</u>	

5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Programme delivery	587,062	587,062	506,651
	<u> </u>	<u> </u>	<u> </u>
Total 2017	<u>506,651</u>	<u>506,651</u>	

6. ANALYSIS OF EXPENDITURE BY EXPENDITURE TYPE

	Staff costs 2018 £	Depreciation 2018 £	Other costs 2018 £	Total 2018 £	Total 2017 £
Expenditure on raising voluntary income	23,751	-	7,487	31,238	31,704
Expenditure on fundraising trading	-	-	1,540	1,540	2,287
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Costs of raising funds	23,751	-	9,027	32,778	33,991
Programme delivery	631,416	45,217	978,847	1,655,480	1,714,318
Expenditure on governance	15,834	-	11,598	27,432	33,560
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total 2018	<u>671,001</u>	<u>45,217</u>	<u>999,472</u>	<u>1,715,690</u>	<u>1,781,869</u>
	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
Total 2017	<u>721,448</u>	<u>43,602</u>	<u>1,016,819</u>	<u>1,781,869</u>	

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

7. CHARITABLE EXPENDITURE

	Programme delivery £	Total 2018 £	Total 2017 £
Creative programme costs	380,034	380,034	496,605
Cinema costs	364,033	364,033	250,706
Technical production costs	5,201	5,201	7,365
Front of house costs	11,205	11,205	9,785
Marketing and promotion	9,761	9,761	9,992
Telephone	6,766	6,766	6,774
Printing and stationery	1,640	1,640	1,679
Postage	3,252	3,252	1,412
Office equipment	3,873	3,873	5,622
Finance costs	14,968	14,968	10,882
Licences and subscriptions	6,320	6,320	6,306
Futurebuilders costs	6,317	6,317	14,267
Wages and salaries	470,048	470,048	521,293
National insurance	35,172	35,172	32,077
Pension cost	5,647	5,647	5,631
Depreciation	2,068	2,068	1,186
Total 2018	<u>1,326,305</u>	<u>1,326,305</u>	<u>1,381,582</u>
Total 2017	<u>1,381,582</u>	<u>1,381,582</u>	

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

8. SUPPORT COSTS

	Basis of Allocation	Raising funds £	Governance £	Programme delivery £	Total 2018 £	Total 2017 £
Repairs and maintenance		-	-	17,584	17,584	18,817
IT systems maintenance		-	-	11,224	11,224	12,998
Staff recruitment and training		-	-	470	470	8,132
Legal and professional fees		-	-	3,857	3,857	4,399
Sundry expenses		-	-	-	-	194
Staff welfare		-	-	1,043	1,043	1,841
Insurance		-	-	13,365	13,365	12,855
Light and heat		-	-	43,065	43,065	40,273
Transport costs		-	-	6,593	6,593	6,637
Cleaning		-	-	37,915	37,915	40,097
Security		-	-	5,094	5,094	5,500
Rates		-	-	7,004	7,004	8,711
Irrecoverable VAT		-	-	18,263	18,263	8,031
Wages and salaries	Time	22,893	15,262	116,262	154,417	147,841
National insurance	Time	858	572	4,287	5,717	14,606
Depreciation		-	-	43,149	43,149	42,416
Total 2018		23,751	15,834	329,175	368,760	373,348
Total 2017		24,367	16,245	332,736	373,348	

9. NET INCOME/(EXPENDITURE)

This is stated after charging:

	2018 £	2017 £
Depreciation of tangible fixed assets:		
- owned by the charitable group	45,217	43,602
Auditors' remuneration - audit	11,598	17,315

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

10. STAFF COSTS

Staff costs were as follows:

	2018 £	2017 £
Wages and salaries	624,465	669,134
Social security costs	40,889	46,683
Pension costs	5,647	5,631
	<hr/> 671,001 <hr/>	<hr/> 721,448 <hr/>

The average monthly number of employees was: 38 (2017: 41) and the average monthly number of employees during the year expressed as full time equivalents was as follows (including casual and part time staff):

	2018 No.	2017 No.
Programme support/cinema	8	10
Marketing	3	2
Customer relations	17	19
Management and administration	5	4
Finance	2	2
Technical production	3	4
	<hr/> 38 <hr/>	<hr/> 41 <hr/>

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

The Trustees were not paid nor received any other benefits from employment with the charity or its subsidiary in the year (2017: £nil) neither were they reimbursed expenses during the year (2017: £nil). No Trustee received payment for professional or other services supplied to the charity (2017: £nil).

The key management personnel of the parent charity and its group comprise the directors and members of senior management. The total employee benefits of the key management personnel of the charity and its group were £165,760 (2016: £157,850).

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

11. TANGIBLE FIXED ASSETS

Group	Building and capital works £	Theatre, cinema and gallery equipment £	Cafe and bar equipment £	Computer equipment £	Administrati on and general £	Total £
Cost						
At 1 April 2017	638,743	198,438	17,187	152,862	30,832	1,038,062
Additions	-	17,691	-	1,231	1,600	20,522
At 31 March 2018	638,743	216,129	17,187	154,093	32,432	1,058,584
Depreciation						
At 1 April 2017	520,257	196,231	14,506	134,971	30,288	896,253
Charge for the year	30,679	2,068	1,244	10,861	365	45,217
At 31 March 2018	550,936	198,299	15,750	145,832	30,653	941,470
Net book value						
At 31 March 2018	87,807	17,830	1,437	8,261	1,779	117,114
At 31 March 2017	118,486	2,207	2,681	17,891	544	141,809

Company	Building and capital works £	Theatre, cinema and gallery equipment £	Cafe and bar equipment £	Computer equipment £	Administrati on and general £	Total £
Cost						
At 1 April 2017	638,743	198,438	17,187	152,862	30,832	1,038,062
Additions	-	17,691	-	1,231	1,600	20,522
At 31 March 2018	638,743	216,129	17,187	154,093	32,432	1,058,584
Depreciation						
At 1 April 2017	520,257	196,231	14,506	134,971	30,288	896,253
Charge for the year	30,679	2,068	1,244	10,861	365	45,217
At 31 March 2018	550,936	198,299	15,750	145,832	30,653	941,470
Net book value						
At 31 March 2018	87,807	17,830	1,437	8,261	1,779	117,114
At 31 March 2017	118,486	2,207	2,681	17,891	544	141,809

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

12. FIXED ASSET INVESTMENTS

Company	Shares in group undertakings £
Market value	
At 1 April 2017 and 31 March 2018	2
	<u>2</u>
Company investments at market value comprise:	
	2018 £
	2017 £
Group	2
	<u>2</u>

The company owns 2 £1 Ordinary shares in Sharedart Limited, being its entire issued share capital. Retained reserves are £18,708 (2017: £6,197) with a profit for the year of £12,511 (2017: £nil).

13. DEBTORS

	Group	Company
	2018 £	2017 £
Trade debtors	12,972	76,341
Amounts owed by group undertakings	-	-
Other debtors	8,561	4,850
Prepayments and accrued income	429,168	142,536
	<u>450,701</u>	<u>223,727</u>
	<u>450,701</u>	<u>223,727</u>

14. CREDITORS: Amounts falling due within one year

	Group	Company
	2018 £	2017 £
Other loans	25,151	23,686
Trade creditors	88,254	96,434
Other taxation and social security	25,872	30,182
Other creditors	32,051	2,165
Accruals and deferred income	383,778	296,954
	<u>555,106</u>	<u>449,421</u>
	<u>555,106</u>	<u>449,421</u>

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

15. CREDITORS: Amounts falling due after more than one year

	Group		Company	
	2018 £	2017 £	2018 £	2017 £
Other creditors	25,395	50,546	25,395	50,546

The loan, from the Social Investment Business through its Futurebuilders Scheme, is repayable over 10 years. Following a repayment holiday in year one, interest was charged at 0% p.a. for the first two years and at 6% p.a. thereafter for the remainder of the term.

During the year interest totalling £3,673 (2017: £5,049) was charged on the loan.

16. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 April 2017 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2018 £
Unrestricted funds					
General Funds	261,711	870,535	(807,389)	(14,500)	310,357
Designated funds					
Cultural education partnership	10,000	-	-	-	10,000
Fundraising campaign	-	-	-	7,000	7,000
Salaries fund	-	-	-	7,500	7,500
	10,000	-	-	14,500	24,500
Restricted funds					
ACE - capital works	31,070	-	(4,993)	-	26,077
ACE - Circulate	-	274,861	(274,861)	-	-
ACE - Creative People and Places	985	306,827	(307,812)	-	-
Public sector contracts	-	320,635	(320,635)	-	-
	32,055	902,323	(908,301)	-	26,077
Total of funds	303,766	1,772,858	(1,715,690)	-	360,934

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

16. STATEMENT OF FUNDS (continued)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 April 2016 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2017 £
General funds	285,779	798,150	(852,218)	30,000	261,711
Designated funds					
Cultural education partnership	40,000	-	-	(30,000)	10,000
	40,000	-	-	(30,000)	10,000
Restricted funds					
ACE - capital works	36,063	-	(4,993)	-	31,070
Public sector contracts	-	341,765	(341,765)	-	-
Urban Ambush	-	21,099	(21,099)	-	-
ACE - strategic touring	-	7,360	(7,360)	-	-
ACE - Creative People and Places	1,724	362,932	(363,671)	-	985
ACE - Circulate	-	190,763	(190,763)	-	-
	37,787	923,919	(929,651)	-	32,055
Total of funds	363,566	1,722,069	(1,781,869)	-	303,766

SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 April 2017 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2018 £
General funds	261,711	870,535	(807,389)	(14,500)	310,357
	261,711	870,535	(807,389)	(14,500)	310,357
Designated funds	10,000	-	-	14,500	24,500
Restricted funds	32,055	902,323	(908,301)	-	26,077
	303,766	1,772,858	(1,715,690)	-	360,934

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

16. STATEMENT OF FUNDS (continued)

SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 April 2016 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2017 £
General funds	285,779	798,150	(852,218)	30,000	261,711
Designated funds	40,000	-	-	(30,000)	10,000
Restricted funds	37,787	923,919	(929,651)	-	32,055
	<u>363,566</u>	<u>1,722,069</u>	<u>(1,781,869)</u>	<u>-</u>	<u>303,766</u>

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR

	Designated funds 2018 £	Restricted funds 2018 £	Unrestricted funds 2018 £	Total funds 2018 £
Tangible fixed assets	-	26,077	91,037	117,114
Current assets	24,500	-	799,821	824,321
Creditors due within one year	-	-	(555,106)	(555,106)
Creditors due in more than one year	-	-	(25,395)	(25,395)
	<u>24,500</u>	<u>26,077</u>	<u>310,357</u>	<u>360,934</u>

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR YEAR

	Designated funds 2017 £	Restricted funds 2017 £	Unrestricted funds 2017 £	Total funds 2017 £
Tangible fixed assets	-	32,055	109,754	141,809
Current assets	10,000	-	651,924	661,924
Creditors due within one year	-	-	(449,421)	(449,421)
Creditors due in more than one year	-	-	(50,546)	(50,546)
	<u>10,000</u>	<u>32,055</u>	<u>261,711</u>	<u>303,766</u>

HOUNSLOW ARTS TRUST LIMITED
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018**

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

	2018 £	Group 2017 £
Net income/(expenditure) for the year (as per Statement of Financial Activities)	57,168	(59,800)
Adjustment for:		
Depreciation charges	45,217	43,602
Dividends, interest and rents from investments	(32)	(26)
Increase in stocks	(249)	-
(Increase)/decrease in debtors	(226,974)	75,681
Increase in creditors	80,534	169,800
Net cash (used in)/provided by operating activities	(44,336)	229,257

19. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2018 £	Group 2017 £
Cash in hand	373,371	438,197
Total	373,371	438,197

20. PENSION COMMITMENTS

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £5,647 (2017 - £5,631). Contributions totalling £749 (2017: £911) were payable to the fund at the balance sheet date and are included in creditors.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018

21. OPERATING LEASE COMMITMENTS

At 31 March 2018 the total of the group's future minimum lease payments under non-cancellable operating leases was:

	2018 £	2017 £
Group and company		
Amounts payable:		
Not later than 1 year	1,708	1,088
Later than 1 year and not later than 5 years	4,656	544
	<hr/>	<hr/>
Total	6,364	1,632
	<hr/> <hr/>	<hr/> <hr/>