

Registered number: 01164904  
Charity number: 267426

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**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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**TRUSTEES' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**TRUSTEES**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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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**

David Evans, Chair

Graeme Baker

Mary Dalton

Cathy Heseltine

Karen Hinton-Platt

Adam Jackson

Ajay Mehta

Duncan Smith

Louise Thompson

Cllr Guy Lambert, L B Hounslow nomination

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY AND ADVISERS  
FOR THE YEAR ENDED 31 MARCH 2019**

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<b>Company registered number</b>	01164904
<b>Charity registered number</b>	267426
<b>Registered office</b>	Watermans 40 High Street Brentford Middlesex TW8 0DS
<b>Company secretary</b>	Jan Lennox
<b>Chief executive officer</b>	Jan Lennox
<b>Independent auditors</b>	Nyman Libson Paul Chartered Accountants Statutory Auditors 124 Finchley Road London NW3 5JS
<b>Bankers</b>	Natwest 314 Chiswick High Road London W4 5TA
<b>Solicitors</b>	Bates Wells 10 Queen Street Place London EC4R 1BE

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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## **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 2019. 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, the Memorandum and Articles of Association, and 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 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 programme 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 and 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 these 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.

In preparing this report the Trustees have considered progress in this period made against these purposes.

In particular in 2018-19 the company has

- advanced the arts, through presenting rich and diverse programmes of work at Watermans and at the outdoor sites at Bell Square, Hounslow and at High Point Piazza, Hayes; and through the Arts Council-funded programme Creative People & Places Hounslow which works to increase engagement in the arts across the Borough
- promoted mental and physical health especially through the Short Breaks programme providing opportunities for children and young people with disabilities
- taken steps to enhance community cohesion by presenting the arts in an accessible and universal way in the heart of the communities of West London
- providing programmes which reach the isolated, the disenfranchised and the vulnerable.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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The vision which shapes Watermans' annual activities is to inspire communities through creative practice. In particular, it works to build an engaging and interactive programme 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.

*Watermans' objectives in 2018-19*

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 of these strands of work moved into their next phase in this period.

Watermans has continued to lead the Creative People and Places Hounslow consortium in Phase 2 of delivery of this national initiative of Arts Council England, 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 was rolled out to establish Hayes Outdoor, a festival initiative to foster community cohesion in this rapidly-changing area and based at the new High Point Piazza in Hayes.

Work to facilitate the development of a local Cultural Education Partnership in the borough has continued through the successful completion of a pilot project with one school. The CEP will link education providers, arts organisations and other bodies in Hounslow. A longer-term project on a larger scale and with multiple partners is now in planning. Funding has been resourced to support a two-year programme, beginning in September 2019.

In the context of a relocation in the medium-term, audience and programme development planning continued, with sustainable new strands of work being trialled and assessed. The live events programme moved to weekly frequency in the last quarter of the year. Many of the new strands had emerged from the Weekender format, with consideration being given to the risks and opportunities of growing sustainable activity from taster events.

The plan for 2018-19 therefore built 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 developing a sustainable and accessible programme for children and young people;
  - taking advantage of the increased impact and visibility of the arts throughout West London at Bell Square and at High Point Piazza; and
  - developing audiences and engagement through Watermans Weekenders.
- 2 Developing the audience offer:
  - developing and enhance the performance programme offer; and
  - creating stronger programme engagement with the New Media Arts Programme by incorporating more access points for local audiences.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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- 3 Develop increased resilience:
- exploring new revenue streams;
  - increasing the spend per head; and
  - taking advantage of opportunities to improve financial sustainability, particularly around the proposed medium-term relocation.

## **CREATIVE PROGRAMME**

### **Overview 2018/19**

Watermans is committed to delivering a substantial and exciting programme which brings world-class arts to local communities. There is an equal determination to reach disadvantaged communities, especially in Hounslow, who do not currently engage with the arts. Over the past five years, Watermans has 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. We are now in the middle phase of this programme, supporting community-led development of engagement in arts and cultural activities. As many of the groups developed locally through this scheme gain skills and confidence, they will be increasingly supported to grow into independent organisations. Some such as the Hounslow Community Choir and the Community Brass Band, are already well on this journey.

The outdoor arts programme continued at Bell Square, with attendances of over 27,000 in this period and virtually 100% positive feedback. In 2018, we extended our West London reach with a summer outdoor arts festival from June to August in Hayes.

At Watermans, work to develop and refine programming strands continued, with successful Watermans Weekender festivals; live performance events moving to a regular Friday Night format; digital performance becoming a year-round offer; and a new partnership with Continental Drifts to develop a world music programme. This programme is developing a new audience for Watermans and aims to increase local engagement on a regular basis.

There were over 3,750 attendances at 25 live event performances during the year.

The Children's Theatre programme continued to deliver strongly, with 82 performances attended by nearly 12,000 people.

Also at the venue, the Participative Arts summer programme again delivered creative opportunities to 280 children and young people, including inclusive activities for D/deaf and disabled children.

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 4 residencies during the year, each tailored to the needs of the company and its current stage of development. Seeta Patel Dance Company developed their new show Not Today's Yesterday which was presented in the Theatre and then went on to tour nationally. Akademi developed their new show The Troth at Watermans over a 2-year period, then toured India and the UK winning awards and 5-star reviews. The show ended its spectacularly successful tour with a sold-out performance at Watermans in November 2018.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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Two new media arts residencies also took place during the year. First, Kimatica developed Transcendence, a multi-sensory performance piece using experimental technologies to create an experience of altered states of consciousness. A free public sharing of this highly innovative performance research attracted a large and appreciative audience in the Theatre. Later in the year, Watermans commissioned Invisible Flock to start research and development on Fording, a large screen-based work mapping the invisible ecosystems at play in our urban landscape. At the end of the residency, the prototype work was exhibited in the Riverside Gallery.

Overall, engagement throughout the programme was very strong, with a total of over 240,000 attendances across activities over the year.

The Board is considering an opportunity to relocate Watermans arts centre, as part of a wider development scheme in Brentford. This would be an opportunity to create a high-quality modern arts centre that would put Brentford on the cultural map, ignite its economy and inspire its residents, as well as visitors from West London and beyond.

The Strategic Plan 2018-22 outlines the aspirations for a venue that would simultaneously present an inspiring programme of international significance, and be a community hub for Brentford; underpinned by Watermans' continuing ethos of inclusivity, diversity, humanity, and universal welcome.

This would be an opportunity beyond a transposition of our current operations into a new site. In order for all visitors to be welcomed and inspired from the moment they arrive, the new building must provide:

- a theatre suitable for world-class touring theatre, circus, live music and dance
- two cinemas and a larger gallery to enable film festivals, live screenings and large-scale exhibitions attracting top artists
- social spaces for people to meet and relax, with a renewed catering offer

The Board in considering options for relocation also intends to increase financial resilience, by increasing the potential for earned income and reducing the exposure to public sector funding.

The application for a new centre on the site of the old Brentford Police Station (and the related flats on the current Watermans site), has been approved by Hounslow Council. The application has now been called in by the Secretary of State. The Board hopes to know in autumn 2020, whether the application has been approved, or not. Meanwhile, the performance programme in the current venue is being developed with a view to take advantage of the opportunities from a new building with enhanced spaces both for audiences and performances.

### **Review by programme strand**

#### *New Media Arts*

Watermans is the only permanent new media exhibition space in London, and brings UK and international artists to Hounslow throughout the year. The galleries are open throughout the year and are free to enter, to make the work as accessible as possible.

During the reporting period, Watermans produced 7 exhibitions in the galleries and public spaces of the building.

Highlights of the year included Biorhythmic Drawing by artist Daksha Patel, which explored the ways in which data captured from the human body - by technologies such as bio-sensors (small wearable devices such as heart monitors) and medical imaging (X Rays, ultrasound or microscopes) - is visualised, seen and perceived. The artist intervenes and reworks bio-medical images with the process of drawing or by altering codes that visualise bio-data.



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TRUSTEES' REPORT (continued)  
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"Some superb and beautiful images in this show/the "noise/signal" drawing exercise is fantastic. A great idea. I will visit again & draw & photo more"

Visitor feedback

There were two group shows in the Main Gallery: Human Factors exploring how human relationships are changed and affected by technology, through recent and new work by Anna Estarriola, Hanna Haaslahti in collaboration with Tyler Henry, and Yassine Khaled and supported by The Finnish Institute in London; and *Trajectories II: Technology Never Sleeps*, the second part of the three-year Trajectories programme. Through thematic events including exhibitions, workshops, discussions and talks, the programme showcases and explores the great potential of creative learning and making to help us engage critically in the current and future issues of the world. Trajectories II focused on the fact that the world we live in is filled with visible and invisible infrastructures that we have in most cases no choice but to accept. Wi-fi coverage, social media algorithms, invisible flows, data – can technology reject us? Control us? Does it have a poetical or spiritual dimension? Are we trapped within a system or – on the contrary – are we in charge? The exhibition was supported by five public workshops, and a symposium which was also livestreamed.

"...work was absorbing and enigmatic. So much depth. Thank you"

Visitor feedback

There were over 24,000 attendances at exhibitions in the main gallery in this year.

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.

Highlights from this year's event included *Strange Stranger* by Alexander Whitley Dance Company and Yassine Khaled's *Monitor Man*.

#### *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 Create & Make Weekender was a weekend of free events to bring families and friends together in making and creating. A highlight of the Weekender was *Cave of Sounds* by Music Hackspace, a giant musical installation through which children and adults alike came together to create music. Inspired by *Cave of Sounds*, participants made their own electronic instruments in popular workshops. There were also opportunities to make individual smartphone animations, screen print clothes and textiles, create and fly kites, and build amazing, large-scale sand sculptures.

Later in the year, the Digital Performance Weekender brought together digital artists and their works, making rich opportunities to try out immersive dance, virtual and augmented reality, interact with gallery audiences thousands of miles away, and to experience spectacular audiovisual performance from Quebec.

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TRUSTEES' REPORT (continued)  
FOR THE YEAR ENDED 31 MARCH 2019

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The Children's Theatre programme continued throughout the year. There were 82 performances, attracting a predominantly local audience with performances every weekend, supplemented by additional programme during school holidays. The programme continued to flourish, with over 4,800 attendances at the Christmas show and nearly 12,000 attendances overall. Highlights in terms of content along with breadth and quality of different theatre genres and performance experiences include Slot Machine (Your Toys), Theatre Alibi (Table Mates), Tara Arts and Polka Theatre (Three Sat Under the Banyan Tree), CIE Animation (Musicians of Bremen), Margarita Sidirokastriti (Taking Flight), CC4K Simple Politics and Dadodans (Kokers).

The Live Events programme has increased significantly this year. Friday night events for adults moved to a weekly format during the year, offering high quality, contemporary performance including dance, theatre, circus, spoken word (where authors discuss their books), world music and cabaret. Survey results show a high level of audience satisfaction with the programme quality and format. Highlights of the programme include dance from Seeta Patel, Alexander Whitley, Akademi and Anna Watkins, cabaret from Dusty Limits, Marcel Lucont and Teatro Pomodoro, contemporary circus from Jantti & Venna, and a VR performance, *Whist*, from AΦE. Several of these shows – Seeta Patel's *Not Today's Yesterday*, Akademi's *The Troth*, and *Whist* had been made in residence at Watermans.

The Live Events programme is delivering strongly in terms of new audiences to the venue who are then returning for repeat visits. During the year, there were 25 performances and over 3,750 attendances. This strand continues to develop.

"Oh! The show was excellent."

Feedback for Teatro Pomodoro

#### *Participative Arts*

The period built on the refreshed approach to participative arts programming developed in the previous year. The redesigned Summer Activity programme ensured 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 took place over three weeks of workshops (from digital arts to craft workshops and screen printing), and drop-in activity on the theme Wonder of Words, using books, stories and tales as the inspiration for activities and workshops. The theme was chosen to support work around improving literacy by encouraging reading, especially for young children and for children of families who have English as an additional language.

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 great success operating at 78% capacity with 29% of bookers being new to the venue, showing that this approach to the summer programme extended the reach and makes Watermans relevant to new audiences.

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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*Cinema*

With typically 29 screenings per week, Watermans' cinema programme presented 300 different films during the reporting period, featuring a wide range of independent and specialist films from around the world. The programme also includes:

- French Impressions, Watermans' popular monthly screening of new and classic movies from *Cinema Francais* which are screened with an accompanying talk and discussion group to review the film,
- Special midweek daytime screenings for parents and babies,
- Children's Cinema screenings at weekends and during the holiday periods,
- Film club for families with disabled children and young people, to make cinema accessible for families who don't feel able to attend mainstream cinemas,
- Weekly screenings of films from Watermans' main programme for the Hard of Hearing.

Alongside the Cinema programme itself, the event cinema strand continued to develop with very strong demand for broadcasts and encore showings by NT Live, the Royal Shakespeare Company, Glyndebourne, and this year The Metropolitan Opera for the first time. These screenings help to develop access to world-class productions by reducing substantially the twin barriers of cost and accessibility.

In late summer, the short season of outdoor screenings on the Riverside Terrace returned for the third year. The screenings are given at low cost, making this a popular summer treat for local residents. Screenings included *Blade Runner*, *Slumdog Millionaire* and *The Greatest Showman*. The Outdoor Cinema season is designed to be very accessible, with low prices and a festival atmosphere to remove barriers to attendance at the Watermans venue.

There were over 61,000 attendances at nearly 1,500 cinema screenings over the year.

*Outdoor Arts*

Watermans' Outdoor Arts programme is designed to engage 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 London premieres of *The Legend of the Burning Man* by Insectotropics (Catalunya), *The Winter's Tale* by leading Polish theatre company, Teatr Biuro Podrozy, and ...*Sodades...* by Cirque Roauges (France), and the installation of UK-based artist Luke Jerram's stunning *Museum of the Moon*.

Audiences averaged over 1,500 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 2018, 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.

The events have also been extraordinarily successful in reaching an extremely diverse audience. 65% of audiences in 2018 were from BAME communities and over 70% were under 44.

The programme itself has also been diverse in its composition. It included performances from France, Belgium, Italy, Poland, Catalunya, Slovenia and the Netherlands, and from across the length of Britain. It has included culturally diverse events and artists including Seeta Patel's collaboration with Gandini Juggling, *Sigma*, Akademi's *Sufi Zen*, and Company Chameleon's *Witness This*. 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.

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**TRUSTEES' REPORT (continued)**  
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Watermans has also continued its drive to improve the accessibility of its outdoor events and to promote them effectively to disabled audiences. The initiative has been very successful with disabled people on average comprising 11% of audiences and those surveyed providing positive feedback on their experience.

During the past year, we have also introduced new initiatives to increase the depth of engagement with the programme. In response to audience requests for more background information on the events, we launched a Bell Square Blog. Regular posts gave audiences an insight to each of the artists or companies and their performance at Bell Square. In addition, we piloted an audience and panel discussion about the issues raised in Company Chameleon's *Witness This* which reflected on the choreographer's own experience of being diagnosed with Bipolar Disorder. The session was fully booked and demonstrated the audience's interest in engaging further with the themes of performances. This will be developed further in 2019.

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 is 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.

In 2018, Watermans also produced a new outdoor arts festival in Hayes town centre in the neighbouring borough of Hillingdon. Hayes Outdoor comprised a series of 6 high quality events from the UK, France & Belgium and was again designed to reach audiences who have tended not to engage with the arts. The programme focused on circus, dance and acrobatics and proved appealing to over 500 people at each event. Options are currently being explored for potential funding for a longer term development of this programme.

In 2018, Watermans delivered the Mayor of London's disability arts festival, Liberty Unbound, with a showcase of work by some of the UK's leading D/deaf and disabled artists touring to Outer London town centres. As part of this tour, the showcase was presented at Bell Square to an appreciative audience of 2500 attenders.

"I have to admit – this is awesome, it really is."

Audience feedback

The Bell Square programme included the annual festival of lanterns, *Winter Lights*.

"I will never forget this for my whole life."

Mayor of Hounslow

The programme acts as a circulation driver for Hounslow Town Centre, with the majority of attenders stating both that the performance had been a reason for their visit, and that they'd be going to visit shops and restaurants in the area.

## **Organisational development**

### *Programme and contract management*

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

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**TRUSTEES' REPORT (continued)**  
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Watermans has retained its accreditation to ISO:9001, the internationally recognised quality management standard. The organisation has a full set of quality management systems which are compliant with the ISO 9001:2015 standard. 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 Institution (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 is 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.

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 and at Hayes Outdoor to capture audience views of the events.
- a direct feedback system which captures feedback received by other channels than those above.

Quantitative results from the annual survey were heartening and included an impressive repeat visit rate (36% of respondents had visited between 3-5 times in the previous year; 35% 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;
- the Environmental Action Plan 2018-20 continues to be a live document with partial or complete achievement of key goals towards improved organisation efficiency.
- utilities usage was monitored and analysed using the online tool Pilio, to improve the understanding of demand and uptake.

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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 and waste generated remained broadly as in previous years. The standard measure of "usage per attendee" continues a slow improving trend resulting from actions in the Environmental Action Plan. Reported domestic and international staff travel was significantly lower.

During the period, approximately two thirds of the stock of emergency bulkhead lights were replaced with LED fitting, reducing the power usage. In addition the cinema projector was replaced. The new unit uses fewer consumable items.

*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.

Watermans hosted 6 schools work experience placements, 1 work placement, and 2 interns in this period. Of the interns, 1 has now taken a paid position at Watermans.

*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.

Watermans successfully completed a full re-assessment in this period and continues to hold the Social Enterprise Mark.

**Future plans**

In recent years, 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 are now maturing into established programmes delivering tangible outcomes.

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 has been rolled out to establish Hayes Outdoor, a festival initiative to foster community cohesion in the rapidly-changing area around Hayes town centre.

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**FOR THE YEAR ENDED 31 MARCH 2019**

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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.

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. The 'Friday Nights Live' performances have developed well in the past 12 months and we will continue to strengthen that programme over the coming year.

The plan for 2019-20 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 the reach and sustainability of the arts programme, specifically:
  - further embedding the Creative People and Places programme across Hounslow through delivery of its 2nd phase
  - further developing a sustainable and accessible programme for children and young people
  - achieving greater impact across West London through direct delivery of projects outside the venue with a particular, but not exclusive, focus on Hounslow
  - attracting new audiences to the venue through growing our performance programme, targeting new communities and establishing Watermans as the 'go-to' venue for more local residents
  - developing new end-products which flow from our core programmes and core competencies and which can support the wider programme in a new venue
  - expanding our range of partners to support long term 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, through development of a new digital strategy and upgrading of the website
  - continued improvements to the experience of visiting the venue
  - build the offer available to audiences at the venue
  - further exploring the potential of community co-production through new approaches to programme development

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**HOUNSLOW ARTS TRUST LIMITED**  
**(A company limited by guarantee)**

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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**3 Building the health of the organisation**

- completing the transition to 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 our 'revenue per customer' with secondary spend and a focus on increasing individual donations
- continuing to build the profile of the organisation
- retaining the ability to sense trends in the market and be responsive to change
- developing the organisation in preparation for relocation

**STRUCTURE, GOVERNANCE & MANAGEMENT**

Hounslow Arts Trust Ltd 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 teams 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 contract of 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.



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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**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.

The previous Chair of the Board Lee Dawson resigned on 10 May. The Board invited the Vice Chair David Evans to act as interim Chair until a final decision is taken on the appointment of a new Chair.

All Board members serving during the period of this review were Lee Dawson (Chair), Graeme Baker, Beth Cinamon (appointed 25 March 2019), Mary Dalton, David Evans, Cathy Heseltine (appointed 25 March 2019), Karen Hinton-Platt, Adam Jackson, Cllr Guy Lambert, Sue Marsh (retired 25 March 2019), Maggie McNab (retired 25 March 2019), Ajay Mehta, Jacqueline Rose, and Duncan Smith.

*Induction and Training of Board members*

New Board members attend an induction meeting 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 legal responsibilities of company directors and charity Trustee, 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
- 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.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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*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.

*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 Ltd 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.

The key risks currently being managed include common ones for the sector, around staff retention, staff capacity, and funding. In addition, the board has specific risks around ensuring a successful relocation (detailed elsewhere in this report) and identified the potential impact of a no-deal Brexit (notably possible disruption to the artistic programme and exchange rate volatility). The appropriate control measures and mitigations are in place (including the reserves policy set out below), and are reviewed for effectiveness by the Board and subgroups on a regular basis.

*Finance and control*

The Finance, Risk & 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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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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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 2019 Watermans turnover was £1,998,035.

The organisation begins the new financial year with a balance of £366,066 on unrestricted reserves, designated funds of £78,575 and £20,982 on restricted funds, giving total funds of £465,563.

Funding received from London Borough of Hounslow and National Portfolio Organisation 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 was 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 26 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 receives grant funding from Arts Council England.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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*Public sector contracts and fee-based work*

Public sector contracts and fee-based work are Watermans' largest income stream. In 2018-19 the organisation delivered public sector contracts and led consortia programmes with a combined value of £407,270. 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 was worth £225,000 p.a.

*Arts Council England*

Watermans is a National Portfolio Organisation and received funding of £120,696 from Arts Council England in 2018-19, in the first year of a four-year agreement.

Arts Council England also provides investment 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. Phase 2 continued 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 continued to the end of 2018-19 and supported major touring projects and associated audience development work. Further funding for Circulate has been confirmed for the 2019-20 programme.

*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.

Box office income reached £556K in this year, an increase of 1% on previous years.

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

*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 Ltd, the charity's subsidiary. All profits from these activities are donated by the subsidiary to the charity for investment in the organisation's activities.

In 2018-19 Sharedart Ltd. made a net contribution of £154,152.

*Donations*

Income from individual and corporate donations contributed £54,422 to funds in 2018-19.

The Board is developing a medium-term fundraising plan both to develop existing strands and to take advantage of the opportunities offered by the possible relocation.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**Reserves and Financial Policies**

*Reserves Policy*

In August 2019 the Board conducted a review of the organisation's needs for reserves in line with guidance issued by the Charity Commission. Hounslow Arts Trust Ltd's annual income is split 49% unrestricted and 51% restricted income. It secures unrestricted income from ticket sales and donations, including a substantial 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 £129,155 has been excluded from the unrestricted reserves. At the date of the review, there were therefore £236,851 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 Board has reviewed the key financial risks and, based upon the potential impacts of these risks, considers a reasonable level of reserves under normal circumstances to be between £125,000 and £160,000.

The organisation is in negotiations to relocate to a new building in the medium term. The Board therefore wishes to set aside further funds to support the costs associated with the potential relocation. This funding would provide resources for additional marketing, dealing with the effects on staff, building bigger audiences and allowing time to embed new programmes.

The Board therefore considers a reasonable level of reserves for the next few years until Watermans has relocated and the uncertainty around Brexit has passed, to be within the range of £225,000 and £260,000. As reserves currently stand at £236,851 the Trustees are satisfied with the level of reserves.

The Policy will be reviewed by the Board 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.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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*Designated Funds*

In August 2019, the Board designated funds of £7,500 to recognise the contribution of all staff to the favourable outturn in 2018-19. The fund is to be expended by March 2020.

In August 2019, the Board designated funds of £2,400 to support recruitment to the vacancies for Chair of the Board and Trustees. The fund is to be expended by March 2020.

In August 2019, the Board designated funds of £51,675 to support artistic programmes that are effective at reaching the communities of Hounslow. In designating this fund the Board was mindful both of pressure on public funding, and the exposure to fluctuations in foreign exchange rates caused by Brexit. The fund is to be expended by March 2020.

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.

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 also 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 fund was fully expended by March 2019.

*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 of 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 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 Conduct 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.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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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.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**TRUSTEES' REPORT (continued)**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**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;
- 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.

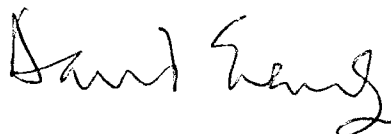
The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company and the group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable group and enable them to ensure that the financial 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**

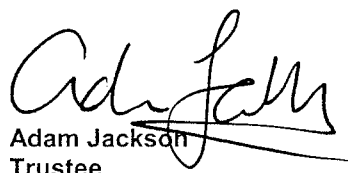
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- 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 19 08 19 and signed on their behalf by:



David Evans, Chair  
Trustee



Adam Jackson  
Trustee



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**HOUNSLOW ARTS TRUST LIMITED**  
**(A company limited by guarantee)**

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

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**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 2019 set out on pages 26 to 44. 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 2019 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.

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

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**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.

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

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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.

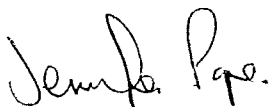
**Auditors' responsibilities for the audit of the financial statements**

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditors' report.

**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.



Jennifer Pope (senior statutory auditor)

for and on behalf of

**Nyman Libson Paul**

Chartered Accountants  
Statutory Auditors

124 Finchley Road  
London

NW3 5JS

Date: 19 August 2019

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 2019

	Note	Designated funds 2019 £	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
<b>INCOME:</b>						
Donations and legacies	2	-	995,284	175,118	1,170,402	1,051,739
Charitable activities	5	-	81,000	588,103	669,103	587,062
Trading activities	3	-	-	158,375	158,375	134,025
Investments	4	-	-	155	155	32
<b>TOTAL INCOME</b>		<u>-</u>	<u>1,076,284</u>	<u>921,751</u>	<u>1,998,035</u>	<u>1,772,858</u>
<b>EXPENDITURE ON:</b>						
Raising funds		-	-	37,172	37,172	32,778
Charitable activities		7,500	1,081,379	767,355	1,856,234	1,682,912
<b>TOTAL EXPENDITURE</b>	6	<u>7,500</u>	<u>1,081,379</u>	<u>804,527</u>	<u>1,893,406</u>	<u>1,715,690</u>
<b>NET INCOME / (EXPENDITURE) BEFORE TRANSFERS</b>						
Transfers between Funds	16	(7,500) 61,575	(5,095) -	117,224 (61,575)	104,629 -	57,168 -
<b>NET INCOME / (EXPENDITURE) BEFORE OTHER RECOGNISED GAINS AND LOSSES</b>		<u>54,075</u>	<u>(5,095)</u>	<u>55,649</u>	<u>104,629</u>	<u>57,168</u>
<b>NET MOVEMENT IN FUNDS</b>		<u>54,075</u>	<u>(5,095)</u>	<u>55,649</u>	<u>104,629</u>	<u>57,168</u>
<b>RECONCILIATION OF FUNDS:</b>						
Total funds brought forward		24,500	26,077	310,357	360,934	303,766
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>78,575</u>	<u>20,982</u>	<u>366,006</u>	<u>465,563</u>	<u>360,934</u>

The notes on pages 30 to 44 form part of these financial statements.

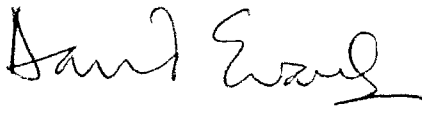
**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)  
REGISTERED NUMBER: 01164904


**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 MARCH 2019**

	Note	£	2019 £	£	2018 £
<b>FIXED ASSETS</b>					
Tangible assets	11		129,155		117,114
<b>CURRENT ASSETS</b>					
Stocks		21		249	
Debtors	13	175,710		450,701	
Cash at bank and in hand		532,610		373,371	
		<u>708,341</u>		<u>824,321</u>	
<b>CREDITORS: amounts falling due within one year</b>	14	<u>(371,933)</u>		<u>(555,106)</u>	
<b>NET CURRENT ASSETS</b>			336,408		269,215
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>465,563</u>		<u>386,329</u>
<b>CREDITORS: amounts falling due after more than one year</b>	15		-		(25,395)
<b>NET ASSETS</b>			<u>465,563</u>		<u>360,934</u>
<b>CHARITY FUNDS</b>					
Designated funds	16		78,575		24,500
Restricted funds	16		20,982		26,077
Unrestricted funds	16		366,006		310,357
<b>TOTAL FUNDS</b>			<u>465,563</u>		<u>360,934</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 19 Aug 19 and signed on their behalf, by:

  
David Evans, Chair

  
Adam Jackson

The notes on pages 30 to 44 form part of these financial statements.

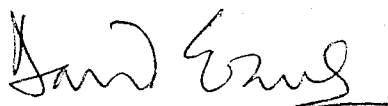
**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)  
REGISTERED NUMBER: 01164904

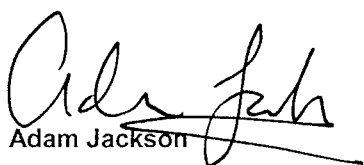
**COMPANY STATEMENT OF FINANCIAL POSITION**  
**AS AT 31 MARCH 2019**

	Note	£	2019 £	£	2018 £
<b>FIXED ASSETS</b>					
Tangible assets	11		129,155		117,114
Investments	12		2		2
			<u>129,157</u>		<u>117,116</u>
<b>CURRENT ASSETS</b>					
Stocks		21		249	
Debtors	13	173,891		447,195	
Cash at bank and in hand		476,723		342,901	
		<u>650,635</u>		<u>790,345</u>	
<b>CREDITORS:</b> amounts falling due within one year	14	(354,701)		(539,840)	
<b>NET CURRENT ASSETS</b>			<u>295,934</u>		<u>250,505</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>425,091</u>		<u>367,621</u>
<b>CREDITORS:</b> amounts falling due after more than one year	15		-		(25,395)
<b>NET ASSETS</b>			<u><u>425,091</u></u>		<u><u>342,226</u></u>
<b>CHARITY FUNDS</b>					
Designated funds	16		24,500		24,500
Restricted funds	16		350,758		26,077
Unrestricted funds			49,833		291,649
<b>TOTAL FUNDS</b>			<u><u>425,091</u></u>		<u><u>342,226</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 19 August 19 and signed on their behalf, by:

  
David Evans, Chair

  
Adam Jackson

The notes on pages 30 to 44 form part of these financial statements.

**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

**CONSOLIDATED STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

	Note	2019 £	2018 £
<b>Cash flows from operating activities</b>			
Net cash provided by/(used in) operating activities	18	213,795	(44,336)
<b>Cash flows from investing activities:</b>			
Dividends, interest and rents from investments		155	32
Purchase of tangible fixed assets		(54,711)	(20,522)
<b>Net cash used in investing activities</b>		(54,556)	(20,490)
<b>Change in cash and cash equivalents in the year</b>		159,239	(64,826)
Cash and cash equivalents brought forward		373,371	438,197
<b>Cash and cash equivalents carried forward</b>	19	532,610	373,371

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**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

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**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.



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**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

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**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.

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**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

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**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
Production 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.

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**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

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**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.

**2. INCOME FROM DONATIONS AND LEGACIES**

	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Donations	-	54,422	54,422	48,836
Arts Council England (ACE)	-	120,696	120,696	100,580
ACE - Creative People and Places	275,409	-	275,409	306,827
ACE - Circulate	312,605	-	312,605	274,861
Public sector contracts	407,270	-	407,270	320,635
	<hr/>	<hr/>	<hr/>	<hr/>
Total donations and legacies	995,284	175,118	1,170,402	1,051,739
	<hr/>	<hr/>	<hr/>	<hr/>
Total 2018	901,224	150,515	1,051,739	
	<hr/>	<hr/>	<hr/>	

**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

**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 2019 £	Total funds 2019 £	Total funds 2018 £
<b>Charity trading income</b>			
United Kingdom	158,375	158,375	134,025
<b>Trading expenses</b>			
Administrative expenses	4,223	4,223	1,540
Net income from trading activities	154,152	154,152	132,485

**4. INVESTMENT INCOME**

	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Interest receivable	155	155	32
Total 2018	32	32	

**5. INCOME FROM CHARITABLE ACTIVITIES**

	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Programme delivery	81,000	588,103	669,103	587,062
Total 2018	-	587,062	587,062	

**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

**6. ANALYSIS OF EXPENDITURE BY EXPENDITURE TYPE**

	Staff costs 2019 £	Depreciation 2019 £	Other costs 2019 £	Total 2019 £	Total 2018 £
Expenditure on raising voluntary income	25,265	-	7,684	32,949	31,238
Expenditure on fundraising trading	-	-	4,223	4,223	1,540
<b>Costs of raising funds</b>	<b>25,265</b>	<b>-</b>	<b>11,907</b>	<b>37,172</b>	<b>32,778</b>
Programme delivery	604,940	42,670	1,175,444	1,823,054	1,655,480
Expenditure on governance	16,843	-	16,337	33,180	27,432
<b>Total 2019</b>	<b>647,048</b>	<b>42,670</b>	<b>1,203,688</b>	<b>1,893,406</b>	<b>1,715,690</b>
<b>Total 2018</b>	<b>671,001</b>	<b>45,217</b>	<b>999,472</b>	<b>1,715,690</b>	

**7. CHARITABLE EXPENDITURE**

	Programme delivery £	Total 2019 £	Total 2018 £
Creative programme costs	454,741	454,741	380,034
Cinema costs	475,671	475,671	364,033
Technical production costs	3,710	3,710	5,201
Front of house costs	11,154	11,154	11,205
Marketing and promotion	13,870	13,870	9,761
Telephone	6,241	6,241	6,766
Printing and stationery	1,237	1,237	1,640
Postage	3,851	3,851	3,252
Office equipment	1,903	1,903	3,873
Finance costs	16,325	16,325	14,968
Licences and subscriptions	7,208	7,208	6,320
Futurebuilders costs	4,297	4,297	6,317
Wages and salaries	445,321	445,321	470,048
National insurance	22,456	22,456	35,172
Pension cost	9,939	9,939	5,647
Depreciation	7,396	7,396	2,068
<b>Total 2019</b>	<b>1,485,320</b>	<b>1,485,320</b>	<b>1,326,305</b>
<b>Total 2018</b>	<b>1,326,305</b>	<b>1,326,305</b>	

**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

**8. SUPPORT COSTS**

	Basis of Allocation	Raising funds £	Governance £	Programme delivery £	Total 2019 £	Total 2018 £
Repairs and maintenance		-	-	21,079	21,079	17,584
IT systems maintenance		-	-	10,715	10,715	11,224
Staff recruitment and training		-	-	3,648	3,648	470
Legal and professional fees		-	-	1,859	1,859	3,857
Sundry expenses		-	-	(811)	(811)	-
Staff welfare		-	-	812	812	1,043
Insurance		-	-	13,754	13,754	13,365
Light and heat		-	-	40,437	40,437	43,065
Transport costs		-	-	7,353	7,353	6,593
Cleaning		-	-	41,496	41,496	37,915
Security		-	-	6,088	6,088	5,094
Rates		-	-	8,213	8,213	7,004
Irrecoverable VAT		-	-	20,593	20,593	18,263
Wages and salaries	Time	22,874	15,249	115,271	153,394	154,417
National insurance	Time	2,391	1,594	11,953	15,938	5,717
Depreciation		-	-	35,274	35,274	43,149
<b>Total 2019</b>		<b>25,265</b>	<b>16,843</b>	<b>337,734</b>	<b>379,842</b>	<b>368,760</b>
<b>Total 2018</b>		<b>23,751</b>	<b>15,834</b>	<b>329,175</b>	<b>368,760</b>	

**9. NET INCOME/(EXPENDITURE)**

This is stated after charging:

	2019 £	2018 £
Depreciation of tangible fixed assets:		
- owned by the charitable group	42,670	45,217
Auditors' remuneration - audit	16,337	11,598

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**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

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**10. STAFF COSTS**

Staff costs were as follows:

	2019 £	2018 £
Wages and salaries	598,715	624,295
Social security costs	38,394	41,059
Pension costs	9,939	5,647
	<u>647,048</u>	<u>671,001</u>

The average monthly number of employees was 36 (2018: 38) and the average monthly number of employees during the year expressed as full time equivalents was as follows (including casual and part time staff):

	2019 No.	2018 No.
Programme support/cinema	6	8
Marketing	2	3
Customer relations	18	17
Management and administration	5	5
Finance	2	2
Technical production	3	3
	<u>36</u>	<u>38</u>

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 (2018: £nil) neither were they reimbursed expenses during the year (2018: £nil). No Trustee received payment for professional or other services supplied to the charity (2018: £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 £168,440 (2018: £165,760).

**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

**11. TANGIBLE FIXED ASSETS**

<b>Group</b>	Building and capital works £	Theatre, cinema and gallery equipment £	Cafe and bar equipment £	Computer equipment £	Administrati on and general £	Total £
<b>Cost</b>						
At 1 April 2018	638,743	216,129	17,187	154,093	32,432	1,058,584
Additions	2,692	43,031	-	3,525	5,463	54,711
At 31 March 2019	641,435	259,160	17,187	157,618	37,895	1,113,295
<b>Depreciation</b>						
At 1 April 2018	550,936	198,299	15,750	145,832	30,653	941,470
Charge for the year	25,571	7,396	1,249	7,317	1,137	42,670
At 31 March 2019	576,507	205,695	16,999	153,149	31,790	984,140
<b>Net book value</b>						
At 31 March 2019	64,928	53,465	188	4,469	6,105	129,155
At 31 March 2018	87,807	17,830	1,437	8,261	1,779	117,114

<b>Company</b>	Building and capital works £	Theatre, cinema and gallery equipment £	Cafe and bar equipment £	Computer equipment £	Administrati on and general £	Total £
<b>Cost</b>						
At 1 April 2018	638,743	216,129	17,187	154,093	32,432	1,058,584
Additions	2,692	43,031	-	3,525	5,463	54,711
At 31 March 2019	641,435	259,160	17,187	157,618	37,895	1,113,295
<b>Depreciation</b>						
At 1 April 2018	550,936	198,299	15,750	145,832	30,653	941,470
Charge for the year	25,571	7,396	1,249	7,317	1,137	42,670
At 31 March 2019	576,507	205,695	16,999	153,149	31,790	984,140
<b>Net book value</b>						
At 31 March 2019	64,928	53,465	188	4,469	6,105	129,155
At 31 March 2018	87,807	17,830	1,437	8,261	1,779	117,114



**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

**12. FIXED ASSET INVESTMENTS**

Company	Shares in group undertakings £
<b>Market value</b>	
At 1 April 2018 and 31 March 2019	2
<b>Company investments at market value comprise:</b>	
	2019 £
	2018 £
Group	2
	2

The company owns 2 £1 Ordinary shares in Sharedart Limited, being its entire issued share capital. Retained reserves are £40,472 (2018: £18,708) with a profit for the year of £21,764 (2018: £12,511).

**13. DEBTORS**

	<b>Group</b>		<b>Company</b>	
	2019 £	2018 £	2019 £	2018 £
Trade debtors	39,144	12,972	23,019	1,814
Amounts owed by group undertakings	-	-	24,056	17,932
Other debtors	8,885	8,561	8,885	8,561
Prepayments and accrued income	127,681	429,168	117,931	418,888
	<u>175,710</u>	<u>450,701</u>	<u>173,891</u>	<u>447,195</u>

**14. CREDITORS: Amounts falling due within one year**

	<b>Group</b>		<b>Company</b>	
	2019 £	2018 £	2019 £	2018 £
Other loans	25,407	25,151	25,407	25,151
Trade creditors	99,534	88,254	99,534	88,254
Other taxation and social security	41,110	25,872	41,110	25,872
Other creditors	49,960	32,051	45,966	27,832
Accruals and deferred income	155,922	383,778	142,684	372,731
	<u>371,933</u>	<u>555,106</u>	<u>354,701</u>	<u>539,840</u>

**HOUNSLOW ARTS TRUST LIMITED**  
(A company limited by guarantee)

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

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

	<b>Group</b>		<b>Company</b>	
	2019	2018	2019	2018
	£	£	£	£
Other creditors	-	25,395	-	25,395

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 £2,211 (2018: £3,673) was charged on the loan.

**16. STATEMENT OF FUNDS**

**STATEMENT OF FUNDS - CURRENT YEAR**

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
<b>Unrestricted funds</b>					
General Funds	310,357	921,751	(804,527)	(61,575)	366,006
<b>Designated funds</b>					
Cultural education partnership	10,000	-	-	-	10,000
Fundraising campaign	7,000	-	-	-	7,000
Salaries fund	7,500	-	(7,500)	7,500	7,500
Chair and trustee recruitment	-	-	-	2,400	2,400
Artistic programmes	-	-	-	51,675	51,675
	24,500	-	(7,500)	61,575	78,575
<b>Restricted funds</b>					
ACE - Capital works	26,077	-	(5,095)	-	20,982
ACE - Circulate	-	312,605	(312,605)	-	-
ACE - Creative People and Places	-	275,409	(275,409)	-	-
Public sector contracts	-	407,270	(407,270)	-	-
BBC Children in Need - Arts club	-	5,000	(5,000)	-	-
LBH - Summer Activity	-	20,000	(20,000)	-	-
Multiple funders - Hayes project	-	56,000	(56,000)	-	-
	26,077	1,076,284	(1,081,379)	-	20,982
<b>Total of funds</b>	360,934	1,998,035	(1,893,406)	-	465,563

**HOUNSLOW ARTS TRUST LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019**

**16. STATEMENT OF FUNDS (continued)**

**STATEMENT OF FUNDS - PRIOR 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
<b>Designated funds</b>					
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
<b>Restricted funds</b>					
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
<b>Total of funds</b>	<b>303,766</b>	<b>1,772,858</b>	<b>(1,715,690)</b>	<b>-</b>	<b>360,934</b>

**SUMMARY OF FUNDS - CURRENT YEAR**

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
General funds	310,357	921,751	(804,527)	(61,575)	366,006
Designated funds	24,500	-	(7,500)	61,575	78,575
Restricted funds	26,077	1,076,284	(1,081,379)	-	20,982
	360,934	1,998,035	(1,893,406)	-	465,563

**HOUNSLOW ARTS TRUST LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2019**

**16. STATEMENT OF FUNDS (continued)**

**SUMMARY OF FUNDS - PRIOR 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
Designated funds	10,000	-	-	14,500	24,500
Restricted funds	32,055	902,323	(908,301)	-	26,077
	<u>303,766</u>	<u>1,772,858</u>	<u>(1,715,690)</u>	<u>-</u>	<u>360,934</u>

**17. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT YEAR**

	Designated funds 2019 £	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	-	20,982	108,173	129,155
Current assets	78,575	-	629,766	708,341
Creditors due within one year	-	-	(371,933)	(371,933)
	<u>78,575</u>	<u>20,982</u>	<u>366,006</u>	<u>465,563</u>

**ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR 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>

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

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

	2019	Group 2018
	£	£
Net income for the year (as per Statement of Financial Activities)	104,629	57,168
<b>Adjustment for:</b>		
Depreciation charges	42,670	45,217
Dividends, interest and rents from investments	(155)	(32)
Decrease/(increase) in stocks	228	(249)
Decrease/(increase) in debtors	274,991	(226,974)
(Decrease)/increase in creditors	(208,568)	80,534
<b>Net cash provided by/(used in) operating activities</b>	<b>213,795</b>	<b>(44,336)</b>

**19. ANALYSIS OF CASH AND CASH EQUIVALENTS**

	2019	Group 2018
	£	£
Cash in hand	532,610	373,371
Total	532,610	373,371

**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 £9,939 (2018: £5,647). Contributions totalling £3,344 (2018: £749) were payable to the fund at the balance sheet date and are included in creditors.

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**HOUNSLOW ARTS TRUST LIMITED**  
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**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2019**

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**21. OPERATING LEASE COMMITMENTS**

At 31 March 2019 the total of the group's future minimum lease payments under non-cancellable operating leases was:

	2019	2018
<b>Group and company</b>	<b>£</b>	<b>£</b>
<b>Amounts payable:</b>		
Not later than 1 year	3,377	1,708
Later than 1 year and not later than 5 years	12,342	4,656
After more than 5 years	2,213	-
	<hr/>	<hr/>
Total	17,932	6,364
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