

# Lauderdale House Society Limited

(Company Limited by Guarantee)

Registered Number 1352278

Charity Number 275502

# Lauderdale *House*

Highgate Hill, Waterlow Park, London N6 5HG



## Report & Financial Statements

31 March 2021

**Archer Associates**

Chartered Accountants

Churchill House

120 Bunns Lane, Mill Hill

London NW7 2AS

Lauderdale House Society Limited  
(Limited by Guarantee)

## Contents

Company Information	3
Report of the Council of Management	4 to 20
Report of the Independent Examiners	21
Statement of Financial Activities	22
Balance Sheet	23
Notes to the Financial Statements	24 to 31

## Company Information

Lauderdale House Society Limited was incorporated as a Company Limited by Guarantee, not having a share capital (Number 1352278) on 9 February 1978 and became a Registered Charity (Number 275502) on the same date.

**Registered Office &  
Property Run by the Charity**

Lauderdale House  
Highgate Hill, Waterlow Park  
London N6 5HG

**The Directors are also Trustees and are referred to as the 'Council of Management'. The members of the Council of Management from 1 April 2019 to 31 March 2020 were:**

Anna Haworth (Chair)	Roger Freeman
Nick Peacey (Vice Chair)	Stanley Haines
Paola Barbarino	Claudia Kenyatta
Peter Barber	Nick Mellor
Michael Burman	Denise Wilkinson
Laure Duhot	

**Bankers**

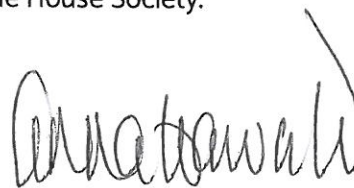
Lloyds  
Highbury Corner Branch  
31-33 Holloway Road  
London N7 8JU

**Reporting Accountants**

Archer Associates  
Churchill House  
120 Bunns Lane  
London NW7 2AS

The Council of Management has pleasure in submitting its Report and Financial Statements for the year ending 31 March 2020 to the Members of the Lauderdale House Society.

Signed on behalf of the Council of Management



Anna Haworth, Director

13/12/21

Lauderdale House Society Limited  
(Limited by Guarantee)

The Council of Management has pleasure in submitting its Report and Financial Statements for the year ending 31 March 2021 to the Members of the Lauderdale House Society.

## *Principal* Activities

Lauderdale House Society was set up to promote the preservation and maintenance of this historic property which was built in 1582 and is listed as Grade II\*.

We offer a wide range of arts, education, heritage and community activities in the House, at partner venues and sometimes in Waterlow Park where we are situated. We are also an important springboard for an extensive outreach programme across the community. Our users are drawn from local people, the wider community of Camden and the neighbouring boroughs. In a 'normal' year our average annual footfall is 75,000.

As is typical of London, we sit in the middle of very affluent areas and areas of high deprivation, and, accordingly, believe we are well placed to bring local communities together. Our outreach work is key to building relationships with different groups of people from different backgrounds. By integrating a programme of free activities for all ages, we create events where everyone has the opportunity to enjoy, learn and engage with the arts and heritage.

We seek to improve the quality of people's lives, offering them new opportunities as we keep this historic house open for the enjoyment of everyone. This is in keeping with the intention of the original gift of the House and Park by the Victorian philanthropist Sir Sydney Waterlow for arts and heritage for all and a 'garden for the gardenless'. We welcome everyone.

## *Chair's* Report

Writing this in December 2021, it's easy to forget what a remarkable year 2020/2021 was for Lauderdale House – largely empty for the first time since our wonderful refurbishment was completed and all that creative energy that buzzes through the House each and every day, largely silenced. All the more remarkable then were the bursts of performance that sprang up whenever there was a respite from the lockdown: the opera on the Tea Lawn made all the more memorable by a terrific rainstorm on one of the nights, the much-loved piano recitals from our resident pianist Stephen Hose, outdoor performances of cabaret, comedy and music in Fridays Unlocked and art exhibitions, albeit with paintings hung from the windows rather than in the gallery.

So much of the year was spent with staff on part-time furlough as we tried hard to conserve our funds in the absence of any significant income. Our Director did a tremendous job raising money and our Events

Lauderdale House Society Limited  
(Limited by Guarantee)

Manager brilliantly juggled the bookings as people booked for weddings and parties, then cancelled and then booked again, such that our income was five times the predicted £6,000. Our outreach and education programme with young people from the local estate continued unabated whenever social interaction was permitted and we used the time to prepare a terrific joint project between local schools (state and private), the visible results of which are now to be seen on Instagram.

The café, closed for the first three months of the year, but offering a takeaway service 5 days a week from June, was an important resource for people who were alone during this time and was a lifesaver for many. All in all, not a year we would want to repeat but we kept going, engaged in online performances for the first time, put on in-person performances whenever we could, restarted our classes, vastly improved our marketing approach, kept in touch with our volunteers so that we could welcome them back when normal service resumed, and made sure that we connected with the local community, and those from more far-flung areas, whenever it was possible to do so. That we emerged solvent and ready for the next challenge is overwhelmingly due to the hard work of the Director and her staff to whom much credit must be given.

## *Overview* 2020 to 21

As recorded in the 2019/20 Annual Report we entered the Covid-19 pandemic in March 2020 in a position which has, so far, given us a valuable base from which to navigate its many challenges and remain a going concern with a real future.

This would have been inconceivable in 2015 before work started on Lauderdale Transformed when our reserve was minimal and the building seriously deteriorating. By 2017, as a result of the implementation of Lauderdale Transformed:

- (i) The building has been completely refurbished making it accessible
- (ii) Facilities have been improved and expanded which has allowed us to build our reserve by significantly increasing hire income (weddings, parties, funerals);
- (iii) An extensive education and outreach programme is now an integral part of our core programme, offering creative and dynamic work with young people from a diverse range of backgrounds.

This was our starting point when the Covid-19 storm broke. 2020/21 has been extremely difficult and 2021/22 still poses challenges, but we are proud that we have emerged from 2020/21 as financially viable, and still relevant to and active in our community. This is a credit to the flexibility, adaptability and positive approach of the staff, volunteers and Council of Management who have worked so hard to solve problems, find creative alternatives, all the time carefully monitoring the financial position.

Our business model relies on earned income from hires, ticket sales and class enrolments to cover core costs and maintain the building. The primary funding for the outreach and education programme is from

## Lauderdale House Society Limited

(Limited by Guarantee)

trust funds and other fundraising, supported by earned income to ensure continuity 'between grants'. These grants are essential to ensure we benefit as many people as possible and make a difference.

Lockdown obviously had a significant impact on this model and from the end of March 2020 we simply had no income. As a result, the furlough scheme, grants from the DCMS Culture Recovery Fund for Heritage, NLHF Heritage Emergency Fund, local government hospitality funds, CIL and Lady Gould's Charity were vital to our survival. They have also enabled us to retain the majority of our team. Retaining staff experience and resource has been essential to manage the many hires which were cancelled or deferred, and also to secure bookings for 'post Covid-19'. It has been an investment in future income, and enabled us to deliver safe and successful events as soon as possible.



Our mantra from the start has been 'to do whatever we can do; provided we felt it was safe and provided it was legal' to support our community and generate income. We have explored new income streams, made new use of the gardens which surround the House, reviewed how we operate constantly revising Covid-19 risk assessments, brought community groups together and explored online options.

This has meant that although the House was closed to general public access for some time it was not been an empty and silent building. As soon as any activity has been possible we have welcomed people through the door.

We have survived the pandemic so far, learnt a great deal on the journey and relish the challenge of continuing to adapt so we can support our local community when it most needs help and bring this remarkable historic house to life.

## Financial Review

Lauderdale House relies on 'earned' income, mostly from social function and class hires plus the café to cover its core costs, maintaining this historic house and running arts and educational activities. In 2019/20 earned income was 76.5% of our total income (63% hire and 13.5% ticket sales/class enrolments). Grants from trust funds allow us to run outreach and educational projects with a small contribution to staff time involved. Therefore the impact of a lockdown and social distancing at the very start of the year was major, and required flexibility, ingenuity and resourcefulness from the entire team to adapt a new approach.

It is to our credit that we managed to bring in any hire income at all. The total letting income of £34,118 was significantly higher than an initial projection of £6,000, much of it comprised of hire for filming, live streaming and rehearsals which were the some of the only activities possible at the time. Ticket sales and class enrolments for mostly online and outdoor events brought in £29,696. They were designed to be as low risk as possible and deliverable taking into account most of the team were on furlough for the first 5 months.

Grant income has been vital. Much of it was for salary costs which meant that we could remobilise the team to promote hire for post Covid-19. Weddings may book up to 2 years in advance so it is important not to miss an enquiry that could be worth up to £5,000 – and even more so when immediate income was so limited. We also needed to be sure that when social gatherings were possible again our marketing and profile would be strong enough to compete with dedicated commercial event venues, so the team worked hard to increase our reach and create new up-to-the-minute materials.

A grant awarded in early lockdown from Lady Gould's Charity allowed us to bring the Outreach and Education Officer off furlough early to run the youth group online and manage other online community activities. Combined with the other grants we were then able to expand our programme offering our community arts, heritage and educational activities to bring pleasure, company and joy at such a difficult time.

Diligent management of costs has also had an impact together with a careful use of furlough during those periods when salaries were not covered by grants.

## Review of Activities:

### **Staying Relevant and Making the Most of Every Opportunity**

The driving force behind running our activities has been to maintain contact with our core users offering positive distraction, support and entertainment. With no in-house technician, and early on, limited staff capacity we were not in a position to invest in a major online programme. However, taking an overtly 'DIY' approach and working with artists with whom we have built relationships over the years and see as 'family' we ran some very personal online events which were much appreciated.

Lauderdale House Society Limited  
(Limited by Guarantee)

We also made good use of the Tea Lawn at the back of the House and presented some of the first outdoor performances in London as restrictions lifted at the end of July. The covered portico offers a natural covered stage area which simplifies the resources needed to produce outdoor events, and marking out squares on the lawn with chalk spray gave everyone their own safe space, which was highly appreciated.



*'This was wonderful - the first live performance I've seen since 8 March and I got to spend time with FOUR of my friends too (at a safe distance, of course). Well done and thank you Lauderdale House - Mary (Comedy Show)*

### Local Networks

Staying connected was a priority for everyone and the local Breakfast Network we run came into its own. Characterised by its informal nature it provided a useful forum for local organisations (community centres, arts centres, members organisations, mutual help groups, churches) to share experiences and support. Our first one, scheduled in person for 26 March moved onto Zoom and was attended by 24 organisations. We met monthly at the height of the lockdown and moved to every 2 months later. The local paper was also keen to join, valuing the fast track to local news when people could not get out and about.

*'The breakfast forum that you host so brilliantly has developed into an excellent path of communication between groups that would otherwise have fewer if any links. Thank you.'*

Sarah Harrison, Chair of the Friends of Highgate Library



Lauderdale House Society Limited  
(Limited by Guarantee)

Our annual heritage weekend in February is always a good way of bringing local organisations together for much informal networking. The online forum this year provided a more focussed discussion from which we identified a real appetite to network more, especially after the Lockdown, and share experiences on areas such as engaging young people.

We were also proud to work alongside other community organisations offering online entertainment for the Highgate Festival which included a very personal 'insider' tour by staff of parts of the House people do not usually see. Our Operations Manager, Peter Gallagher, who is also an artist, created an in-person opportunity by hanging his paintings outside of the House from the windows for park visitors to see.



### Outreach and Education

Our weekly youth arts group, Fresh, are aged 11 to 17 and largely from the local estate. They are a diverse group with mixed attainments who benefit from weekly creative sessions in a safe space where they can also socialise. A priority was therefore to find funding to bring our Outreach & Education Officer, Skanda Sabbagh, back from furlough so we could provide an online option and give young people a chance to connect. Lady Gould's Charity funded Skanda's return and also paid for laptops for the young people who had no digital access. A highlight for Skanda was delivering the laptops and seeing the impact the laptops would make.

Youth sessions were soon running on a mix of Zoom and Microsoft Teams, although many young people were delighted to return to in person sessions, later in the year. During summer 2019 we ran a poetry programme inspired by human rights and former Lauderdale resident William Meade, which young people could attend in person from home. The poet Deanna Rodger 'zoomed in' from her home in Bristol on a big screen in our gallery.



Lauderdale House Society Limited  
(Limited by Guarantee)

Fresh runs in partnership with Camden Council Youth Service and we were delighted that our strategic value was recognised at a senior level. We also collaborate with the disability service who often bring a couple their young people who are talented artists.

We also led the development of a new secondary school project with Alison Lam whom we welcomed as artist in residence and art teachers from Channing and Parliament Hill Schools. Channing, the private school nextdoor, paid for the project in both schools. The 3D art project called the Cabinet of Curiosities, was inspired by Lauderdale's former resident James Yates who was a Victorian collector of plants and artefacts. Scheduled for January 2021 it was deferred when the second lockdown took effect and delivered in summer 2021.



During the summer 2019 lockdown we also arranged a trip to the park by key workers' children from William Ellis School and an activity trail for families to follow around the park.

### Online Highlights

- Stephen Hose, our pianist in residence, who normally performs monthly free lunchtime concerts to a loyal attendance of 50, grappled with the technology at home to produce his first concert from his living room on a keyboard on 28 April 2019, with 367 views. Others followed and a couple socially distanced back in the House.



*'I've thoroughly enjoyed this lunchtime concert, thank you so much, Stephen, what a treat.....It's good to see you on the screen and looking so well. And thanks again for keeping us in touch with the House in the way during the current lockdown.'*

Ruth, zoom audience member

- Our first event was 22 April 2021. Working closely with Nick Peacey who is Secretary of Gallipoli Music Memorial 2015 and also Lauderdale House vice-chair, we moved their planned in-person celebration to mark the anniversary of the death of poet Rupert Brooke - a live Zoom event combining live music and song, exhibition, talks and a Q&A.

*'My congratulations to you and your team on last night's event. It was interesting and moving - in many ways, not least for the poignancy of viewing it in our separate abodes! But*

***of course the content too. Thank you very much for the time and effort that was put in to presenting this and dealing with the technology in such a creative way!***

Kathy, zoom audience member

The Watercolour & Acrylic class are an established group who in early June, along with the tutor, said they would like to see how online sessions went and after a few experimental sessions it settled down well. The group has been back in-person permanently since summer 2021. In lockdown class member Diana emailed us to say, ***'It's one of the highlights of my week!'***

- Our resident opera chamber group Insieme treated everyone to an online concert in June and then a socially distanced in-person concert which was also streamed in the autumn of 2019.
- Our online Santa's Grotto was perhaps our biggest challenge as the GDPR, safeguarding and scheduling were serious concerns but the reaction from children who have been coming to see our Santa for years made it more than worthwhile.



- Our annual Heritage Weekend in February 2021 moved online with a successful forum session replacing the usual 'fair' and attended by 24 people from 14 local heritage organisations, an afternoon of online talks focussing on the history of local schools, a family craft session and 'Lauderdale in Art' an online exhibition by local artists of works of the House.
- A concert series presented by cultural charity Rimbaud and Verlaine Foundation.
- See also the sections on outreach and education, and exhibitions.

## Outdoor Events

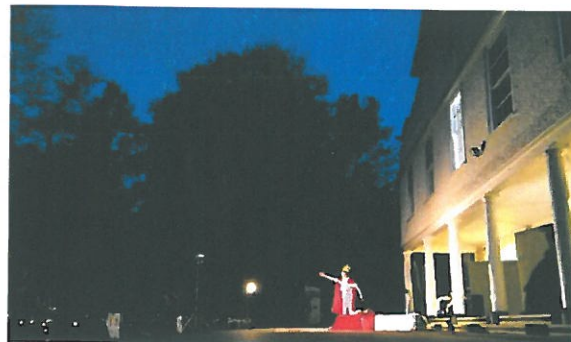
Our Fridays Unlocked series of comedy, cabaret and music was one of the first outdoor London performance series and prompted an interview with BBC Radio London, an excellent 4 star review in The Times and front page coverage in the local paper.



*'A wonderful night. More like that please Lauderdale House. Promise I'll come in hail, rain or snow! -*  
Maggie Meade-King, audience member

A collaboration with Hampstead Garden Opera saw 8 performances of *Savitri*, to full houses. Their rehearsals also brought creative energy to the building in the weeks beforehand and press coverage, including listings, previews and reviews, helped us reach wider audiences. We were also pleased to support a young Arts Council funded Director, Elif Knight, to produce 6 performances of new play *Polite Conversation*.

Our Halloween event is usually a trail around the park but with rising infection rates we transformed it into a show where the audience were seated and the action took place around them.



Lauderdale House Society Limited  
(Limited by Guarantee)

A theme which ran throughout was not only how much the audiences enjoyed being out, but how much all the creatives appreciated the chance to work. Over the year we ran 26 outdoor shows to a total of 2,022 people.

### **The House**

Our Operations Manager Peter Gallagher lives in a flat which is part of the House so the building was never totally empty; and once the café re-opened for 5 days a week in June it was reassuring to know there were more people around to spot any maintenance issues. We are also grateful to Camden Council who run the maintenance contracts for continuing to support us throughout ensuring safety and security.

Autumn saw the transformation of the approach to our North Entrance thanks again to Camden Council. A scrubby neglected mix of tarmac and earth has been re-landscaped to prevent excessive rainfall flooding the Conservatory, introduced welcome bike racks and new planting options; plus installing an electrical source at the front to enable us to fundraise in the future for new external lighting.

During quieter periods when staffing were back off furlough we made the most of the time to redecorate and improve our facilities.

### **Other Performances**

Indoor performances were very limited but as and when it was permissible we hosted socially distanced concerts by our resident pianist, opera chamber ensemble and local actor Harry Meacher's work in progress reading of new musical *Copperfield*.

### **Exhibitions**

As explained above, the building was never entirely a dead space. Even in the first Lockdown, Peter Gallagher, who is an artist in his own right used the upstairs gallery as an art studio, and hung his work on the empty walls to 'keep him company'. Later on we used this exhibition to launch a series of online exhibitions which included online 'meet the artist' style events with local actor and director Tim McArthur. This offered an interesting tour of the exhibition with the artists offering insights about their work and creative process. We were pleased to find out more about photographer in residence Polly Hancock and former volunteer, Jack Coleman.



Lauderdale House Society Limited  
(Limited by Guarantee)

We also hosted some exhibitions in the house for people to view. These included *Touching Nature*, an environmental arts therapy exhibition, and a photography exhibition by *Thirteen*. During these exhibitions we had to navigate numerous tier changes and were grateful for the patience of the artists and their help in making it safe and open.

### **Classes**

All of the hired classes are run by people with whom we have long term relationships and whose activities bring added value to our programme, such as music, drama, storytelling and writing. They have all been remarkably resilient and we have been pleased to work with them to find safe ways of offering in person options when possible. Their energy and the people they bring to the House provided a real boost.

We also enjoyed hosting a summer art school, originally scheduled in person, which was delivered online from inside the House using the architecture as an inspiration.

### **Equipment**

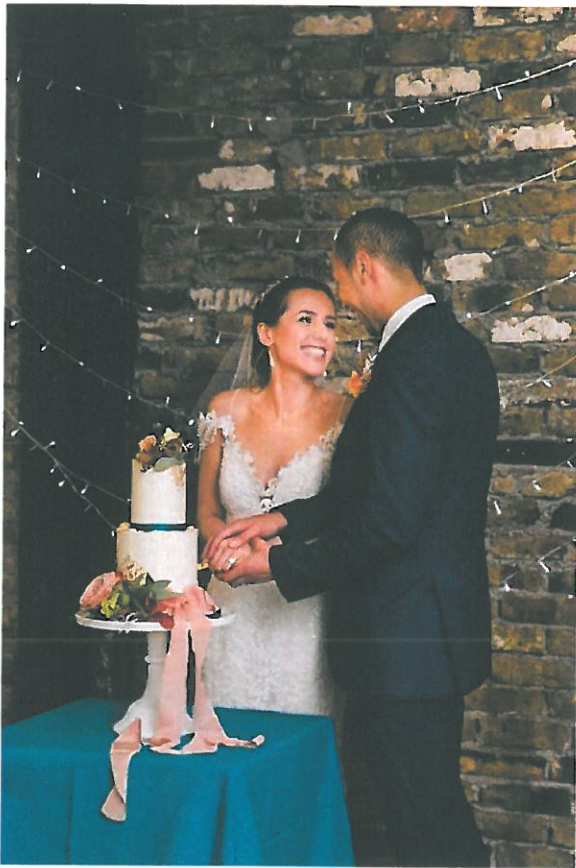
New accessible Covid-19 safe signage and barriers made an enormous difference to ensuing we could safely manage all activities and at the same time giving a smart and creative feel rather than an overly clinical impression.

A camera with video facility, a Mevo streaming camera and other relative equipment has transformed our marketing resources and what we can offer hirers, who increasingly wish to live stream events such as funerals.

### **Social Events and Hires**

The vast majority of this work was managing the people who had booked before March 2021 for events due to take place the pandemic started. April was particularly challenging as many important personal celebrations were cancelled at such short notice and seemingly out of the blue. Some events were cancelled totally but many people deferred (some several times!) so developing personal relationships with the individuals has been key to retaining the business and building a good portfolio of advance bookings.

The other main focus has been promoting and securing new events, and then managing their deferral if and when necessary.



Actual weddings and funerals during the year were minimal – 3 weddings and 6 funerals. Although we created some small wedding and funeral ‘packages’ there did not seem to be much enthusiasm for these. We had a sense that many people preferred to wait until they could celebrate in a way they wished. The few events we did host however went well, were very rewarding and felt like a major achievement. People really appreciated our support with decoding the constantly changing guidelines and tier status, and concern for everyone’s safety.

***‘Thank you so much for all your help at our wedding & for helping every step of the way with making it all come together! We had such a lovely time as well as all of our guests & the day went so smoothly! We really appreciate you making our day so special for us! We’ll be sure to recommend Lauderdale House to everyone we know as a venue for any future events!’***

*Kathryn & Imran, September 2020 wedding*

Hires for a few live streamed concerts, in-person rehearsals and photo shoots when they were legal to go ahead alongside the autumn gallery re-opening gave us hope and confidence that we would eventually get back to normal (albeit the ‘new’ normal).

***‘I just wanted to say a huge thank you to you for letting us use the long gallery. All of the singers were so delighted to be singing in such a beautiful place- for many it was their first time singing live to people in 18 months so being able to do so in such a venue was really special.’*** Eleanor Burke, opera producer

### **Café and Catering**

The café, run by Pink Food, closed in March 2020 but re-opened at the start of June as a takeaway for 5 days a week, increasing to 7 days in September when classes restarted. Everyone at Pink Food has worked very hard to adapt to the changing circumstances and they have remained in operation ever since. Throughout, the café staff have been very aware of their role in the community – they were the only human contact for many of their customers – and pleased to make a difference.

When indoor dining was permitted they expanded into the galleries to create more distance, and also invested in heavy duty umbrellas to create more covered outdoor space in bad weather. Their presence was also important to the House as a whole as it meant the building was active and present in people’s

Lauderdale House Society Limited  
(Limited by Guarantee)

minds. It was also a useful outlet to promote our activities. Our grant funding helped them build a social media profile and the consultancy helped them review operations with a view to increasing profitability. With people at home and more people using the park for exercise their customer base expanded and this has continued into 2021/22 – an unexpected long term positive emerging from the pandemic.

This was clearly demonstrated by the cards and presents they received from customers at Christmas.

*'Thank you for looking after us with so much cheer and care throughout these difficult times,'* Aletta, a regular café customer

### **Fundraising**

Our main fundraising focussed on the Covid-19 related funds and we were extremely grateful for grants of £93,100 from the DCMS Culture Recovery Fund for Heritage and £47,800 from the NLHF Heritage Emergency Fund, which, as explained elsewhere, made all the difference. Local funder, Lady Gould's Charity, made an award early on which covered 3 months salary for our Outreach and Education Officer at a critical time plus funds for laptops for young people in digital poverty.

We also received a number of donations from individuals. Some came out of the blue, some were ticketholders refusing refunds and others as a response to online events. One of the watercolour class members donated the proceeds of sale of one of her paintings which appeared in their online exhibition. We decided not to run a major campaign unless and until the situation looked like to was becoming critical as there were so many competing causes; and the grants from the Covid-19 funds then made this unnecessary.

### **Communications**

Keeping connected with our core audiences was an early priority and the email newsletter, notices around the House, online activities and the re-opening of the cafe were important

An unexpected positive outcome of the pandemic was the chance to review and upgrade our marketing strategy when we were able to bring staff back off furlough. With fewer events to promote our Marketing Manager, Jenny Hall, was able to step back and take a strategic overview at an important time, to ensure we remained competitive in the hire market and stay in touch with our core community.

Many of our materials and website were due an upgrade so the grant funds provided specialist expertise, staff resource and equipment such as the new camera to make this possible This was extremely important to ensure that we were reaching as many people as possible and remained competitive in the wedding and party venue market, especially as the dedicated commercial venues were promoting themselves aggressively.



Lauderdale House Society Limited  
(Limited by Guarantee)



We are reaping the benefits of this work in 2021/22 with increased numbers of enquiries and venue tours, and proportionately higher bookings than in pre-Covid-19 years. The new video tour of the House and new photos from a professional photo shoot are having a real impact.

### **Staffing**

We feel very fortunate to have retained the majority of the staff team losing just one part-time post following a restructure to save costs. When the pandemic made itself felt we were mid-recruitment for the Event and Sales Manager post so this was put on hold and the Events Assistant stepped up showing great adaptability at an extraordinary time. She was later promoted to the Manager post and as a result of increased booking enquiries and the grants we recruited a new assistant as things opened up late summer.

Everyone has worked incredibly hard, shown great goodwill and adaptability to ensure the organisation has a future.

### **Volunteers**

With the gallery closed and staff on furlough and/or working from home there was nothing for volunteers to do. We kept in touch through email and occasional phone calls, and were really pleased to see familiar faces back and keen to help with events such as the outdoor performances.

The younger volunteers who had been helping in the office inevitably moved on during this period but we are delighted that our group of retired volunteers have all returned since we



Lauderdale House Society Limited  
(Limited by Guarantee)

fully re-opened the galleries in 2021/22. Volunteers bring important skills and new perspectives to the organisation; and depending on their motivation gain work experience, a sense of purpose and become part of the Lauderdale 'family'.

## Risk Management

The Council of Management actively review the major risks which the charity faces on a regular basis, and believe that an annual review of the controls over key financial systems provides sufficient resources in the event of adverse conditions.

The Council of Management have also examined other operational and business risks faced by the charity and confirm that they have established systems to mitigate the significant risks. During the pandemic Covid-19 risks have been reviewed on an ongoing basis as the advice, guidance and law have changed in line with the changing nature of the virus. Maintaining a safe environment for visitors and staff has been a high priority.

## Reserves & Designated Funds

At the start of the Covid-19 pandemic our free reserve target was set at £175,000 to provide contingency against:

- i. ongoing business plan risks relating to hire in the case of economic downturn (20% fluctuation - £53,000)
- ii. café income (75% fluctuation - £35,000)
- iii. ticket sales and class enrolments (15% fluctuation - £11,000)
- iv. cashflow (10% of total expenditure; 75% of our income is received between April and November - £46,000)
- v. unexpected eventualities and additional repair and maintenance of this 1582 House (£15,000)
- vi. interim support for the outreach and education programme if grant applications are unsuccessful. (50% salary cost - £15,000)

Since the major building refurbishment in 2016/17 we have been building our reserves steadily and have increased the unrestricted reserve from £181,036 in 2019/20 to £196,746 in 2020/21, thanks to a combination of cost cutting, judicious use of the job retention scheme plus invaluable grants from the DCMS Culture Recovery Fund for Heritage, NLHF Heritage Emergency Fund, local government hospitality funds, CIL and Lady Gould's Charity. Of this £196,746 unrestricted reserve £19,152 is designated for our Building Repair Fund 1 and £30,000 for our Building Repair Fund 2, which cover lease obligations.

## Lauderdale House Society Limited

(Limited by Guarantee)

Under the terms of our lease we are responsible for the full internal and external repair and maintenance of the House. The Building Repair Fund 1 referred to above covers 'smaller' repair and maintenance costs which arise every 2 to 3 years such as electrics, gutting, drainage, ventilation, heating, etc plus ongoing internal redecoration which is required to maintain competitiveness in the private hire market. The Building Repair Fund 2 is for funds to redecorate the exterior of the House in 2022/23.

This means we had £147,594 free reserve at the end of March 2021, putting us in a reasonable position to manage the low hire expectation over the Summer of 2021 whilst hospitality was severely curtailed. A combination of the grants, job retention scheme and savings, together with advance bookings for dates beyond the pandemic have enabled us to operate as a going concern throughout. The Council of Management has constantly reviewed the financial position, and in the longer term will seek to rebuild the reserve, reviewing the target in line with actual assessed risk as indicated above.

The majority of the £115,333 restricted reserve funds relate to the final apportionment of the capital element of Lauderdale Transformed referred to in note 14. There are also some funds to support our outreach work with the Fresh youth group and £10,000 relating to consultancy work relating to business planning and the catering franchise.

### *Management* Costs

Details of activities are outlined in the Annual Report and the specific support costs are itemised in the accounts. The methods and principles for the allocation and apportionment of costs between categories of expenditure are itemised in the Income and Expenditure.

### *Financial* Reporting

A Resolution will be proposed at the forthcoming Annual General Meeting that Archer Associates be reappointed as accountants and Independent Examiners to the Charitable Company for the following year.

### *Statement* of the Council of Management's Responsibilities

Company law requires the Council of Management, as directors of the Company, prepare financial statements for each year, which give a true and fair view of the state of affairs of the Charity at the end of the financial year and of its surplus or deficit for that period. In preparing those financial statements, the Council is required to:

- Select suitable accounting policies and apply them consistently
- Make judgments and estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue to operate

## Lauderdale House Society Limited

(Limited by Guarantee)

The Council of Management is responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention of fraud and other irregularities.

### *Structure*

Lauderdale House Society is a registered company limited by guarantee. The directors are the trustees of the company, elected by the members at the Annual General Meeting with one third retiring by rotation (who may stand for re-election) each year. Between Annual General Meetings trustees may be appointed by the existing Board and their appointment ratified by the Members at the next Annual General Meeting.

The Board of Trustees is called the Council of Management and usually meets 5 to 6 times per year. During 2020/21 the Council met formally on 7 occasions with numerous email updates and correspondence in the interim to ensure speedy response to the constantly changing circumstances resulting from the pandemic. The Council takes all the major decisions and reviews and approves all operating policies including finance, safeguarding, GDPR, risk management, health and safety and equality, diversity and inclusion. It employs a Director to run the House and the Director is responsible for hiring and managing other staff, and is accountable to the Council of Management.

## Independent examiner's report to members of Lauderdale House Society

We report to the members on our examination of the accounts of the Society for the year ended 31 March 2021.

### Responsibilities and basis of report

As the charity's trustees of the Society (and also its directors for the purposes of Society law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

### Independent examiner's statement


Since the Society's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. We confirm that we are qualified to undertake the examination because we are members of the Institute of Chartered Accountants in England & Wales which is one of the listed bodies.

We have completed our examination. We confirm that no matters have come to our attention in connection with the examination giving us cause to believe:

1. accounting records were not kept in respect of the Society as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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

Archer Associates



Dated.....14/12/21.....

Chartered Accountants, Churchill House, 120 Bunns Lane, London NW7 2AS

## Lauderdale House Society Limited

(Limited by Guarantee)

# Lauderdale House Statement of Financial Activities

(incorporating an income and expenditure account)

## For the year ended 31 March 2021

INCOMING RESOURCES	Note	Restricted	Unrestricted	Total 20/21	Total 19/20
<i>Activities in furtherance of the charities objects</i>					
Arts & Education	2	163,873	122,414	286,287	220,884
Preservation Maintenance Building	3	0	0	0	16,367
Recreation, Leisure & Community	4	0	17,218	17,218	286,127
<b>Total Incoming Resources</b>		<b>163,873</b>	<b>139,632</b>	<b>303,505</b>	<b>523,378</b>
<b>RESOURCES EXPENDED</b>					
<i>Charitable expenditure</i>					
Art & education	5	0	133,178	133,178	305,716
Preservation Maintenance Building	5	0	66,935	66,935	79,333
Recreation, Leisure & Community	5	0	85,010	85,010	96,251
Governance	5	0	12,619	12,619	11,138
<b>Total Resources Expended</b>	<b>5</b>	<b>0</b>	<b>297,742</b>	<b>297,742</b>	<b>492,438</b>
<b>Net Income</b>	<b>6</b>	<b>163,873</b>	<b>-158,110</b>	<b>5,763</b>	<b>30,940</b>
<b>Transfer between funds</b>	<b>13</b>	<b>-173,820</b>	<b>173,820</b>	<b>0</b>	<b>0</b>
<b>Net movement in funds for the year</b>		<b>-9,947</b>	<b>15,710</b>	<b>5,763</b>	<b>30,940</b>
Total funds brought forward 1/4/20		125,280	181,036	306,316	275,376
Total funds carried forward 31/3/21	13	115,333	196,746	312,079	306,316

*All of the above results are derived from continuing activities. There are no other recognised gains or losses other than those stated above. Movement in funds is disclosed in Note 13 to the financial statements.*

## Lauderdale House Society Limited

(Limited by Guarantee)

**Balance Sheet as at 31 March 2021**

	Note	Restricted	Unrestricted	Total 20/21	Total 19/20
<b>Fixed Assets</b>					
Tangible Fixed Assets	9	49,838	0	49,838	50,119
<b>Current Assets</b>					
Stocks		0	250	250	250
Debtors	10	0	63,701	63,701	65,623
Bank & Cash	11	114,211	316,661	430,872	364,698
<b>Total Current Assets</b>		<b>114,211</b>	<b>380,612</b>	<b>494,823</b>	<b>430,571</b>
<b>Liabilities</b>					
Creditors: Amount falling due within 1 year	12	0	183,866	183,866	125,658
Net current assets		114,211	196,746	310,957	304,913
<b>Net Assets</b>		<b>164,049</b>	<b>196,746</b>	<b>360,795</b>	<b>355,032</b>
<b>Funds</b>					
Revaluation reserve		48,716	0	48,716	48,716
Restricted funds	13	115,333	0	115,333	125,280
Unrestricted		0	196,746	196,746	181,036
<b>Total funds</b>		<b>164,049</b>	<b>196,746</b>	<b>360,795</b>	<b>355,032</b>

*For the financial year ended 31<sup>st</sup> March 2021 the Company was entitled to exemption from audit under section 477 Companies Act 2006 relating to small companies.*

*No members have required the company to obtain an audit of its accounts for the year ended 31<sup>st</sup> March 2021 in accordance with section 476 Companies Act 2006.*

*The Directors acknowledge their responsibility for complying with the requirements of the Act in respect to accounting records and for the preparation of accounts.*

*These financial statements have been prepared in accordance with the provisions applicable to companies subject to the Small Companies Regime and Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2015).*

Approved by the Board for issue on 13 December 2021



Anna Haworth, Director

Registered Number 1352278

Charity Number 275502

## Notes to the Financial Statements

### 1. Accounting Policies

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain fixed assets and in accordance with the Statement of Recommended Practice, Accounting and Reporting by Charities (SORP 2015), applicable accounting standards and the Companies Act 2006. The principal accounting policies adopted in the preparation of the financial statements as follows:

#### Incoming resources

##### Grants

Income from grants, including capital grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that grants given to the charity must be used in future accounting periods, the income is deferred until those periods
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the preconditions for use have been met

When donors specify that grants, including capital grants, are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable

##### Interest receivable

Interest is included when receivable by the charity

##### Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered

#### Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost or valuation less depreciation. The charge for depreciation is calculated to write off fixed assets by equal instalments over their expected useful lives. These are estimated to be:

Leasehold property	25 years
Office equipment	3 years

#### Stocks

Stocks, which consist of bar stock, are included at the lower of cost and net realizable value.



Lauderdale House Society Limited  
(Limited by Guarantee)

**Fund Accounting**

Funds held by the charity are either:

- Unrestricted general funds – these are funds which can be used in accordance with the charitable objects at the discretion of the Council of Management
- Restricted funds – these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes

**2. Incoming Resources: Arts and Education**

	Restricted Projects	Unrestricted	Total 20/21	Total 19/20
<b>INCOMING RESOURCES</b>				
Grants:				
HMRC Coronavirus Job Retention Scheme	0	28,075	28,075	0
LB Camden Covid Business Grants	0	40,572	40,572	0
NHLF Emergency Fund	47,800	0	47,800	0
DCMS Cultural Recovery Fund	93,100	0	93,100	0
FRESH (CIL, Hollick Family Foundation)	0	0		27,430
Sigrid Rausing Trust	0	0	0	12,000
Lady Gould's Charity	6,931	0	6,931	0
Co-Op Community fund	6,042	0	6,042	0
Other:				
Lettings (concert,exhibitions and classes)	0	16,900	16,900	42,596
Activities (performances, classes and events)	0	29,696	29,696	70,474
Friends & Donations	10,000	7,171	17,171	9,534
<b>Total:</b>	<b>163,873</b>	<b>122,414</b>	<b>286,287</b>	<b>162,034</b>

Lauderdale House Society Limited  
(Limited by Guarantee)

**3. Incoming Resources: Preservation & Maintenance of the House**

	Restricted	Unrestricted	Total 20/21	Total 19/20
<b>INCOMING RESOURCES</b>				
Individual Donations				16,367
<b>Totals</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>16,367</b>

**4. Incoming Resources: Community, Leisure & Recreation**

	Restricted	Unrestricted	Total 20/21	Total 19/20
<b>INCOMING RESOURCES</b>				
Lettings	0	17,218	17,218	286,127
<b>Total</b>	<b>0</b>	<b>17,218</b>	<b>17,218</b>	<b>286,127</b>

Lauderdale House Society Limited

(Limited by Guarantee)

**5. Resources Expended**

	Art	House	Community	Governance	Total 20/21	Total 19/20
Project Specific Spending						
HEO & Related						17,483
Building & Move						1,363
Projects/Interpretation						15,762
Other Expenditure						
Lettings	618	0	802	0	1,420	20,710
Activities	66,795	0	0	0	66,795	166,561
Staff Costs	50,891	49,149	66,436	9,985	176,461	176,609
Gas & Electricity	3,440	6,880	3,440	0	13,760	22,424
Repair & Maintenance	2,641	2,422	5,726	0	10,789	39,264
Stationery & Photocopying	641	641	641	0	1,923	2,367
Marketing	2,041	2,041	2,041	0	6,123	6,628
Communications	4,159	3,937	4,824	0	12,920	6,630
Other Costs	1,952	1,584	1,100	2,634	7,270	11,075
Depreciation & Amortisation	0	281	0	0	281	5,562
<b>Total Resources Expended</b>	<b>133,178</b>	<b>66,935</b>	<b>85,010</b>	<b>12,619</b>	<b>297,742</b>	<b>492,438</b>

In order to simplify presentation, all drawdowns and spending of Restricted Funds are now dealt with as a single line item on the Statement of Financial Activities under the description 'Transfer between funds', whereas previously restricted funds were shown as separate line items in various notes.

Lauderdale House Society Limited  
(Limited by Guarantee)

**6. Net (outgoing) / Incoming Resources before gains and transfers**

	2020/21	2019/20
	£	£
This is stated after charging		
Depreciation	281	5,662
Auditors remuneration	0	0

**7. Staff Costs and Numbers**

Staff costs were as follows:

	2020/21	2019/20
Wages & salaries	157,934	159,565
Pension costs	4,576	4,082
Social security costs	13,951	12,962
<b>Total</b>	<b>176,461</b>	<b>176,609</b>

The average number of persons employed by the Society during the year was 7 (2019: 7)

None of the council members received any emoluments or reimbursement for their expenses during the year (2019 - £nil).

**8. Taxation**

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Lauderdale House Society Limited  
(Limited by Guarantee)

**9. Tangible Fixed Assets**

	Leasehold Property £	Office Equipment £	Total £
Cost or valuation			
At 1 April 2020	55,736	42,598	98,334
Revaluation	0	0	0
Additions during the year	0	0	0
At 31 March 2021	55,736	42,598	98,334
Depreciation			
At 1 April 2020	5,617	42,598	48,215
Charge for Year	281	0	281
At 31 March 2021	5,898	42,598	48,496
Net Book Value			
At 31 March 2021	49,838	0	49,838
At 31 March 2020	50,119	0	50,119
<i>All tangible fixed assets are used for charitable purposes. There were no capital commitments contracted for as at 31 March 2021. (20 - Nil).</i>			
<i>Confirmation of the value of the short leasehold property was received from the Property Services Division of Camden Council on the basis of a 25 year lease at peppercorn rent, at open market value, from March 2000.</i>			
<i>On an historical cost basis, short leasehold property would have been included as follows:</i>			
		2020/21	2019/20
		£	£
Cost		7,020	7,020
Accumulated depreciation		5,617	5,336
Net book value		1,403	1,684
*			
**			

Lauderdale House Society Limited  
(Limited by Guarantee)

**10. Debtors**

	2020/21	2019/20
Sales Ledger	62,156	62,803
Prepayments	14	1,275
Sundry Debtors	1,531	1,545
<b>Totals</b>	<b>63,701</b>	<b>65,623</b>

**11. Bank and Cash**

	2020/21	2019/20
Current Account	43,680	98,051
Restoration	317,000	196,455
COIF	69,530	69,530
Petty cash	662	662
<b>Total cash</b>	<b>430,872</b>	<b>364,698</b>

**12. Creditors: amount falling due within one year**

	2020/21	2019/20
Sales prepayments 20/21 *	104,544	90,157
Purchases & Sundry	61,730	21,867
Project Funds	0	0
Accruals	2,300	4,200
NI/PAYE	15,292	9,434
<b>Totals</b>	<b>183,866</b>	<b>125,658</b>

\*Sales prepayments are the receipts for lettings paid in the current year for events that fall in the future year.

Lauderdale House Society Limited  
(Limited by Guarantee)

**13. Restricted Funds**

	Unspent Grants 01/04/2020	Incoming Resources	Outgoing Resources	Closing Position 31/03/21
<b>Grants For Lauderdale Transformed</b>				
City Bridge Trust	50,000	0	0	50,000
John Lyon's Charity	44,507	0	0	44,507
Chapman Charitable Trust (Induction Loop)	1,000	0	0	1,000
Company of Art Scholars	250	0	0	250
<b>Sub-total</b>	<b>95,757</b>	<b>0</b>	<b>0</b>	<b>95,757</b>
<b>Other Grants</b>				
CIL (Fresh)	20,302	0	17,200	3,102
Hollick Family (Fresh)	5,000	0	500	4,500
Camden Council (Fresh)	675	0	150	525
Co-op Community Fund	0	6,042	6,042	0
NLHF Emergency Fund	0	47,800	47,800	0
DCMS Cultural Recovery Fund	0	93,100	83,100	10,000
Anonymous Donation	0	10,000	10,000	0
Sigrid Rausing*	3,546	0	2,097	1,449
Lady Gould*	0	6,931	6,931	0
<b>Subtotal</b>	<b>29,523</b>	<b>163,873</b>	<b>173,820</b>	<b>19,576</b>
<b>Total</b>	<b>125,280</b>	<b>163,873</b>	<b>173,820</b>	<b>115,333</b>

**14. Restricted Funds**

Lauderdale Transformed was a major combined capital and outreach programme which has been funded by a combination of grants from charitable trusts, the Heritage Lottery Fund, Camden Council, events and individual giving. It has been run as a partnership between Lauderdale House Society and Camden Council. Grants from charitable trusts and donations from individuals were paid directly to Lauderdale House and are detailed in Note 13. Lauderdale House has paid the costs of the outreach programme, some small internal improvements, heritage interpretation and also the costs of keeping the organisation going during the closure of the building. The Outgoing Resources in Note 13 show the drawdown against these restricted funds as agreed with funders and our partner Camden Council.

Camden Council has received the funds directly from the Heritage Lottery Fund as the building contract was placed with Camden Council which has paid those costs. Once the final costings of the building work have been agreed with the builders and Lauderdale House has signed a new lease with Camden Council it is anticipated that Camden Council and Lauderdale House will review costs and income of the entire project and will calculate a final apportionment.