

# KENDAL TOWN COUNCIL

## Grant Application Form 2019/20

Please check before sending:

Is your project or service based in Kendal?

Have you read the grants criteria?

Have you attached a copy of your latest audited accounts?

*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries then please contact us on: 01539 793490 or e-mail:office@kendatowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: The Kendal Brewery Arts Centre Trust Ltd	
Correspondent (and position): Paul Singleton, Development Officer (Fundraising)	
Address: 122a Highgate Kendal LA9 4HE	
Daytime Telephone: 01539 – 722833 x255	E-mail: paul.singleton@Breweryarts.co.uk

**1. Please tell us about your organisation:**

The Brewery Arts Centre is one of the UK's flagship arts centre with film, theatre, music, comedy dance, visual arts and spoken word presented under one roof within a vibrant and welcoming creative and social hub. Located at the historic old Mitchell, Marks Brewery, the venue receives over 250,000 visitors per year, who attend over 250 live events, 2,600 film screenings, 16 live screenings via satellite (NT Live, RSC, Royal Opera House), 30 art exhibitions, take part in creative learning and frequent our hospitality facilities. There are also over 80 strands of creative learning classes, courses and workshops spanning drama, dance, arts and crafts, languages, pottery and printmaking, which can cater for up to 1,400 young people and adults a week at peak times. Outreach activity is enshrined in BAC's work, including providing dance and singing platforms that involve over 30 schools across Kendal and South Lakeland and programmes for vulnerable and marginalised groups and an enabler, partner and host venue for Kendal's growing portfolio of prestigious festivals - KMF, LICAF and Lakes Alive.

**2. Briefly describe the project or service you want funding for:**

This application is a request for multi-year grant of £10,000 per annum over two years, extending the two-year agreement 2016-18, which has just concluded. The funding will supplement the statutory funding from Arts Council England, South Lakeland District Council and Cumbria County Council to support core venue and curation costs. This essential infrastructure ensures we retain and evolve our wide and diversity programme. There are numerous examples, but here are some illustrations of new initiatives: We are offering rehearsal space, professional advice and marketing support to local and regional emerging and promising artists with initiatives such as Route 555. We will be producing a second production of Applied Theatre in Cumbria performed at schools and live streamed into others. We continue to contribute to Kendal's economic and cultural development not just through our own programming endeavours, but also through our contribution to festival culture as a venue host, facilitator and partner. New outreach work includes a new drama/dance initiative with adults with learning difficulties, work with the over 60s through Act Your Age and projects centred on mental health issues affecting young people.

Total cost of project or service	£3,800,000	Amount requested	£10,000 x 2yrs
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Funds received to date	£395,000	Funds pledged to date	£716,000
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3. Why do you need this grant and how will the people of Kendal benefit?  
 Funding support from Kendal Town Council over two years will help the evolution of our diverse and accessible programme, keeping it relevant innovative and fresh. These are attributes that have made BAC a cultural asset to the town over the last 45 years. The benefits for the people of Kendal is that BAC provides the programme provision for young people in Creative Learning spanning dance, theatre and visual. A stimulating and safe environment for young people on all ages where there are strong progression routes for those who wish forge a career in the arts as well as those who simply want to express their creativity, voice their ideas and grow their self-confidence through social interaction. Inclusivity remains a cornerstone of our work. Outreach work remains a key part of our work. Our dedicated drama company for the over 60s Act Your Age is now well established and this funding will help it to continue to develop. We are currently developing exciting new work with adults with learning difficulties in Kendal and Barrow. We have recently set up a LGBT+ group. The Brewery's contributes hugely to Kendal's sense of place and quality of life, making it a great place to live and work. This point was reaffirmed in 2017, when the Sunday Times listed Kendal as one of England's 10 best Market Towns to live and work, placing it in the top 100 towns in England. The Sunday Times cited the cultural offer as its chief asset, referencing to BAC, its programme and festivals as a key factor. We continue to support the development of new work through initiatives such as the Route 555 with Theatre by the Lake and the Dukes, Lancaster to develop new work. The first work Ladies Who Bus is a theatrical piece inspired by local people's experiences of travelling on the 555 bus route.

4. Please provide any other information in support of your application.  
 BAC over the last 10-15 years has been successful in generating more of its own income. Indeed over 75% of our annual total revenue of £1.9 million per annum is self-generated from box office, course fees, hires and car parking. We are committed to presenting a wide and diverse artistic programme despite a range of challenging conditions: increases in the minimum living wage and rising costs generally coupled with increasingly competitive markets and the uncertainties of Brexit. The importance of having regular support from Kendal Town Council and others helps to mitigate these pressures so we can continue serve the cultural and social needs of the all the people of Kendal and the surrounding areas..

5. What other sources of funding have already been raised or promised?

Source	Total
Arts Council England (2-year agreement 2018-2020)	£642,000
South Lakeland District Council (2018-19)	£64,000
Cumbria County Council (2018-19)	£10,000
Catering contributions (Forecast)	£172,000
Charitable activity (Forecast)	£2,838,000
<b>Total Funds Raised</b>	<b>£3,726,000</b>

6. How do you propose to evaluate that the service or project has been a success?

We monitor box office data through our Spektrix box office system and have deeper undertaking of the demographic characteristics through Audience Finder/Audience Spectrum. We hold regular online surveys and research with partners like Lancaster University. We produce an annual review every year that includes a narrative summary of our work, attendance/ participation, marketing and financial statistics. We subscribe to the seven quality principles for youth participation, as part of our commitment to the Arts Council England and other stakeholders. We will soon be involved in the rollout of Arts Council England's new audience evaluation scheme The Impact and Insights Toolkit.

7. Please provide a copy of your latest audited accounts with your application.

Our accounts for year ending 2017-18 are forwarded as separate document supplied with this application as requested.

Signed:

Date:

21/09/18.

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name The Kendal Brewery Arts Centre Trust Limited

Sort Code: 12-22-23

Account Number: 10082166

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

# KENDAL TOWN COUNCIL

## Grant Application Form 2019/22

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Name of your organisation: Lakeland Arts	
Correspondent (and position): Caroline Gilbert, Head of Development	
Address: Abbot Hall Art Gallery Kendal Cumbria LA9 5AL	
Daytime Telephone: 01539 722464	E-mail: <a href="mailto:cgilbert@lakelandarts.org.uk">cgilbert@lakelandarts.org.uk</a>

1. Please tell us about your organisation.

Kendal's Abbot Hall Art Gallery together with the Museum of Lakeland Life and Industry (MOLLI) is one of the North's most important cultural destinations. Abbot Hall Art Gallery launched in 1962 with an exciting and ambitious programme of exhibitions showing Modern British Painters and Epstein Bronzes alongside an historical David Gardner display. The site now houses a major art collection, one of the largest of its kind in the region, spanning the historic to contemporary period, rooted in Cumbria, and with national and international significance. This includes watercolours by John Ruskin, paintings by John Constable, a significant collection of works by George Romney, and work by European Modernist Kurt Schwitters who spent the final years of his life in Cumbria. From its grassroots beginnings, saved from demolition by the local community who raised funds to turn it into a cultural hub, Abbot Hall has built a reputation nationally for curating major new exhibitions and showing art and artists of the highest quality and range.

2018 opened with *Haystacks: Snow Effect*, the very first display of Monet in Cumbria, demonstrating Abbot Hall's continuing commitment to displaying works of iconic international artists alongside the best of Britain. Other important developments in 2018 have included the redisplay of works by George Romney at Abbot Hall as a result of Head of Curatorial, Kerri Offord's research trip supported by the Yale Center for British Art; and at the Museum of Lakeland Life and Industry (MOLLI), "*From Wordsworth to the Web, 200 Years of the Westmorland Gazette.*"

Abbot Hall and MOLLI are much loved and highly valued by local people and visitors to the Lake District who come to see the stimulating programme of contemporary and historical work and social history, to engage with artists and to participate in a growing programme of creative learning and engagement activities, many of them contributing to health and well-being.

Lakeland Arts is planning a major capital redevelopment of the Abbot Hall Site. We will create a world-class cultural destination in the heart of Kendal and make Abbot Hall more resilient and sustainable for future generations. We aim to launch the redeveloped Abbot Hall in 2022, our 60th anniversary year.

Lakeland Arts is one of the most significant arts and heritage organisations in the North of England with a national and international reputation for the quality of its historic buildings, museum and gallery collections and programming. It has an outstanding and diverse portfolio of attractions: Abbot Hall Art Gallery (opened 1962) and Museum of Lakeland Life & Industry (opened 1971) in Kendal; Blackwell The Arts & Crafts House (opened 2001) and the new Windermere Jetty, Museum of Boats, Steam and Stories in Bowness-on-Windermere.

## 2. Briefly describe the project or service you want funding for:

Lakeland Arts is very grateful for the Town Council's consistent support for Abbot Hall and the Museum of Lakeland Life & Industry (MOLLI), and for the opportunity to apply for a multi-year grant.

We are requesting support for the exhibition programme and the associated learning and community engagement programme at Abbot Hall Gallery, MOLLI and in other community settings for the three year period from April 2019 to March 2022. This period is a crucial juncture in Lakeland Arts' history as we will prepare for and implement the capital redevelopment of the Abbot Hall site, one of the largest public spaces in Kendal. By redeveloping, we will increase our existing annual visitor numbers by at least a third. We will reach a wider audience and increase the proportion of local visitors to the site. We will encourage more repeat visits by forming stronger relationships with our local community, particularly with people living, working and going to school and college in Kendal.

We believe people of all ages should be able to see great art without the need to travel to major cities. Proactive contribution to our community is a significant part of our charitable objectives and our Lakeland Arts Strategic Plan 2014-18, which aims to "involve all in arts and heritage in new and inspiring ways and contribute to the development of local communities."

We will take a range of proactive measures to engage Kendal residents in reimagining the Abbot Hall site in the lead up to relaunching in 2022; and enable local people to see and engage with more great art on their doorstep. We will involve local people in our programming by rolling out our community co-production model; build on existing key partnerships and engage new stakeholders; and carry out community consultation.

Kendal Town Council is an important partner for Lakeland Arts. A multi-year grant would support the core delivery of our exhibition programme and community development and engagement plans in this transformative redevelopment period; and help us to secure funding from other sources.

Total cost of project or service 2019-20	£ 180,000	<b>Amount requested</b> Year 1	<b>£5,000</b>
Total cost of project or service 2020-21	£ 180,000	<b>Amount requested</b> Year 2	<b>£5,000</b>
Total cost of project or service 2020-22	£ 180,000	<b>Amount requested</b> Year 3	<b>£5,000</b>
<b>Total cost of project or service 3 years (2019-22)</b>	<b>£ 540,000</b>	<b>Total Amount Requested</b>	<b>£15,000</b>

Funds received to date	£0	Funds pledged to date	£321,000
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### 3. Why do you need this grant and how will the people of Kendal benefit?

Lakeland Arts will continue to bring world-class art to Kendal, and to design and deliver programmes that help local people to engage with our collection and exhibitions: at Abbot Hall and MOLLI; in schools; and in settings run by our partners, for example, Manna House and Space2Create. In delivering our work we will continue to promote Kendal regionally, nationally and internationally, as a vibrant and creative town with one of the most important art and social history collections outside London, displayed in a highly relevant location in historic Kirkland, with its proximity to the Lake District UNESCO World Heritage Site; and a learning and community engagement programme that matches the quality of our collections. We are requesting this funding from Kendal Town Council to help us deliver these programmes with and for the people of Kendal and surrounding areas.

#### **Year 1: 2019-20**

##### **Exhibition Programme**

We are proud that we will present an internationally significant, locally relevant exhibition programme. Highlights include:

*Refuge: The Art of Belonging* (Feb-May 2019)

*Ruskin, Turner & the Storm Cloud* (July-October 2019)

*Scottish Colourists* (October 2019-Jan 2020)

*LGBTQ+ Stories* (working title) (October 2019-Jan 2020)

Building on the localism agenda, during 2018-19 we are testing a community co-production approach to developing our exhibition programme. This will be rolled out further from 2019 onwards. Co-production is a collaborative approach between Lakeland Arts learning and curatorial colleagues, with local communities and organisations. For our *Refuge: The Art of Belonging* exhibition we are working with Counterpoint Arts, London and with local refugees and migrants to inform the exhibition content and learning programme. We will further test and refine this approach with our *LGBTQ+ Stories exhibition* (working title) at the Museum of Lakeland Life and Industry where we will recontextualise our social history collection through LGBTQ+ voices, past and present. Our summer exhibition, *Ruskin, Turner & the Storm Cloud*, will be the largest exhibition anywhere in the UK celebrating Ruskin's 200<sup>th</sup> year.

It is the first major exhibition resulting from a new partnership programme between York Museums Trust (YMT) and Lakeland Arts, and builds on our existing successful partnership with York University. The exhibition will bring together significant, yet relatively unseen, works from the collections of YMT and Lakeland Arts in an innovative exploration of John Ruskin's work.

By drawing on our own collections and borrowing from a number of private and public collections we aim to create new dialogues and contexts between the works of Turner and Ruskin, in Ruskin's 200<sup>th</sup> year. We aim to bring new audiences to understand the importance of Ruskin, his relationship with the work of fellow artist JMW Turner, and his relevance in today's society by discussing themes such as mental health and wellbeing, and environmental change.

### **Learning and Community Engagement**

Our community co-production method outlined above will be underpinned by a comprehensive learning and community engagement programme to open up access to collections and exhibitions, broaden our audience and engage local people. We will continue to respond to local need, for example, through our *In the Moment* dementia programme that we developed in response to data showing that South Lakeland has the greatest proportion of 65+, one-person households at 16.3%, above both County and national averages. (Source, Cumbria Intelligence Observatory, Social Isolation and Loneliness Briefing, 2015); and that dementia is a major issue facing the local health and care system in the County. There are an estimated 7,721 people living with dementia in Cumbria, with around 1,800 people being diagnosed each year. As our population ages, this number is expected to rise substantially to 12,410 by 2030. (Source, Cumbria County Council Public Health 2017 Annual Report). We will engage with existing and new school, family and community audiences in Kendal to inform the design and programming of the new Learning Space at Abbot Hall, an exciting element of the capital redevelopment that will give us a dedicated facility to host learning activities, directly connected to the galleries, for the first time in Abbot Hall's history. Currently we use a makeshift space with no heating, running water or toilets, requiring children to cross a car park to access the galleries. And we will deliver a programme of workshops, lectures and family activities to present our exhibitions and collections to a wide range of audiences.

### **Partnerships**

During Year 1 we will build on our existing partnerships and develop new ones in order to consult with our local community, achieve best value through collaboration, for example through sharing of good practice and where appropriate, research and intelligence, with key partners including Kendal Town Council, SLDC, Kendal BID, Kendal Futures, South Lakes Housing, Cumbria Tourism, the Lake District National Park Authority, Cumbria County Council, Lake District China and Japan Forums, our Cumbria Museums Consortium Partners, the Cumbria Local Enterprise Partnership and the DCMS. We will learn from new initiatives such as Great Place, Lakes and Dales and respond to emerging initiatives such as the Lancaster and South Cumbria Economic Region. And we will continue our support for local events and initiatives such as the Unity Festival, Lakes Alive and Lakes Culture.

### **Year 2: 2020-21**

The works on the Abbot Hall Capital Redevelopment will take place during Year 2. During this phase we will lead and facilitate a programme of regular activity and engagement during our construction period to both maintain existing and build new local audiences (potentially in part through a town-centre shop space). Through this programme we will expand and deepen our community, school and business engagement in Kendal. In this way we will ensure that the Abbot Hall Redevelopment will deliver significant benefits to the local community in Kirkland, Kendal, and the wider South Lakeland District, making an impactful contribution to the town and the surrounding area.

### **Year 3: 2021-22**

During Year 3 the works on the site will continue and our community, school and partnership engagement programme will grow as we prepare to open the redeveloped Abbot Hall later in 2022. Multi-year support from Kendal Town Council will help us to grow the impact of our community outreach programmes, for example, *In the Moment*, build on partnerships with existing stakeholders, for example Manna House, Space2Create and local schools, and to develop and service new prospective partnerships. Moreover, the financial and strategic support of the Town Council will help us to secure investment from other sources.

#### **4. Please provide any other information in support of your application.**

Lakelands Arts is a registered charity and relies on raising typically around 40% of its income from voluntary sources. This includes funds raised through trusts and foundations, public funding, individual donors, membership schemes and corporate support. We continuously seek out new sources of funding to support our activities.

The Abbot Hall Redevelopment will create a world-class cultural destination for visitors in the heart of Kendal. It will make Abbot Hall more resilient and sustainable for future generations. The redevelopment will encompass ambitious artistic programming, learning and engagement activities against a back drop of our superb permanent art and social history collections and compelling temporary exhibitions.

Abbot Hall is a Grade 1 listed Georgian building. There are three further Grade 2 listed buildings on the site – the Coach House and the Stables (housing the Museum of Lakeland Life and Industry) and the Old Grammar School. The 1980s built ‘Farm Barn’ and a series of storage sheds make up the wider estate.

The improvements are wide ranging and transformative:

- The site will be accessible and more welcoming
- Galleries will be improved to better care for and display the collection, with new environmental and security controls.
- Space will be created to display ambitious new exhibitions, including digital work.
- A dedicated Learning Space will be created for our engagement work.
- A collections store will be developed to protect collections from flooding.
- A new café and shop will improve the visitor welcome and drive income for the charity.

We are currently in the development stage funded by Arts Council England and will submit a second stage application in December to bid for a further £4.6m. We are aiming to raise partnership funding from Trusts, Foundations and private individuals.

We have appointed MUMA (McInnes, Usher, McKnight Architects) to lead the scheme. MUMA bring a wealth of experience of delivering exceptionally high-quality projects, having redeveloped the Queen’s Diamond Jubilee Gallery at Westminster Abbey in 2018, Manchester’s Whitworth Art Gallery in 2015 and have been recently shortlisted for the 2018 RIBA Stirling Prize 2018 for their work on the Storey’s Field Centre in Cambridge. MUMA will work alongside a fantastic team of specialist consultants including Julian Harrap Conservation Architects and Landscape Architect, Sarah Price - recipient of the gold medal at the 2018 RHS Chelsea Flower Show.

5. What other sources of funding have already been raised or promised?

Source	Total
Arts Council England Grant (Cumbria Museums Consortium NPO Grant – proportion of grant allocated to Learning at Abbot Hall and MOLLI)	£ 321,000
<b>Total Funds Raised</b>	£321,000
N.B. The remaining funding is being sought from Trusts and Foundations, major donors, other public funders and corporate support	

6. How do you propose to evaluate that the service or project has been a success?

To measure success we undertake a cross-departmental review process. We will gather and analyse visitor numbers, gather qualitative visitor feedback through stand-point (electronic portal which visitors record their responses) visitor surveys, and questionnaires following all events and learning activities. We will monitor and measure media coverage and collate reviews.

We have established an evaluation framework for the Abbot Hall Redevelopment project and have allocated budget to engage an external consultant to support us in this work.

7. Please provide a copy of your latest audited accounts with your application.

Submitted by email with application.

**Signed:**



**Date:** 24 September 2018

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name: Lakeland Arts

Sort Code: 20-45-28

Account Number: 73148505

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

[www.kendaltowncouncil.gov.uk](http://www.kendaltowncouncil.gov.uk)

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Name of your organisation: Lakeland Arts	
Correspondent (and position): Caroline Gilbert, Head of Development	
Address: Abbot Hall Art Gallery Kendal Cumbria LA9 5AL	
Daytime Telephone: 01539 722464	E-mail: <a href="mailto:cgilbert@lakelandarts.org.uk">cgilbert@lakelandarts.org.uk</a>

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#### **Year 1: 2019-20**

##### **Exhibition Programme**

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Building on the localism agenda, during 2018-19 we are testing a community co-production approach to developing our exhibition programme. This will be rolled out further from 2019 onwards. Co-production is a collaborative approach between Lakeland Arts learning and curatorial colleagues, with local communities and organisations. For our *Refuge: The Art of Belonging* exhibition we are working with Counterpoint Arts, London and with local refugees and migrants to inform the exhibition content and learning programme. We will further test and refine this approach with our *LGBTQ+ Stories exhibition* (working title) at the Museum of Lakeland Life and Industry where we will recontextualise our social history collection through LGBTQ+ voices, past and present. Our summer exhibition, *Ruskin, Turner & the Storm Cloud*, will be the largest exhibition anywhere in the UK celebrating Ruskin's 200<sup>th</sup> year.

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By drawing on our own collections and borrowing from a number of private and public collections we aim to create new dialogues and contexts between the works of Turner and Ruskin, in Ruskin's 200<sup>th</sup> year. We aim to bring new audiences to understand the importance of Ruskin, his relationship with the work of fellow artist JMW Turner, and his relevance in today's society by discussing themes such as mental health and wellbeing, and environmental change.

### **Learning and Community Engagement**

Our community co-production method outlined above will be underpinned by a comprehensive learning and community engagement programme to open up access to collections and exhibitions, broaden our audience and engage local people. We will continue to respond to local need, for example, through our *In the Moment* dementia programme that we developed in response to data showing that South Lakeland has the greatest proportion of 65+, one-person households at 16.3%, above both County and national averages. (Source, Cumbria Intelligence Observatory, Social Isolation and Loneliness Briefing, 2015); and that dementia is a major issue facing the local health and care system in the County. There are an estimated 7,721 people living with dementia in Cumbria, with around 1,800 people being diagnosed each year. As our population ages, this number is expected to rise substantially to 12,410 by 2030. (Source, Cumbria County Council Public Health 2017 Annual Report). We will engage with existing and new school, family and community audiences in Kendal to inform the design and programming of the new Learning Space at Abbot Hall, an exciting element of the capital redevelopment that will give us a dedicated facility to host learning activities, directly connected to the galleries, for the first time in Abbot Hall's history. Currently we use a makeshift space with no heating, running water or toilets, requiring children to cross a car park to access the galleries. And we will deliver a programme of workshops, lectures and family activities to present our exhibitions and collections to a wide range of audiences.

### **Partnerships**

During Year 1 we will build on our existing partnerships and develop new ones in order to consult with our local community, achieve best value through collaboration, for example through sharing of good practice and where appropriate, research and intelligence, with key partners including Kendal Town Council, SLDC, Kendal BID, Kendal Futures, South Lakes Housing, Cumbria Tourism, the Lake District National Park Authority, Cumbria County Council, Lake District China and Japan Forums, our Cumbria Museums Consortium Partners, the Cumbria Local Enterprise Partnership and the DCMS. We will learn from new initiatives such as Great Place, Lakes and Dales and respond to emerging initiatives such as the Lancaster and South Cumbria Economic Region. And we will continue our support for local events and initiatives such as the Unity Festival, Lakes Alive and Lakes Culture.

### **Year 2: 2020-21**

The works on the Abbot Hall Capital Redevelopment will take place during Year 2. During this phase we will lead and facilitate a programme of regular activity and engagement during our construction period to both maintain existing and build new local audiences (potentially in part through a town-centre shop space). Through this programme we will expand and deepen our community, school and business engagement in Kendal. In this way we will ensure that the Abbot Hall Redevelopment will deliver significant benefits to the local community in Kirkland, Kendal, and the wider South Lakeland District, making an impactful contribution to the town and the surrounding area.

### **Year 3: 2021-22**

During Year 3 the works on the site will continue and our community, school and partnership engagement programme will grow as we prepare to open the redeveloped Abbot Hall later in 2022. Multi-year support from Kendal Town Council will help us to grow the impact of our community outreach programmes, for example, *In the Moment*, build on partnerships with existing stakeholders, for example Manna House, Space2Create and local schools, and to develop and service new prospective partnerships. Moreover, the financial and strategic support of the Town Council will help us to secure investment from other sources.

#### **4. Please provide any other information in support of your application.**

Lakelands Arts is a registered charity and relies on raising typically around 40% of its income from voluntary sources. This includes funds raised through trusts and foundations, public funding, individual donors, membership schemes and corporate support. We continuously seek out new sources of funding to support our activities.

The Abbot Hall Redevelopment will create a world-class cultural destination for visitors in the heart of Kendal. It will make Abbot Hall more resilient and sustainable for future generations. The redevelopment will encompass ambitious artistic programming, learning and engagement activities against a back drop of our superb permanent art and social history collections and compelling temporary exhibitions.

Abbot Hall is a Grade 1 listed Georgian building. There are three further Grade 2 listed buildings on the site – the Coach House and the Stables (housing the Museum of Lakeland Life and Industry) and the Old Grammar School. The 1980s built 'Farm Barn' and a series of storage sheds make up the wider estate.

The improvements are wide ranging and transformative:

- The site will be accessible and more welcoming
- Galleries will be improved to better care for and display the collection, with new environmental and security controls.
- Space will be created to display ambitious new exhibitions, including digital work.
- A dedicated Learning Space will be created for our engagement work.
- A collections store will be developed to protect collections from flooding.
- A new café and shop will improve the visitor welcome and drive income for the charity.

We are currently in the development stage funded by Arts Council England and will submit a second stage application in December to bid for a further £4.6m. We are aiming to raise partnership funding from Trusts, Foundations and private individuals.

We have appointed MUMA (McInnes, Usher, McKnight Architects) to lead the scheme. MUMA bring a wealth of experience of delivering exceptionally high-quality projects, having redeveloped the Queen's Diamond Jubilee Gallery at Westminster Abbey in 2018, Manchester's Whitworth Art Gallery in 2015 and have been recently shortlisted for the 2018 RIBA Stirling Prize 2018 for their work on the Storey's Field Centre in Cambridge. MUMA will work alongside a fantastic team of specialist consultants including Julian Harrap Conservation Architects and Landscape Architect, Sarah Price - recipient of the gold medal at the 2018 RHS Chelsea Flower Show.

5. What other sources of funding have already been raised or promised?

Source	Total
Arts Council England Grant (Cumbria Museums Consortium NPO Grant – proportion of grant allocated to Learning at Abbot Hall and MOLLI)	£ 321,000
<b>Total Funds Raised</b>	£321,000
N.B. The remaining funding is being sought from Trusts and Foundations, major donors, other public funders and corporate support	

6. How do you propose to evaluate that the service or project has been a success?

To measure success we undertake a cross-departmental review process. We will gather and analyse visitor numbers, gather qualitative visitor feedback through stand-point (electronic portal which visitors record their responses) visitor surveys, and questionnaires following all events and learning activities. We will monitor and measure media coverage and collate reviews.

We have established an evaluation framework for the Abbot Hall Redevelopment project and have allocated budget to engage an external consultant to support us in this work.

7. Please provide a copy of your latest audited accounts with your application.

Submitted by email with application.

**Signed:**



**Date:** 24 September 2018

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name: Lakeland Arts

Sort Code: 20-45-28

Account Number: 73148505

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

[www.kendaltowncouncil.gov.uk](http://www.kendaltowncouncil.gov.uk)

Company registration number: 8162578

Charity registration number: 1153001

# Lakeland Arts Group

known as

Lakeland Arts

(A company limited by guarantee)

Annual Report and Financial Statements

for the Year Ended 31 December 2017

Stables Thompson & Briscoe  
Chartered Accountants & Statutory Auditor  
Lowther House  
Lowther Street  
Kendal  
LA9 4DX

# Lakeland Arts Group

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## Lakeland Arts Group

### Reference and Administrative Details

<b>Trustees</b>	M J Ainscough BSc DL H C F Bowring MA JP DL A F Case CBE BA FRSA C M Clarke CBE FRSE A R Collinson C W N Crewdson OBE JP S A Crewe S B Dunning OBE (resigned 10 November 2017) Professor C E Gere MA PhD (resigned 4 August 2017) J C Hudson FEng S L Keegan J Mottram PhD (appointed 9 March 2018) E M Rink BSc MPhil B Riley N W R Thompson
<b>Senior Management Team</b>	G Watson, Chief Executive L Moss, Chief Operating Officer H Watson, Director of Programming
<b>Principal Office</b>	Abbot Hall Kendal LA9 5AL  The charity is incorporated in England.
<b>Company Registration Number</b>	8162578
<b>Charity Registration Number</b>	1153001
<b>Solicitors</b>	JWK 5/7 Skipton Street Morecambe LA4 4AW
<b>Bankers</b>	Barclays Bank Plc 9 Highgate Kendal LA9 4DF
<b>Auditor</b>	Stables Thompson & Briscoe Chartered Accountants & Statutory Auditor Lowther House Lowther Street Kendal LA9 4DX

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

The trustees, who are directors for the purposes of company law, present their strategic report for the year ended 31 December 2017, in compliance with s414C of the Companies Act 2006.

#### **Achievements and performance**

Exhibitions and temporary displays

#### **Abbot Hall Art Gallery**

##### **George Shaw: My Back to Nature. Works from the National Gallery Collection**

13 January to 11 March

##### **Julian Cooper: Paintings from 1970-2017**

7 April to 2 July

##### **Painting Pop**

14 July to 7 October

##### **‘A Rakes Progress’ by David Hockney**

14 July to 22 December

##### **Percy Kelly**

22 September to 17 March 2018

##### **Hilde Goldschmidt and Kurt Schwitters**

From 22 September

##### **LAND | SEA | LIFE**

19 October to 17 February 2018

The new season at Abbot Hall opened with ‘My Back to Nature’ an exhibition of more than fifty new paintings and drawings, the result of Turner Prize nominee George Shaw’s two-and-a-half years as the National Gallery’s Rootstein Hopkins Associate Artist. Based in a studio located in the heart of the National Gallery, Shaw had unrestricted access to explore the collection, draw from the pictures, observe the public, and find inspiration for his own work. The result is a series of woodland landscapes that investigate a clash of cultures, classical stories linked with timeless behaviour and the portrayal of religion. The National Gallery also lent three works by Pollaiuolo, Poussin and Constable that had inspired Shaw, which we showed during the exhibition.

Abbot Hall was delighted to present an exhibition of work by Cumbrian artist Julian Cooper on the occasion of his 70th birthday. The show comprised 30 monumental paintings that serve as a powerful distillation of his extensive output over the last 45 years. The diversity of scale and subject matter in the show reflected the artist’s own travels. Although generally associated with the Lake District, where he grew up as part of a dynasty of Lakeland painters, his work has been inspired by trips to South America, the Alps, the Himalayas, the quarries of Tasmania and Carrara, as well as literary voyages of the imagination. Melvyn Bragg officially opened the exhibition to a huge crowd of over 260 guests. The show was accompanied by a full colour publication with essays by writer and critic Andrew Lambirth and Amy Concannon, Assistant Curator for British Art 1790-1850 at Tate.

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

'Painting Pop' celebrated British Pop Art from the early 1960s, including work by Sir Peter Blake, Pauline Boty, Patrick Caulfield, Richard Hamilton, David Hockney and Allen Jones borrowed from major collections such as Tate, National Portrait Gallery and Government Art Collection. It focused on the period around 1962, a pivotal year for Pop Art in Britain, presenting works by leading artists in British Pop Art who made a significant contribution to the development of twentieth century and contemporary art practice. The show presented loans from national collections as well as the Royal College of Art, a crucible for Pop painting during this time as many of the artists in the exhibition met whilst studying there. Another RCA graduate included in the show was Pauline Boty, a largely forgotten artist, represented by her painting 'Colour Her Gone', a portrait of Marilyn Monroe. As part of the exhibition, we displayed a 1960s style living room with TV coverage of the moon landing, posters and other ephemera and invited visitors to share their memories on a timeline.

Alongside this exhibition a gallery was dedicated to the display of David Hockney's 'A Rake's Progress' (1961-63) from Lakeland Arts Trust's collection. This suite of 16 etchings was made following David Hockney's first trip to New York in 1961, a visit that marked a transformation in Hockney's personal life and also in his approach to painting. Hockney's prints revisit themes in William Hogarth's series of the same name and feature a semi-autobiographical character and his experiences as a young, gay man in the city.

Other collection displays featured the work of Cumbrian artist Percy Kelly (1918-1993) and the artistic partnership of Hilde Goldschmidt and Kurt Schwitters. Born in Workington, Kelly is best known for his portrayal of harbours, towns and villages of Cumbria. The display featured prints, works on paper and letters from Lakeland Arts collection and coincided with 'Percy Kelly, Line of Beauty: A Retrospective' at Tullie House Museum & Art Gallery in Carlisle. At the same time we opened a display focusing on the work of two German artists who came to the Lake District during the Second World War. Hilde Goldschmidt was a successful Expressionist artist and Kurt Schwitters is today recognised as one of the most influential artists of the twentieth century. Goldschmidt and Schwitters met in the Lake District and inspired each other to continue and grow their practice in Cumbria.

The headline autumn exhibition, LAND | SEA | LIFE was the first of an ongoing series to be presented in partnership with The Ingram Collection, one of the UK's most significant private collections of Modern British art. The collection was started in 2002 by Chris Ingram, an entrepreneur and philanthropist. With over 70 loans featuring the work of leading British twentieth century artists, the exhibition explored recurring themes and trends in subject matter including still life, the human figure, landscape and abstraction. Artists represented included Henry Moore, Barbara Hepworth, Graham Sutherland, John Piper and Laura Knight. The exhibition also investigated the notion of collecting, comparing the personal motives of Chris Ingram with the Gallery's acquisitions and exploring why we collect. Visitors were invited to share their own collections and motivations for collecting, populating a wall of contributions as part of the exhibition.

#### **Blackwell, The Arts & Crafts House**

##### **Paul Miller and Griet Beyaert: The Light Within**

9 February to 18 June

##### **A Summer of Swallow and Amazons**

29 June to 3 September

##### **Women of the Arts & Crafts Movement**

15 September to 1 January 2018

'The Light Within' featured work by artists Paul Miller and Griet Beyaert, who collaboratively work as 'The Glass Cyphers'. Both gave short talks at the preview and Miller mixed a live soundtrack for the installation in the Oliver Thompson room. Beyaert responded to the light at Blackwell and the water of Lake Windermere, placing beautiful pieces of glass throughout the house. In the Oliver Thompson Gallery large pieces of glass were suspended from the barrel ceiling and projected on to with images from around Blackwell and the surrounding landscape. The installation also had sound recordings from Blackwell, including the creak of the floorboards, birdsong and the blowing of the wind. An immersive and emotive experience was created as a direct response to Blackwell and the surrounding landscape.

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

‘A Summer of Swallows and Amazons’ exhibition and associated events invited visitors to immerse themselves in Arthur Ransome’s classic children’s tale. Curatorial, learning and operations teams worked together to attract families during the summer period with trails, code-breaking, storytelling and daily craft activities. There was also the opportunity to see atmospheric props from the 2016 award winning film, including the actual boats, ‘Swallow’ and ‘Amazon’, used in the film, displayed on Blackwell’s lawn.

The autumn exhibition highlighted the diverse skills of the women artists and designers associated with the Arts & Crafts Movement. The show recognised women artists whose contributions have often been overlooked or wrongly attributed in favour of a more prominent male family member. The exhibition featured a broad range of media including textiles, jewellery, bookbinding, enamels and illustrations from private and public collections including the Victoria and Albert Museum. Artists included May Morris, Margaret Macdonald, Ann Macbeth and Phoebe Anna Traquair.

#### **Museum of Lakeland Life & Industry**

##### **Joseph Hardman: People on Film**

17 September 2016 to 25 February 2017

##### **Fun on the Fells Walking and Climbing in the Lake District**

11 March to 28 October 2017

##### **A Summer of Swallows and Amazons**

29 June to 3 September 2017

##### **Folk Art: Why We Make Things Beautiful**

11 November to 14 April 2018

The exhibition of photographer Joseph Hardman’s work that opened in autumn 2016 continued into the new year at the Museum of Lakeland Life & Industry. Hardman was a prolific photographer who captured Lakeland life between the 1930s and the 1960s, and the Museum holds over 5,000 of his original glass slides. He is famous for his stunning landscapes and portraits of shepherds at work but people from all walks of life played an important role in his photographs. This display explored how Hardman used figures in his pictures to help create signature Lake District images.

‘Fun on the Fells: Walking and Climbing in the Lake District’ explored the history of walking and climbing with many of the objects on loan from the Fell and Rock Climbing Club alongside Lakeland Arts Trust’s collection. The exhibition covered themes from early aristocratic climbers and working-class ramblers to the designation of the National Park and featured collections from the Museum and objects and artefacts on loan from the Fell and Rock Climbing Club.

In parallel with the exhibition at Blackwell, ‘A Summer of Swallows and Amazons’ continued at the Museum of Lakeland Life & Industry, comprising a new trail and many Ransome objects on display including his original manuscript for ‘Swallows and Amazons’. The trails between both venues included incentives to encourage visitors to visit both sites.

Drawn from Lakeland Arts Trust’s collection, ‘Folk Art’ focused on the long history of Lake District communities making art, creating beautiful items and learning new skills. This display explored why people devote time and effort to making beautiful objects, and the unique and fascinating stories of their lives. On show were objects made by miners, prisoners of war, and many other anonymous people and the exhibition also celebrated the sports, talents and achievements of Cumbrian people.

#### **Collections and Displays**

##### **Acquisitions**

###### Fine Art

Peter Smith, two Ink drawings of the Fleece Inn, Kendal (1948)

Lucian Freud, Portrait of Lady Scott (1952-54). (Through Government’s Acceptance in Lieu Scheme.)

Lucian Freud, Portrait of Hermione Scott (1960). (Through Government’s Acceptance in Lieu Scheme.)

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

#### Decorative Art

M.H. Baillie Scott (1865-1945), Textile  
Henry Napper (1830-1960), Wingback chair

#### Windermere Jetty

Collection of items relating to Anchorage Ltd  
Collection of items relating to Troutbeck Bridge Amateur Swimming Club  
Framed portrait photograph of Edna Howarth  
Framed portrait photograph of Norman and Betty Buckley

#### Social History

Collection of items made by Lido, Italian prisoner of war  
Rug making tool  
Two moneyboxes from Savings Bank, Ulverston

#### **Collection Loans Out**

We lent works from the Lakeland Arts Trust permanent collection to a number of exhibitions in 2017.

Stanley Spencer Gallery, Cookham: 30 March to 1 October 2017  
Stanley Spenser Portrait of Daphne Charlton

Djanogly Art Gallery for the exhibition 'Winifred Nicholson: Liberation of Colour': 4 Mar to 4 June 2017, then to Falmouth Art Gallery, to September 2017  
Winifred Nicholson, 1967 (Amaryllis), 1967

Tate Britain for exhibition 'Queer British Art 1861-1967': 5 Apr to 1 October 2017  
Keith Vaughan, Three Figures 1960-1

Casa Das Historias, Portugal: 3 June to 17 September 2017  
Paula Rego Triptych

Ruskin Museum, Coniston: 3 June to 29 October 2017  
22 works by Arthur Ransome

Wordsworth House, Cockermouth: 11 September to 29 October 2017  
Joseph Wright of Derby, The Bowder Stone

Tullie House, Carlisle: 23 September 2017 to 28 January 2018  
Percy Kelly, illustrated letter to Peter Scott, 1 January 1980

Hatton Gallery, Newcastle: 7 October 2017 to 11 May 2018  
Kurt Schwitters, Flight and YMCA Ambleside Thank you

Turner Contemporary, Margate: 12 October 2017 to 14 January 2018  
Jean Arp, Poupee Basset

National Galleries of Scotland for exhibition touring four venues in Japan: 3 November 2017 to 9 September 2018  
JMW Turner, The Passage of St Gothard

Dove Cottage, Wordsworth Trust: 7 November to 31 December 2017  
John Harden, Clappersgate, Brathay River

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

#### **Collections Care and Documentation**

In support of the ongoing Accreditation application submitted in 2016, now due to be decided in 2018, we continued to improve documentation and information recorded about specific areas of the collection, including the John Harden collection, Joseph Hardman photographs and the costume collection.

The William Green Diaries were conserved and photographed in 2017 thanks to Charles Nugent, who very generously organised and funded the conservation work.

Most of the oil paintings, watercolours, pastels and sculpture were removed from Abbot Hall to an external store in 2016 while we carried out essential repairs and re-instatement following the unprecedented flooding in December 2015. These are due to be returned in 2018 to revised and improved storage on site. A limited number of works were damaged during the flooding and we received some of these from the conservators during 2017.

We relocated a section of the social history collection to an external store to free up valuable space at Abbot Hall site and enable us to store collection items in more controlled environment.

#### **Learning and Community Engagement**

Lakeland Arts has a rich programme of activities for all ages throughout the year. In 2017 we continued existing programmes and introduced new initiatives with young people, schools, children and families and adults.

##### **Young People**

We started 2017 with the launch of the Romney Art Prize - an art competition for young people in Cumbria aged 16 - 24. Linked to the George Shaw exhibition and the permanent art collection at Abbot Hall, the winner was selected from Kendal College's end of year art exhibition. Tiana McNerney's winning piece Blind to the Clutter was exhibited in the entrance of Abbot Hall from July - December 2017. Tiana completed her foundation year in Art and Design at Kendal College in June and began a degree in Textile Design at Leeds University in September.

##### Light Up Blackwell

Alongside their exhibition The Light Within at Blackwell, artists Griet Bayaert and Paul Miller worked with 34 secondary school pupils from Kirkby Kendal School on a project called Light Up Blackwell. Pupils visited Blackwell for a full-day workshop with the two artists and recorded video and audio in and around the site, culminating in a Saturday evening event. The pupils' artwork was projected onto the façade of the building over a three hour performance enjoyed by over 80 people. The event was filmed (<https://vimeo.com/224345800>) and over 4,000 people engaged on-line after the event. Each student received an Arts Award as part of the project.

We involved 56 guides from three Girl Guide and Ranger units in Kendal in a series of workshops at the Museum of Lakeland Life and Industry to create a banner inspired by objects and stories at the Museum. The banner was later included in the 'Votes for Women: Suffrage and Women's Lives' exhibition at the Museum in 2017.

Our learning team welcomed a student placement volunteer from Whinfell School from September one day a week in term time for the full academic year. Whinfell School is a 52-week education service that offers 'Outstanding' residential education and care for boys and young men aged 11-19 with autism, challenging behaviour and complex needs.

##### **Schools**

Lakeland Arts worked strategically In the Spring and Summer terms with local teachers to develop and refine a new schools programme across Lakeland Arts' sites that aligns to the National Curriculum and supports teachers. This included piloting three new and one renewed school sessions.

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

- (1) *Dour to Delicious* with Grange-Over-Sands Primary Schools a session linked to local history that follows the history of Cumbria through the humble oat from the Iron Age to present day.
- (2) *Story Seekers* with local storyteller Ian Douglas and Andrew Day at St Mary's Primary School in Kirkby Lonsdale. For KS1 it encourages students to become their own storytellers and bring narratives to life with Stop motion.
- (3) *Mini-Curators* for KS2 pupils who learn what curators do and then develop an exhibition back at their school. They learn interpretation and communication skills to interpret and describe collections.
- (4) *Patterns from Nature* printmaking workshop has been revitalised with a new element that adds spatial awareness and discreet lessons in mathematics in the drawing sessions as students explore geometry and symmetry in design and nature.

We delivered three CPD (Continued Professional Development) sessions for teachers to develop further relationships with local teachers to encourage school visits.

#### Children and Families

We ran new activities for children and families during half-term and holiday periods. The first of these was a digital artist led animation session in February half term at Abbot Hall. Over seven days, 100 films were made by children using the historic paintings and the characters in them as inspiration and the films were shown on a screen in the Gallery.

For February, Easter and May holidays at Blackwell, we transformed the education room into a giant magic lantern for self-led activities inspired by *The Light Within* exhibition. Easter and May half term at Abbot Hall saw creative painting workshops linked to the Julian Cooper exhibition.

October half term activities at both sites were linked to the national Big Draw initiative. We delivered artist-led drawing activity inspired by David Hockney's *Rake's Progress* series and the inspirational women who's were was included in the *Women of the Arts & Crafts Movement* exhibition.

We introduced a series of Christmas events at Museum of Lakeland Life and Industry aimed at local families. The Kendal Lights Switch-On events in November attracted over 500 families and we opened the Bakestone to launch the Creative Age Challenge.

We delivered an 'advent calendar' of events at Blackwell; with an event or activity scheduled every day from 1-24 December. The inaugural Christmas Craft Fair on the first weekend was a success with 12 local craftspeople selling goods. Other events included regular seasonal craft activities (aimed primarily at families) curator talks on Victorian Christmas, embroidery workshops and local choirs singing in the Main Hall.

#### Saturday Art Club

In May 2017, we launched a monthly Saturday Art Club. Led by a Hamish McLain (Cumbria Artist of the Year 2016 nominee) each session inspires creativity associated with the temporary exhibitions programme, targeted at children aged 5-12 and their families.

New Family activities were introduced at the Abbot Hall site over the summer including:

1. Art Smocks with activities for young children
2. Activity bags at the Museum with trails and activities promoting literacy and word-play
3. New learning space at the Museum (Curator's Corner) with literacy and history games for families.
4. Cross-site illustrated trail for under 5s.

#### Summer of Swallows and Amazons at Blackwell

This family-friendly exhibition was co-produced by the curatorial and learning teams and ran from 29 June - 3 September 2017. It used the boats and props from the 2016 award-winning film of Arthur Ransome's classic children's novel, *Swallows and Amazons*, to tell stories of childhood adventure in the Lake District.

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

The exhibition recreated camping on Wildcat Island and a storyteller was commissioned to run weekly drop-in sessions for children and families creating new stories inspired by Ransome's books. With a treasure trail of props around the house, mask-making, and decoding signal flags on the lawn, we delivered activities that catered to a range of ages and abilities. Bunting and hand-painted carnival banners from the film decorated the café and created a colourful, summer carnival atmosphere.

We welcomed 7,877 visitors to Blackwell during the show and engaged with over 804 children and 418 families. Over 300 visitors participated in the Wild Cat Wednesday storytelling. In comparison to figures for the same period in 2016, we saw an increase of 70% in child admissions and 59% in families.

#### Art Camp

In June 2017, Art Camp won the Arts Award: Big Impact Award by Curious Minds. Off the back of this success, we delivered two art camps in 2017 (one week in July and one in August) to inspire children with art and museum collections. The children 'met' Lady Anne Clifford and David Hockney, immersed themselves in Arthur Ransome's Swallows and Amazons, worked with an illustrator and a storyteller. They also visited the Windermere Jetty construction site and met the boat-building team, before staging the annual Art Camp Exhibition for friends and family to enjoy on the last day.

#### **Community Engagement**

##### People living with dementia

With grant funding from Cumbria County Council, we ran our third Creative Age Challenge in December to raise funds and support for the In The Moment dementia programme. The team engaged young people and the wider community in promoting living well with dementia through creativity.

The theme of the 2017 Creative Age Challenge was handmade and hand-embroidered ornaments for Christmas trees and the Challenge took place at the Museum of Lakeland Life and Industry and Kendal Parish Church. School children, community groups, the general public and people living with dementia created over 200 decorations for the tree at the Museum, which were sold by donation. School children as young as six learned to stitch as part of the Challenge.

The In The Moment dementia group also worked with artist Donna Campbell to decorate a tree at the Kendal Parish Church as part of the annual tree festival, which celebrates and raises funds for local charities. The Challenge engaged 319 participants across a range of demographic groups, including 206 children and teachers at local schools. Evaluations from teachers showed that school children enjoyed being creative and gained awareness of and interest in helping people with dementia:

*"Students left feeling proud and full of questions and ideas about other ways they could help people with dementia."*

*"It raised an awareness of dementia and raised questions, some children hadn't heard of dementia beforehand."*

Quotes from participants in the In The Moment dementia group show that the project and ongoing involvement in the programme fosters healthy wellbeing, increased confidence and social connectivity. Feedback from community groups indicated that the activity led to increased confidence among people who are struggling with mental health issues.

##### Manna House

Work with the women's group at Manna House is ongoing. It has involved creative workshops at Blackwell and Abbot Hall, making domestic items inspired by the exhibitions to be used in their own homes.

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

#### Adult learning

Talks, tours and lectures delivered by artists, specialist external speakers and Lakeland Arts' staff are an important and enlightening enhancement to the programme of exhibitions. In 2017 highlights included: George Shaw who did a wonderful walking tour of his exhibition; Colin Wiggins, Special Projects Curator at the National Gallery spoke about the three works from the National Gallery that accompanied Shaw's exhibition in his talk Carry on Constable; Julian Cooper did a walking tour of his exhibition; Nick Barton, Producer of the Swallows and Amazons film did a Q&A on making the film; Chris Stephens, Director Holburne Museum, Bath spoke on Image and Revolt: Rethinking British Pop Art; Christopher Simon Sykes, David Hockney's biographer, spoke about Hockney's progression from Bradford to the Royal College of Art and how he expressed his sexuality through his art; and Jo Baring, Director of the Ingram Collection did a tour of the exhibition Land Sea Life.

#### Development

##### Windermere Jetty, Museum of Boats, Steam and Stories

At the start of 2017 Windermere Jetty Museum was an empty shell of steel and the first pours of concrete floors had been made. Over the course of the year the museum blossomed to near completion, with the quality of spaces and outstanding final finishes visible in all areas. By the autumn it was possible to see that the boathouse and main exhibition will be stunning spaces to show boats on water and in the interpretative displays. Visitors on hard-hat tours particularly appreciated the wonderful views from the stunning site, the contrast between the external copper cladding and the warmth of the douglas fir in the reception and other areas and the opportunity to see the live conservation of the collection which will continue in the publicly viewable conservation workshop in the Museum. Externally all the jetties were completed in 2017 and work progressed on the boatyard and café terrace. We look forward to opening the Museum in 2018 and welcoming thousands of visitors to enjoy a world-class new attraction on Windermere.

The Lakeland Arts conservation boat building team continued conservation of the historic boat collection throughout the year. An important milestone was completion of the restoration work to the steam launch Osprey, which will be operated to offer historic boat trips from the Museum. The restoration included significant work on the hull and keel and replacing the non-original damaged stem with a new traditional curved oak stem. The Sissons steam engine, which was once on loan to the Victoria and Albert Museum as an example of technical advances in engine design and represents a type of engine popular with Windermere steam launch owners, was fully restored, and a replica locomotive-type steam launch boiler with side-fired firebox was made. Finally, all the teak surfaces were hand varnished with eight coats of a traditional oil based varnish. Osprey is now back on the water for taking up and will be ceremonially returned to the museum's boathouse as part of the opening programme of events in 2018, alongside the 1937 Chris Craft motor boat, Jane, which was largely completed in 2017. We did preparatory work on the 1930 motor launch *Penelope II*, which will be returned to operational use for heritage boat trips.

We also completed the conservation of *Branksome*, the museum's flagship steam launch, which will be installed in the exhibition gallery so that visitors can see the original fittings and furnishings. All of the boats, and glider, that will be on display on opening were cleaned and measured for their new exhibition cradles. We made the final selection of objects for the conservation gallery and main exhibition and selected contractors for the next phase of the project, the installation and fit out of the museum displays.

The 'Summer of Swallows and Amazons' at Blackwell was a forerunner of activities to be programmed at Windermere Jetty.

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

#### **The Blackwell Project: An Arts & Crafts Story**

We completed the Blackwell Project and celebrated all the improvements to the visitor experience and interpretation throughout Blackwell on 14 September 2017. We are very grateful to the Heritage Lottery Fund for supporting the project and for the generous support of a number of trusts and foundations and individual donors. The finishing touches to the project include interpretation boards in each room on the ground floor (replacing individual object labels) a family “book nook” in the Minstrels’ Gallery, and an augmented reality app which introduces a digital element to BW, providing new insight into the Edwardian lives of four of Blackwell’s former residents. The launch event was attended by various stakeholders including some of the Old Girls, HLF representatives and Rob Leach, the furniture maker who crafted the new Baillie Scott bed in the master bedroom.

#### **Commercial Activities**

The commercial operation of Lakeland Arts is run by Lakeland Arts Enterprises Ltd, Lakeland Arts’ wholly owned trading subsidiary which undertakes all the non-primary charitable objects of the charity (retail and catering) and donates the net income to the charity on an annual basis.

#### **Retail**

In 2017 our retail function across all sites was led by the Blackwell General Manager, with sales and merchandising support from colleagues at Blackwell, Abbot Hall and the Museum of Lakeland Life and Industry. The focus during the year was to develop the retail strategy, reduce stock levels, improve national suppliers and range of craft makers and invest in new exhibition related and craft made products that are unique to our sites. Lakeland Arts also joined the Association of Cultural Enterprises (ACE) network offering training and networking opportunities in retail.

At Blackwell the year started with a refreshed look to the shop and retail space, opening up the sales area with better natural light and space which has suited well the beautiful stock which is displayed. We introduced several new carefully selected makers to the Blackwell Craft Shop, including Sue Candy (Ceramicist), James Kendrew (Blacksmith), Maneggi (Jewellery), Strands (Jewellery), Alison Dupernex (Textiles), Peter Lloyd (Wooden Boxes) and Kate Rhodes (Jewellery). Ranges of gifts and souvenirs were also added with a focus on Blackwell The Arts & Crafts House, Hugh Ballie-Scott and the autumn exhibition Women of the Arts and Crafts Movement. We revised and republished the Blackwell Guide Book to changes in the house through The Blackwell Project. We are very grateful to Sue Crewe for writing a new introduction to the Guidebook. In December we held our first Christmas Crafts Fair with new sellers and visitors to the house.

The retail shops at Abbot Hall and The Museum of Lakeland Life and Industry were affected by the building work in the first half of 2017 to re-instate areas damaged by the flooding in December 2015. This reduced visitor numbers and retail sales, though it did create an opportunity to refresh stock and layout especially at the Museum. As part of the Land Sea Life exhibition at Abbot Hall, we introduced new work by Debbie Copley, a local glass artist, and we have introduced several artists on a sale or return basis. The Art Wall in the Abbot Hall also continues to be a popular location to find original affordable art. The sale of Hardman images through the Museum Shop also continues to be popular.

#### **Catering**

The Blackwell Tea Room continues to be popular for visitors to the house as well as those calling in simply for lunch, morning coffee or afternoon tea. Customers particularly welcome the light lunches and the selection of home baked products.

Blackwell also catered for an increased number of specialist groups, as well as offering seasonal and celebratory catering e.g. Mothering Sunday, Father’s Day, a Summer of Swallows and Amazons bakes and treats, and Christmas, with some diners returning several times for the Christmas lunches.

At Abbot Hall, we catered for the first half of the year at the Fat Cat Pop Up Café, a temporary facility developed following the 2015 floods. In May we were finally able to open The Bakestone, a refreshed and improved catering offer on the lower ground floor of the gallery. The Bakestone offers breakfasts, a selection of home-baked goods and lunches, as well as a superb range of teas and coffees. The Bakestone gained a good reputation with museum and gallery visitors as well as local people and performed well in 2017.

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

#### **Marketing and Communication**

2017 was an exceptionally busy year for marketing and communications. Starting the year with and supporting consultant our The new marketing team, of a Marketing Manager and Marketing Co-Ordinator, supported by a temporary university intern, was embedded in Lakeland Arts by April 2017, with a fresh approach to digital marketing, and the structure of print-based marketing materials.

We received good media coverage, despite the disruption caused by building work at Abbot Hall, with 17 key newspaper features, including specific features for Painting Pop and Julian Cooper. In the latter part of 2017 we engaged a new PR and Media consultant to support promotion of the programme into 2018.

We focused effort on our social media activity and benefitted from a significant growth in our footprint for Facebook, Twitter and Instagram. Our websites are due for renewal with data indicating SEO underperformance due to limitations of our non-mobile responsive websites.

Nationally and internationally we worked with Cumbria Tourism, Lakes Culture, the Lakes District China and Japan Forums and were part of the UNESCO World Heritage Site Marketing Group.

Internal communications, and organizational wide participation in marketing activity were also improved through the development of the Communications Group and Digital Activity Group, and the introduction of a Staff Newsletter to all employees across our sites, which has improved connectivity and information exchange.

#### **Fundraising**

Lakeland Arts has successfully raised income from voluntary sources for over 50 years and fundraising continues to be an important part of our activity. During 2017 Lakeland Arts raised £5,175,688 of voluntary income from donations, grants and sponsorships. This represented over 79% of our overall income in 2017. Valuable support came from a range of sources, including individual donors, trusts and foundations, public funders and corporate organisations.

As a member of the Cumbria Museum Consortium, Lakeland Arts received unrestricted core funding through Arts Council England's Major Partner Museum Programme, continuing to work in partnership with the Wordsworth Trust and Tullie House Museum and Gallery Trust. Lakeland Arts also received core funding as an Arts Council England National Portfolio Organisation. Funding to support our core activities was received from The Sir John Fisher Foundation, who are regular and valuable supporters of our activities, and from South Lakeland District Council, which awarded Lakeland Arts the second instalment of a three year funding agreement supporting our core activities across the organisation. Lakeland Arts continues to receive important support from our Friends, Patrons and Benefactors, raising a total of £16,849 in 2017 from these membership and donor schemes.

In 2017 we raised additional support to assist flood recovery at Abbot Hall, with significant additional support coming from The Sir John Fisher Foundation, Cumbria Community Foundation and, as part of the Town Centre Flood Recovery Grant, from South Lakeland District Council.

Lakeland Arts received corporate support from both existing and new corporate partnerships developed in 2017. This included support from Brewin Dolphin as Corporate Patrons, Rathbones as sponsors of the Julian Cooper exhibition at Abbot Hall, and Horsley Couture as sponsors of the Woman of the Arts & Crafts Movement exhibition at Blackwell, the Arts & Crafts House.

Lakeland Arts was grateful to receive significant legacies in 2017, particularly from the estate of the late Dr Martin Terrence Purdy and from the estate of Lord Chorley.

In June 2017, we secured development funding from the Arts Council England capital programme for the Abbot Hall capital development project to improve the visitor experience and make the Gallery and Museum more sustainable and resilient.

Fundraising activity for the Windermere Jetty project increased in 2017, making up a significant proportion of restricted funds received in 2017, with a total of £4,204,772 received from individual donors, trusts and foundations. This included additional grants from the Garfield Weston Foundation and The Foyle Foundation, as well as a significant number of donations from private individuals.

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

A full list of voluntary income received by Lakeland Arts in 2017 is included in the notes to the accounts.

Lakeland Arts is grateful for the grants, donations and sponsorship we receive from all the organisations and individuals who support us. The support means we are able to continue our work, helping us to conserve our Grade 1 listed buildings, care for and develop the Trust's collections, promote world-class art and heritage and deliver exciting exhibition and learning programmes. Lakeland Arts would like to sincerely thank all the individuals and organisations mentioned in this report, and all those who wish to remain anonymous.

#### **Benefactors**

Mr and Mrs A Ambler  
Mr and Mrs J Campbell  
Mr and Mrs T J R Harding  
Dr and Mrs A C I Naylor  
Mr T P Naylor  
Mr and Mrs J Rink  
Dr J P L Welch

#### **Patrons**

Mr Martin Ainscough  
Mr and Mrs C H Bagot  
Mr O Barratt MBE and Mrs V Barratt  
Mr and Mrs D Case  
Lord and Lady Cavendish  
Mr J E Coward  
Mr C Crewdson OBE and Mrs V Crewdson  
Sir James Cropper KCVO  
Mr and Mrs W Dufton  
Mr J Entwistle  
Mr A Firth  
Mrs B A Fletcher  
Mr and Mrs D Goeritz  
Mr R Hassell-McCosh  
Ms J Holland  
Mr P Kessler MBE and Miss D Rose QC  
Susan, Lady Kimber  
Mr and Mrs J Lee  
Mrs D Matthews JP  
Mr J S Nicoll and Ms L Colchester  
Mr T Parker  
Mr C Sanderson OBE JP  
Mr and Mrs A Scott  
Sir Christopher and Lady Scott  
Mr and Mrs E Thomas  
Mr N Thompson  
Mrs S Thornely DL  
Mr J Townson  
Dr T Tuohy  
Mr and Mrs G M Wallace  
Mr and Mrs P M White  
Ms J Wood  
Mr C Woodhouse CVO and the late Mrs M Woodhouse  
Mr N Woodhouse

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

#### Corporate Patrons

Brewin Dolphin

#### Financial review

The Consolidated Statement of Financial Activities shows total income of £6,505,743 a decrease of 17% compared with 2016. This included unrestricted funds totalling £1,830,011 (2016 £1,747,967); restricted funds totalling £4,674,732 (2016 £5,895,372) and restricted endowment funds totalling £1,000 (2016 £182,005).

There was a 3% increase in income from admission charges. Both Abbot Hall and the Museum of Lakeland Life and Industry had successful years given the challenges presented by the flooding and ticket sales were in line with predicted levels. Blackwell unfortunately had fewer visitors than anticipated during the year.

Income includes voluntary income of £4,204,772 (2016 £5,855,552) for the Windermere Jetty Project. Details of funding and donations for the project as well as a details of all voluntary income are included in the notes to the accounts.

The trading subsidiary Lakeland Arts Enterprises Ltd contributed a loss of £18,199 to the consolidated result, a considerable decrease compared to contribution of £16,806 in 2016. This was primarily because of the impact of flooding which forced the closure of the Coffee House at Abbot Hall until mid-year, when it was replaced by temporary facilities, and the reduction in the number of visitors to Blackwell.

Total resources expended were £3,070,482, an increase of £827,319 (36%) compared with 2016. Included is £977,433 of expenditure in relation to the Windermere Jetty Project (2016 £437,581).

The market value of portfolio investments rose by £86,969 following the disposal of part of the portfolio during the year, compared to £114,953 last year.

The Net Movement of Funds for the year showed an increase £3,509,774 which is essentially attributable to an increase in the amount of restricted funds held for Windermere Jetty, investment losses and an operating loss of £475,223 after pension liability fluctuations for the year.

#### *Policy on reserves*

The main features of the charitable company's reserves policy are as follows:

- the need for reserves will vary depending on the charitable company's financial position and continuous assessment of the many risks the charitable company faces at a particular time;
- the reserves will be assessed as part of the charitable company's mid-range planning process and the need to build reserves will also be taken into account in the annual planning and budgeting process;
- reserves exist either to provide short term protection against downward fluctuations in annual revenues or capital receipts – or to provide long term strategic financial support and development;
- the reserves policy balances the need to build up long term reserves against the need for short term spending on core activities; and
- the charitable company seeks to ensure that every new acquisition is fully funded through the establishment of a separate endowment or other restricted fund, if necessary, and hence will not need to be supported by the general fund.

#### *Funds in deficit*

The pension scheme is in deficit as described in the notes to the accounts. The past deficit contributions have been agreed with the pension scheme provider and will be paid over 20 years.

## **Lakeland Arts Group**

### **Strategic Report for the Year Ended 31 December 2017**

#### ***Principal funding sources***

The principal funding sources for the Windermere Jetty project are the Heritage Lottery Fund, the Regional Growth Fund, trusts and donations. The principal sources of funding for the costs of operating the Abbot Hall Art Gallery, Museum of Lakeland Life & Industry and Blackwell the Arts & Crafts House are the Arts Council England, grants, investment income and donations.

#### ***Investment policy and objectives***

The charitable company has the power to make investments that it sees fit. The investment policy determined by the trustees for the endowment funds is to provide a balanced return from a broad spread of medium risk investments, and for general funds to provide a higher income from a spread of lower risk investments.

The investment policy is implemented by professional investment managers Sarasin & Partners LLP.

#### **Plans for future periods**

##### ***Aims and key objectives for future periods***

The 2018 programme will include major work by high profile and international artists including Claude Monet, Elisabeth Frink, Auguste Rodin and Grayson Perry. These will be accompanied by a strong selection of emerging and early career artists such as Katie Spragg, who's work we will show at Blackwell and Abbot Hall, and Patricia MacKinnon-Day. The programme will respond to national campaigns, such as the Royal Academy 250th Anniversary celebrations, RA250, and events surrounding the Representation of the People Act 1918, as well as more local commemorations, including the 200th anniversary of the Westmorland Gazette marked by an exhibition at the Museum of Lakeland Life & Industry, celebration of the Lake District's designation as a World Heritage Site, and showing Di Mainstone's Time Mirror at Blackwell as part of Lakes Culture's Ignite Festival.

The programme will forge new partnerships with the British Museum, Crafts Council, National Galleries of Scotland as well as deepen existing relationships with The Ingram Collection, York Art Gallery and Parafin Gallery, London. New research and collections care programmes will enable us to present works from the collection in new contexts. This will include a redisplay of works by George Romney at Abbot Hall as a result of Head of Curatorial, Kerri Offord's research trip supported by the Yale Center for British Art. There will be a permanent area at Abbot Hall dedicated to showing new acquisitions which will include two portraits of the Scott Family painted by Lucian Freud to be gifted to the collection in 2018 via the Government's Acceptance in Lieu scheme. As part of the ongoing conservation of works, we will show works on paper in the Watercolour Gallery featuring lithographs by Picasso, Braque and other Modern artists as well as John Harden's satirical portraits.

To counteract ongoing gender discrimination in the art world, the programme includes a strong representation of the work of female artists, both from the collection and through contemporary commissions. Mackinnon-Day's exhibition at Abbot Hall specifically addresses the role of women farmers by bringing the work of this under-represented community into relief. Work by contemporary artists will continue to be a feature of the programme through the exhibition of new work by Alison Watt at Abbot Hall and Grayson Perry's tapestries and ceramics at both Abbot Hall and Blackwell.

An important step in early 2018 will be the return of works from the collection which had to be store away from Abbot Hall while we completed the re-instatement works following the flooding in 2015. This will enable us to include a wonderful selection of works from our collection in the two RA250 shows History of the Royal Academy and Women of the Royal Acafemy. Both shows will be supported by the Art Fund. We will also use the return of the collection as an opportunity to add to collections documentation.

The focus of our learning and engagement programme in 2018 will be further development of activities for children and families, including re-starting the Crawl at the Hall programme for under-fives, improving the offer for schools by developing the programme with teachers and schools and continuing our community programmes, particularly in Kendal.

## Lakeland Arts Group

### Strategic Report for the Year Ended 31 December 2017

We look forward to completing construction of Windermere Jetty Museum of Boats, Steam and Stories and opening the Museum as a new world-class attraction on Windermere. We will have an intensive period of work to achieve this once we receive the site from the main contractors. The project work will also include completing the conservation and restoration of more of the historic boats in the collection and developing the learning, community and volunteer programmes and retail and catering offer that will be key elements of the new Museum.

We will undertake the development stage of the Abbot Hall capital project in 2018, including appointing the design team, doing the outline and detailed design stages and completing the second stage application to Arts Council England. The total cost of the project is £7.15 million and the Arts Council has invited us to apply for a total of £5 million.

#### *Principal risks and uncertainties*

##### *Major risks*

All significant activities undertaken are subject to a risk review as part of the initial project assessment and implementation. Major risks are identified and ranked in terms of their potential impact and likelihood. Major risks, for this purpose, are those that may have a significant effect on:

- Operational performance, including risks to staff, volunteers and visitors;
- Achievement of aims and objectives; or
- Meeting the expectations of beneficiaries or supporters.

The trustees review these risks on an ongoing basis and satisfy themselves that adequate systems and procedures are in place to manage the risks identified. Where appropriate, risks are covered by insurance. The following framework is central to ensuring adequate risk management:

- Regular monitoring of major risks and development of disaster recovery plans;
- Embedding risk identification and assessment within operating procedures;
- A clear structure of delegated authority and control; and
- Maintaining reserves in line with set policies.

In assessing risk the trustees recognise that some areas of work require the acceptance and management of risk if key objectives are to be achieved. The trustees have reviewed the major risks to which the charitable company is exposed and identified control and mitigation procedures, under the headings of:

- Governance;
- Operational;
- Financial;
- Environmental; and
- Compliance.

The strategic report was approved by the trustees of the charity on 27 July 2018 and signed on its behalf by:

.....  
C W N Crewdson OBE JP  
Trustee

# Lakeland Arts Group

## Trustees' Report

The trustees, who are directors for the purposes of company law, present the annual report together with the financial statements and auditors' report of the charitable company for the year ended 31 December 2017.

### Objectives and activities

#### *Objects and aims*

The principal objects of the charitable company are -

a) the advancement of the arts, culture, heritage or science and for the conservation of the environment and heritage of Cumbria and North Lancashire, including by: the establishment and maintenance of public art galleries and museums for the benefit of the public to include the care, management and display of the permanent collections of the trust established by declaration of trust dated 9th August 1957 and subsequently amended by multiple deeds of variation and now known as 'The Lakeland Arts Trust' and any other collections, groupings, displays or individual items from any other body;

b) such other public charitable purposes tending to advance artistic, historical or intellectual interests in the said area which can conveniently be promoted in combination with the purpose aforesaid; and

c) such other charitable objects as the company shall from time to time determine.

Lakeland Arts has a Strategic Plan 2014-18 to deliver the charity's objectives and the charitable company's five strategic priorities:

1. Deliver excellent artistic, heritage, learning and engagement programmes of national and international significance.
2. Create rewarding experiences for all our visitors and users.
3. Ensure the resilience and sustainability of Lakeland Arts and support Cumbria's economy.
4. Invest in our staff and develop Lakeland Arts through inspirational leadership and management.
5. Involve all in arts and heritage in new and inspiring ways and contribute to the development of local communities.

#### *Public benefit*

Abbot Hall was opened as an art gallery in September 1962, and has since built up an outstanding art collection and created one of the strongest exhibition programmes outside London.

In 1971 the Museum of Lakeland Life & Industry (MOLLI) was opened in the coach house and stable block at Abbot Hall and developed an important and extensive collection relating to the social and industrial history of the Lake District and Kendal.

In July 2001 Blackwell was opened, a Grade 1 Listed house, in a stunning position above Lake Windermere, looking across to the Coniston Fells. Designed by MH Baillie Scott and completed in 1900, this is one of the most important Arts and Crafts houses in the UK with a national reputation for its programme of exhibiting historic and contemporary crafts.

The charitable company is also responsible for Windermere Jetty which has a collection of steamboats, motor boats, yachts and rowing boats described as "the most important and coherent collection of watercraft generic to one location in existence worldwide". The charitable company is developing a new world-class museum and tourist attraction designed by Carmody Groarke architects and this is due to open in 2018 as Windermere Jetty, Museum of Boats, Steam and Stories.

The trustees confirm that they have complied with the requirements of section 4 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission for England and Wales.

# Lakeland Arts Group

## Trustees' Report

### **Structure, governance and management**

#### *Nature of governing document*

Lakeland Arts (the charitable company) is a company limited by guarantee and is also a registered charity. The charitable company was set up as part of an exercise to modernise the constitution of a separate charity, Lakeland Arts Trust, which is an unincorporated trust, constituted under a trust deed dated 19 August 1957 and is a registered charity, number 526980. Lakeland Arts Trust was formed to save Abbot Hall, an important mid eighteenth century Grade 1 Listed house on the banks of the River Kent in Kendal, and to convert it into an Art Gallery.

The charitable company is governed by its Memorandum and Articles of Association and has similar objects to Lakeland Arts Trust. As of 1 August 2013 the charitable company replaced the Trust as the operator of the various venues for use by the public and took over the redevelopment of Windermere Jetty. The funds, assets and liabilities of Lakeland Arts Trust were transferred to the charitable company. Lakeland Arts Trust continues to hold the Blackwell Endowment which is a permanent endowment, and the collections which are loaned to the charitable company.

#### *Recruitment and appointment of trustees*

The trustees keep the skill requirements for the trustee body under review. New trustees are appointed only where they have the necessary skills to contribute to the charitable company's work and development. The induction process for any newly appointed Trustee comprises an initial meeting with the trustees, followed by a series of meetings with the Chairman and senior staff on powers and responsibilities of the trustees, the aims and objectives of the charitable company, the forward programme of work, the staffing and organisation of the charitable company.

#### *Organisational structure*

The directors of the charitable company are its trustees for the purposes of charity law. The Board of Trustees of up to fifteen members, but not less than six, meets regularly and administers the charitable company. The trustees are elected by the Board of Trustees at the Annual General Meeting in accordance with the Articles of Association. The trustees who have served during the year and since the year end are shown in the Charity Information page.

At their meetings, the trustees agree the broad strategy, policy and areas of activity for the charitable company, including consideration of financial policy, reserves and risk management policies and performance. Trustees also decide the level of pay for key management personnel taking into account appropriate benchmarks. A disclosure in relation to remuneration and expenses of key management personnel is included in the notes to the accounts. The Board of Trustees appoints Investment Managers, currently Sarasin & Partners LLP, who are responsible for implementing the overall investment policy.

# Lakeland Arts Group

## Trustees' Report

### Relationships with related parties

#### Lakeland Arts Trust

Lakeland Arts is the sole trustee of Lakeland Arts Trust which holds the collections and the Blackwell endowment. As such Lakeland Arts Trust is treated as a subsidiary in these accounts.

#### Lakeland Arts Enterprises Limited

Lakeland Arts Enterprises Limited is the wholly owned trading subsidiary of the charitable company. Together with Lakeland Arts Trust and Lakeland Arts these three entities comprise Lakeland Arts Group.

#### Lakeland Arts Support Trust

Lakeland Arts Support Trust is a charity formed in 1998 for the purpose of generating income to provide financial support for the charitable company at its Abbot Hall site in Kendal. It has a separate board of trustees and so does not form part of the group.

#### South Lakeland District Council

South Lakeland District Council owns the Abbot Hall building - SLDC also makes an annual grant towards the charitable company's costs.

### Financial instruments

#### *Objectives and policies*

The group's activities expose it to a number of financial risks primarily due to the large capital project at Windermere which can constrain cashflow. The group does not use derivative financial instruments.

#### *Credit risk*

The group's principal financial assets are bank balances and cash, trade and other receivables, and investments. The group's has low credit risk as receivables are primarily grants due to be received. The credit risk on liquid funds is limited because the counterparties are banks with high credit-ratings assigned by international credit-rating agencies.

### Disclosure of information to auditor

Each trustee has taken steps that they ought to have taken as a trustee in order to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information. The trustees confirm that there is no relevant information that they know of and of which they know the auditor is unaware.

The annual report was approved by the trustees of the charity on 27 July 2018 and signed on its behalf by:

.....  
C W N Crewdson OBE JP  
Trustee

## **Lakeland Arts Group**

### **Statement of Trustees' Responsibilities**

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

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 of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the trustees are required to:

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

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

Approved by the trustees of the charity on 27 July 2018 and signed on its behalf by:

.....  
C W N Crewdson OBE JP  
Trustee

## **Lakeland Arts Group**

### **Independent Auditor's Report to the Members of Lakeland Arts Group**

#### **Opinion**

We have audited the financial statements of Lakeland Arts Group (the 'charitable parent company') and its subsidiaries (the 'group') for the year ended 31 December 2017, which comprise the Consolidated Statement of Financial Activities, Consolidated Balance Sheet, , Balance Sheet, Consolidated Statement of Cash Flows, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is United Kingdom Accounting Standards, comprising Charities SORP - FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and applicable law (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable parent company's trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the group's trustees those matters we are required to state to them in an auditor's 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 parent company and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and parent charity's affairs as at 31 December 2017 and of the group's results for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Basis for opinion**

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

#### **Conclusions relating to going concern**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you 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 ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### **Other information**

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's 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.

## **Lakeland Arts Group**

### **Independent Auditor's Report to the Members of Lakeland Arts Group**

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 Strategic Report and Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Strategic Report and Trustees' Report have 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Strategic Report and the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charitable company, 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.

#### **Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities [set out on page 19], the trustees 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.

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.

#### **Auditor's 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 auditor's 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.

## Lakeland Arts Group

### Independent Auditor's Report to the Members of Lakeland Arts Group

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

.....  
Helen Holmes BSc FCA (Senior Statutory Auditor)  
For and on behalf of Stables Thompson & Briscoe, Statutory Auditor

Chartered Accountants & Statutory Auditor  
Lowther House  
Lowther Street  
Kendal  
LA9 4DX

Date:.....

## Lakeland Arts Group

### Consolidated Statement of Financial Activities for the Year Ended 31 December 2017 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2017 £
<b>Income and Endowments from:</b>					
Donations and legacies	3	555,589	4,638,302	1,000	5,194,891
Charitable activities	4	419,381	-	-	419,381
Other trading activities	5	411,452	-	-	411,452
Investment income	6	26,198	36,431	-	62,629
Other income	7	417,390	-	-	417,390
<b>Total Income</b>		<u>1,830,010</u>	<u>4,674,733</u>	<u>1,000</u>	<u>6,505,743</u>
<b>Expenditure on:</b>					
Raising funds	8	(489,588)	-	-	(489,588)
Charitable activities	9	(2,108,414)	(472,480)	-	(2,580,894)
<b>Total Expenditure</b>		<u>(2,598,002)</u>	<u>(472,480)</u>	<u>-</u>	<u>(3,070,482)</u>
Gains/losses on investment assets		11,108	-	75,861	86,969
Net (expenditure)/income		(756,884)	4,202,253	76,861	3,522,230
Transfers between funds		294,116	5,884	(300,000)	-
<b>Other recognised gains and losses</b>					
Actuarial gains on defined benefit pension schemes		(12,456)	-	-	(12,456)
Net movement in funds		(475,224)	4,208,137	(223,139)	3,509,774
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>97,020</u>	<u>9,290,535</u>	<u>2,078,699</u>	<u>11,466,254</u>
Total funds carried forward	24	<u>(378,204)</u>	<u>13,498,672</u>	<u>1,855,560</u>	<u>14,976,028</u>

## Lakeland Arts Group

### Consolidated Statement of Financial Activities for the Year Ended 31 December 2017 (Including Consolidated Income and Expenditure Account and Statement of Total Recognised Gains and Losses)

	Note	Unrestricted funds £	Restricted funds £	Endowment funds £	Total 2016 £
<b>Income and Endowments from:</b>					
Donations and legacies	3	547,901	5,860,779	182,005	6,590,685
Charitable activities	4	410,428	-	-	410,428
Other trading activities	5	396,367	-	-	396,367
Investment income	6	26,159	34,593	-	60,752
Other income	7	367,111	-	-	367,111
Total Income		<u>1,747,966</u>	<u>5,895,372</u>	<u>182,005</u>	<u>7,825,343</u>
<b>Expenditure on:</b>					
Raising funds	8	(425,301)	-	-	(425,301)
Charitable activities	9	(1,375,064)	(442,798)	-	(1,817,862)
Total Expenditure		(1,800,365)	(442,798)	-	(2,243,163)
Gains/losses on investment assets		24,135	-	90,818	114,953
Net (expenditure)/income		(28,264)	5,452,574	272,823	5,697,133
<b>Other recognised gains and losses</b>					
Actuarial gains on defined benefit pension schemes		(39,448)	-	-	(39,448)
Net movement in funds		(67,712)	5,452,574	272,823	5,657,685
<b>Reconciliation of funds</b>					
Total funds brought forward		<u>164,732</u>	<u>3,837,961</u>	<u>1,805,876</u>	<u>5,808,569</u>
Total funds carried forward	24	<u>97,020</u>	<u>9,290,535</u>	<u>2,078,699</u>	<u>11,466,254</u>

All of the group's activities derive from continuing operations during the above two periods.

The funds breakdown for 2016 is shown in note 24.

**Lakeland Arts Group**  
**(Registration number: 8162578)**  
**Consolidated Balance Sheet as at 31 December 2017**

	Note	2017 £	(As restated) 2016 £
<b>Fixed assets</b>			
Tangible assets	16	12,881,964	8,250,173
Investments		<u>1,693,546</u>	<u>2,156,577</u>
		<u>14,575,510</u>	<u>10,406,750</u>
<b>Current assets</b>			
Stocks	19	31,225	36,639
Debtors	20	1,061,440	1,083,480
Cash at bank and in hand		<u>425,630</u>	<u>1,507,074</u>
		1,518,295	2,627,193
<b>Creditors: Amounts falling due within one year</b>	21	<u>(635,711)</u>	<u>(1,090,104)</u>
<b>Net current assets</b>		<u>882,584</u>	<u>1,537,089</u>
<b>Net assets excluding pension liability</b>		15,458,094	11,943,839
<b>Pension scheme liability</b>	22	<u>(482,066)</u>	<u>(477,585)</u>
<b>Net assets including pension liability</b>		<u>14,976,028</u>	<u>11,466,254</u>
<b>Funds of the group:</b>			
<b>Endowment funds</b>		<u>1,855,561</u>	<u>2,078,699</u>
<b>Restricted funds</b>		<u>13,498,671</u>	<u>9,290,535</u>
<b>Unrestricted income funds</b>			
Unrestricted funds		103,862	574,605
Pension reserve		<u>(482,066)</u>	<u>(477,585)</u>
Total unrestricted funds		<u>(378,204)</u>	<u>97,020</u>
<b>Total funds</b>	24	<u>14,976,028</u>	<u>11,466,254</u>

The financial statements on pages 23 to 60 were approved by the trustees, and authorised for issue on 27 July 2018 and signed on their behalf by:

.....  
C W N Crewdson OBE JP  
Trustee

**Lakeland Arts Group**  
**(Registration number: 8162578)**  
**Balance Sheet as at 31 December 2017**

	Note	2017 £	2016 £
<b>Fixed assets</b>			
Tangible assets	16	12,881,964	8,250,173
Investments		<u>543,810</u>	<u>1,071,630</u>
		<u>13,425,774</u>	<u>9,321,803</u>
<b>Current assets</b>			
Debtors	20	1,164,602	1,109,804
Cash at bank and in hand		<u>339,369</u>	<u>1,484,950</u>
		1,503,971	2,594,754
<b>Creditors: Amounts falling due within one year</b>	21	<u>(616,632)</u>	<u>(1,071,665)</u>
<b>Net current assets</b>		<u>887,339</u>	<u>1,523,089</u>
<b>Net assets including pension liability</b>		<u>14,313,113</u>	<u>10,844,892</u>
<b>Funds of the charity:</b>			
<b>Endowment funds</b>		705,822	993,750
<b>Restricted funds</b>		13,498,671	9,290,535
<b>Unrestricted income funds</b>			
Unrestricted funds		<u>108,620</u>	<u>560,607</u>
<b>Total funds</b>	24	<u>14,313,113</u>	<u>10,844,892</u>

The financial statements on pages 23 to 60 were approved by the trustees, and authorised for issue on 27 July 2018 and signed on their behalf by:

.....  
C W N Crewdson OBE JP  
Trustee

## Lakeland Arts Group

### Consolidated Statement of Cash Flows for the Year Ended 31 December 2017

	Note	2017 £	2016 £
<b>Cash flows from operating activities</b>			
Net cash income		3,509,774	5,657,685
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	8	23,036	20,536
Investment income	6	(62,629)	(60,752)
Revaluation of investments		<u>(86,969)</u>	<u>(114,953)</u>
		3,383,212	5,502,516
<b>Working capital adjustments</b>			
Decrease/(increase) in stocks	19	5,414	(2,311)
Decrease/(increase) in debtors	20	22,040	(334,228)
(Decrease)/increase in creditors	21	(473,463)	811,219
Decrease (increase) in retirement benefit obligation net of actuarial changes	22	4,481	10,831
Increase in deferred income		<u>19,070</u>	<u>5,250</u>
Net cash flows from operating activities		<u>2,960,754</u>	<u>5,993,277</u>
<b>Cash flows from investing activities</b>			
Interest receivable and similar income	6	1,085	3,565
Purchase of tangible fixed assets	16	(4,654,827)	(6,419,814)
Sale of investments		550,000	-
Income from dividends and investment property	6	<u>61,544</u>	<u>57,187</u>
Net cash flows from investing activities		<u>(4,042,198)</u>	<u>(6,359,062)</u>
Net decrease in cash and cash equivalents		(1,081,444)	(365,785)
Cash and cash equivalents at 1 January		<u>1,507,074</u>	<u>1,872,859</u>
Cash and cash equivalents at 31 December		<u>425,630</u>	<u>1,507,074</u>

All of the cash flows are derived from continuing operations during the above two periods.

## Lakeland Arts Group

### Statement of Cash Flows for the Year Ended 31 December 2017

	Note	2017 £	2016 £
<b>Cash flows from operating activities</b>			
Net cash income		3,468,221	5,598,797
<b>Adjustments to cash flows from non-cash items</b>			
Depreciation	8	23,036	20,536
Investment income	6	(62,617)	(77,558)
Revaluation of investments		<u>(22,180)</u>	<u>(45,232)</u>
		3,406,460	5,496,543
<b>Working capital adjustments</b>			
Increase in debtors	20	(54,798)	(347,244)
(Decrease)/increase in creditors	21	(474,103)	810,138
Increase in deferred income		<u>19,070</u>	<u>5,250</u>
Net cash flows from operating activities		<u>2,896,629</u>	<u>5,964,687</u>
<b>Cash flows from investing activities</b>			
Interest receivable and similar income	6	1,073	3,565
Purchase of tangible fixed assets	16	(4,654,827)	(6,419,814)
Sale of investments		550,000	-
Income from dividends and investment property	6	<u>61,544</u>	<u>73,993</u>
Net cash flows from investing activities		<u>(4,042,210)</u>	<u>(6,342,256)</u>
Net decrease in cash and cash equivalents		(1,145,581)	(377,569)
Cash and cash equivalents at 1 January		<u>1,484,950</u>	<u>1,862,519</u>
Cash and cash equivalents at 31 December		<u><u>339,369</u></u>	<u><u>1,484,950</u></u>

All of the cash flows are derived from continuing operations during the above two periods.

# Lakeland Arts Group

## Notes to the Financial Statements for the Year Ended 31 December 2017

### 1 Charity status

The charity is a charity limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the charity in the event of liquidation. The address of the registered office is given on the charity information page of these financial statements. The nature of the charity's operations and principal activities are as an arts and heritage organisation caring for and running Abbot Hall Art Gallery and The Museum of Lakeland Life & Industry in Kendal, Blackwell, The Arts & Crafts House, and the new Windermere Jetty, Museum of Boats, Steam and Stories in Bowness-on-Windermere.

### 2 Accounting policies

#### Summary of significant accounting policies and key accounting estimates

The principal accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

#### Statement of compliance

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.

#### Basis of preparation

Lakeland Arts Group 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 notes.

The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value. The financial statements are prepared in sterling which is the functional currency of the charity and rounded to the nearest £.

#### Basis of consolidation

The consolidated financial statements consolidate the financial statements of the charity and its subsidiary undertakings drawn up to 31 December 2017. The subsidiaries consolidated for this purpose were Lakeland Arts Enterprises Ltd and Lakeland Arts Trust.

No statement of financial activities is presented for the charity as permitted by section 408 of the Companies Act 2006. The charity made a surplus after tax for the financial year of £3,492,405 (2016 - £5,598,798).

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

A subsidiary is an entity controlled by the charity. Control is achieved where the charity has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

The results of subsidiaries acquired or disposed of during the year are included in the statement of financial activities from the effective date of acquisition or up to the effective date of disposal, as appropriate. Where necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with those used by the group.

The purchase method of accounting is used to account for business combinations that result in the acquisition of subsidiaries by the group. The cost of a business combination is measured as the fair value of the assets given, equity instruments issued and liabilities incurred or assumed at the date of exchange, plus costs directly attributable to the business combination. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. Any excess of the cost of the business combination over the acquirer's interest in the net fair value of the identifiable assets, liabilities and contingent liabilities recognised is recorded as goodwill.

Inter-company transactions, balances and unrealised gains on transactions between the charity and its subsidiaries, which are related parties, are eliminated in full.

Intra-group losses are also eliminated but may indicate an impairment that requires recognition in the consolidated financial statements.

Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the group. Non-controlling interests in the net assets of consolidated subsidiaries are identified separately from the group's equity therein. Non-controlling interests consist of the amount of those interests at the date of the original business combination and the non-controlling shareholder's share of changes in equity since the date of the combination. Total comprehensive income is attributed to non-controlling interests even if this results in the non-controlling interests having a deficit balance.

#### **Going concern**

The financial statements have been prepared on a going concern basis.

The trustees assess whether the use of going concern is appropriate i.e. whether there are any material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The trustees make this assessment in respect of a period of one year from the date of approval of the financial statements.

The charity is delivering a new world-class heritage attraction, Windermere Jetty, Museum of Boats, Steam & Stories. As a result of unforeseen delays in construction work, the Museum is now due to open in Autumn 2018, following completion of construction in 2018. This is a substantial capital project, with a total cost of over £19m. Successful fundraising has covered most of the cost, but there is a shortfall which the charity is addressing. The charity's Capital Completion Fundraising Strategy will build on the fundraising success achieved to date to meet the required target and bridge any funding gap. The charity's reserves are in line with strategy. On this basis, it is believed that the charity is a going concern.

#### **Income and endowments**

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

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

#### ***Donations and legacies***

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

- i. when donors specify that donations and grants given to the charitable company must be used in future accounting periods the income is deferred until these periods; or
- ii. when donors impose conditions which have to be fulfilled before the charitable company becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

When donors specify that donations and 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.

Legacy gifts are recognised on a case by case basis following the grant of probate when the administrator/executor for the estate has communicated in writing both the amount and settlement date. In the event that the gift is in the form of an asset other than cash or a financial asset traded on a recognised stock exchange, recognition is subject to the value of the gift being reliably measurable with a degree of reasonable accuracy and the title to the asset having been transferred to the charity.

#### ***Deferred income***

Deferred income represents amounts received for future periods and is released to incoming resources in the period for which, it has been received. 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.

#### ***Gifts in kind***

Gifts in kind donated for resale are included at fair value, being the expected proceeds from sale less the expected costs of sale. Where estimating the fair value is practicable upon receipt it is recognised in stock and 'Income from other trading activities'. Upon sale, the value of the stock is charged against 'Income from other trading activities' and the proceeds are recognised as 'Income from other trading activities'. Where it is impracticable to fair value the items due to the volume of low value items they are not recognised in the financial statements until they are sold. This income is recognised within 'Income from other trading activities'.

Fixed asset gifts in kind are recognised when receivable and are included at fair value. They are not deferred over the life of the asset.

Donated heritage assets are recognised in the Heritage Asset note but are not otherwise recognised in the Statement of Financial Activities (SOFA) in line with the policy on Heritage Assets.

#### ***Donated services and facilities***

Where services or facilities are provided to the charity as a donation that would normally be purchased from our suppliers, this benefit is included in the financial statements at its fair value unless its fair value cannot be reliably measured, then at the cost to the donor or the resale value of goods that are to be sold.

#### ***Other trading activities***

Income from commercial trading activities, including retail and catering and commission on sale or return items through retail outlets. This income is primarily the income of the trading subsidiary Lakeland Arts Enterprises Ltd and is recorded on a receivable basis.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### *Investment income*

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank. Dividends are recognised once the dividend has been declared and notification has been received of the dividend due.

#### *Charitable activities*

Income from Charitable trading activities through Abbot Hall Art Gallery, Blackwell the Arts & Crafts House and the Museum of Lakeland Life and Industry (including admission, learning and Friends of Lakeland Arts memberships), is included in incoming resources in the period for which it is receivable.

#### *Other income*

Income from parking, room hires and other sources, including income in anticipation of an insurance claim in 2015. The claim relates to flooding which affected many parts of the locality in December 2015. Lakeland Arts suffered significant business interruption to all venues during December and into 2016 and 2017 due to a reduction in the number of visitors to the area. The catering premises at Abbot Hall flooded and were forced to close in December 2015 and were accommodated in temporary facilities from June 2016 to May 2017, when they were replaced by the Bakestone cafe. Costs were also incurred in moving the collections off-site whilst work is undertaken to create a suitable on-site storage facility above the flood level. The insurance claim has now been agreed and the final amount receivable is included in these accounts.

#### **Expenditure**

All expenditure is recognised once there is a legal or constructive obligation to that expenditure, it is probable settlement is required and the amount can be measured reliably.

Expenditure is included in the Consolidated Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. All costs are defined in 4 specific categories:

- Raising funds
- Fundraising trading
- Charitable activities
- Other

#### *Raising funds*

These are costs incurred in attracting voluntary income, the management of investments and those incurred in trading activities that raise funds.

Fund-raising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities.

#### *Charitable activities*

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

#### **Support costs**

Support costs are those that assist the work of the charity but do not directly represent charitable activities and include office costs, governance costs and administrative payroll costs. They are incurred directly in support of expenditure on the objects of the charity and include project management and professional fees. Where support costs cannot be directly attributed to particular headings they have been allocated to cost of raising funds and expenditure on charitable activities on a basis consistent with use of the resources.

#### **Governance costs**

These include the costs attributable to the charity's compliance with constitutional and statutory requirements, including audit, strategic management and trustees's meetings and reimbursed expenses.

#### **Taxation**

The charity is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

#### **Tangible fixed assets**

Individual fixed assets costing £5,000.00 or more are initially recorded at cost including any incidental expenses of acquisition (with the exception of heritage assets), less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Lakeland Arts owns the former Kendal Grammar School (constructed 1588) which is part of the Abbot Hall site. The building is currently divided into 2 parts; no 9 Church Walk is a residential property acquired in 2011 and held as part of the investment portfolio and no 11 Church Walk, also residential which has been in the ownership of Lakeland Arts for many years and is currently used as storage. The latter portion was valued last year and included in the accounts as a freehold property. The property is stated in the accounts at market value. Revaluation will take place every 5 years.

An asset is under construction at the former site of the Windermere Steamboat Museum. The museum, designed by Carmody Groarke Architects, will open in 2018 and will house a nationally important collection of steamboats and other vessels known as the Steamboat Museum Collection. Details of progress on the project are included in the Trustees Report.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### Heritage assets

Lakeland Arts' principal objects include establishment and maintenance of public art galleries and museums for the benefit of the public. In this connection the charitable company has a long leasehold interest, at a peppercorn rent, in listed buildings at Abbot Hall, of which Abbot Hall itself is Grade 1 Listed. The charitable company also has a freehold interest in the Grade 1 Listed Arts & Crafts House at Blackwell – a property of unique historic importance near Bowness-on-Windermere.

These historic properties are inalienable heritage assets in the sense that it is a fundamental part of the charitable company's purpose to hold and preserve them permanently, and Lakeland Arts is effectively prohibited from disposing of them for any other purpose, not only by the terms of its governing documents, but also by external considerations including the terms of leases, conditions applied by funding bodies and planning consents. These properties are not assets in the normal sense of the word because under the irrevocable terms of their present use they have no market value. To provide a market value based on an impermissible change of use would be misleading. The Trustees consider that the buildings are heritage assets and the charitable company does not, therefore, represent them on the Balance Sheet.

Further information on the Lakeland Arts' heritage assets is given in the notes, in accordance with the terms of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) '18. Accounting for heritage assets'.

#### Depreciation and amortisation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows:

Asset class	Depreciation method and rate
Freehold land and buildings	Held at valuation, revalued every five years
Leasehold land and buildings	straight line over the term of the lease
Plant, equipment and fittings	straight line over 4 years

#### Research and development

Research and development expenditure is written off as incurred.

#### Investment properties

Investment property is carried at fair value, derived from the current market prices for comparable real estate determined annually by external valuers. The valuers use observable market prices, adjusted if necessary for any difference in the nature, location or condition of the specific asset. Changes in fair value are recognised in profit or loss.

18 Peppercorn Lane, valued at £125,000

9 Church Walk, valued at £230,000

Revaluation took place during 2015.

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

#### **Business combinations**

Business combinations are accounted for under the purchase method. Where necessary, adjustments are made to the financial statements of subsidiaries to bring the accounting policies used into line with those used by the group. All intra-group transactions, balances, income and expenses are eliminated on consolidation. In accordance with Section 35 of FRS 102, Section 19 of FRS 102 has not been applied in these financial statements in respect of business combinations effected prior to the date of transition.

#### **Fixed asset investments**

Fixed asset investments, other than programme related investments, are included at market value at the balance sheet date. Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the Statement of Financial Activities in the period of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the Statement of Financial Activities based on the market value at the year end.

#### **Stock**

Stock consists of purchased goods for resale and is included at the lower of cost or net realisable value.

#### **Trade debtors**

Trade debtors are amounts due from customers for merchandise sold or services performed in the ordinary course of business.

Trade debtors are recognised initially at the transaction price. They are subsequently measured at amortised cost using the effective interest method, less provision for impairment. A provision for the impairment of trade debtors is established when there is objective evidence that the charity will not be able to collect all amounts due according to the original terms of the receivables.

#### **Cash and cash equivalents**

Cash and cash equivalents comprise cash on hand and call deposits, and other short-term highly liquid investments that are readily convertible to a known amount of cash and are subject to an insignificant risk of change in value.

#### **Trade creditors**

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if the charity does not have an unconditional right, at the end of the reporting period, to defer settlement of the creditor for at least twelve months after the reporting date. If there is an unconditional right to defer settlement for at least twelve months after the reporting date, they are presented as non-current liabilities.

Trade creditors are recognised initially at the transaction price and subsequently measured at amortised cost using the effective interest method.

#### **Fund structure**

Unrestricted income funds are general funds that are available for use at the trustees's discretion in furtherance of the objectives of the group.

Designated funds are unrestricted funds set aside for specific purposes at the discretion of the trustees.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

Restricted income funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose.

Restricted endowment funds – these are non-permanent endowment funds, the income from which contributes to the operating expenses of Lakeland Arts. The assets of the funds are represented by investments.

#### **Financial instruments**

##### *Classification*

Financial assets and financial liabilities are recognised when the group becomes a party to the contractual provisions of the instrument.

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the group after deducting all of its liabilities.

##### *Recognition and measurement*

All financial assets and liabilities are initially measured at transaction price (including transaction costs), except for those financial assets classified as at fair value through profit or loss, which are initially measured at fair value (which is normally the transaction price excluding transaction costs), unless the arrangement constitutes a financing transaction. If an arrangement constitutes a financing transaction, the financial asset or financial liability is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial assets and liabilities are only offset in the statement of financial position when, and only when there exists a legally enforceable right to set off the recognised amounts and the group intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Financial assets are derecognised when and only when a) the contractual rights to the cash flows from the financial asset expire or are settled, b) the group transfers to another party substantially all of the risks and rewards of ownership of the financial asset, or c) the group, despite having retained some, but not all, significant risks and rewards of ownership, has transferred control of the asset to another party.

Financial liabilities are derecognised only when the obligation specified in the contract is discharged, cancelled or expires.

##### *Investments*

Investments in non-convertible preference shares and non-puttable ordinary or preference shares (where shares are publicly traded or their fair value is reliably measurable) are measured at fair value through profit or loss. Where fair value cannot be measured reliably, investments are measured at cost less impairment.

Investments in subsidiaries and associates are measured at cost less impairment. For investments in subsidiaries acquired for consideration including the issue of shares qualifying for merger relief, cost is measured by reference to the nominal value of the shares issued plus fair value of other consideration. Any premium is ignored.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 3 Income from donations and legacies

	<b>Unrestricted funds</b>		<b>Endowment funds</b>		<b>Total 2017</b>	<b>Total 2016</b>
	<b>General</b>	<b>Restricted</b>	<b>Permanent</b>		<b>£</b>	<b>£</b>
	<b>£</b>	<b>funds</b>	<b>£</b>			
		<b>£</b>				
Voluntary income;						
Windermere Jetty						
Capital Project	-	4,203,772	1,000		4,204,772	5,855,552
Other grants and						
donations	526,335	434,530	-		960,865	694,978
Legacies	25,051	-	-		25,051	40,155
Donated services						
and facilities	4,203	-	-		4,203	-
	<u>555,589</u>	<u>4,638,302</u>	<u>1,000</u>		<u>5,194,891</u>	<u>6,590,685</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

Windermere Jetty Capital Project	Restricted funds	Restricted endowment funds	2017	2016
	£	£	£	£
Heritage Lottery Fund	3,856,462	-	3,856,462	5,267,259
Regional Growth Fund	-	-	-	127,746
Garfield Weston Foundation	100,000	-	100,000	-
Wolfson Foundation	-	-	-	250,000
The Foyle Foundation	75,000	-	75,000	-
The Headley Trust	75,000	-	75,000	-
Mr & Mrs A Ambler	25,000	-	25,000	-
W J Endowment	-	1,000	1,000	182,005
The Michael Marks Charitable Trust	10,000	-	10,000	-
Aslackby Trust	10,000	-	10,000	-
The Steel Charitable Trust	10,000	-	10,000	-
John Armitage Charitable Trust	5,000	-	5,000	-
M Ainscough	5,000	-	5,000	-
J H Barker	5,000	-	5,000	-
A Gallagher	5,000	-	5,000	-
N Harrison	5,000	-	5,000	-
Cumbria Community Foundation	-	-	-	10,000
Other donations of £1,000 and under	14,032	-	14,032	5,925
Interest (bank)	-	-	-	4,543
Fundraising	1,500	-	1,500	3,297
Gift Aid	1,778	-	1,778	2,027
J Hudson	-	-	-	1,500
A Case	-	-	-	1,250
	<u>4,203,772</u>	<u>1,000</u>	<u>4,204,772</u>	<u>5,855,552</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

Other grants and donations	Unrestricted funds	Restricted funds	2017	2016
	£	£	£	£
Arts Council England MPM	297,096	-	297,096	291,714
Arts Council England NPO	120,696	-	120,696	120,696
Arts Council England - Abbot Hall	-	6,948	6,948	62,534
Lakeland Arts Support Trust	35,911	250,000	285,911	46,162
Arts Council England - Abbot Hall Project	-	37,497	37,497	-
Heritage Lottery Fund- Blackwell Project	-	6,690	6,690	26,760
The Sir John Fisher Foundation	-	75,000	75,000	25,000
South Lakeland District Council	20,000	9,115	29,115	20,000
John Ellerman Foundation	19,000	-	19,000	-
Cumbria Flood Recovery Fund 2015 (Groups)	-	15,000	15,000	7,500
Gilbert Gilkes & Gordon Ltd	-	15,000	15,000	-
Benefactors and Patrons	16,849	-	16,849	25,340
Creative Age Project: In the Moment	-	10,280	10,280	24,203
Cumbria County Council - Dementia Programme	-	5,000	5,000	-
Cumbria Community Foundation	2,500	-	2,500	20,000
John Ellerman Foundation	-	-	-	7,667
Sanlam Private Wealth	-	-	-	6,000
Other donations including gift aid	12,033	-	12,033	4,143
Horsley Couture	-	2,500	2,500	-
Rathbones	-	1,500	1,500	-
Mr & Mrs Ambler	2,000	-	2,000	-
D Tune	-	-	-	2,000
R Leach	-	-	-	2,000
Armstrong Watson	-	-	-	1,750
Kendal Town Council	250	-	250	1,000
Tullie House Museum & Art Gallery	-	-	-	509
	<u>526,335</u>	<u>434,530</u>	<u>960,865</u>	<u>694,978</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

Legacies	Unrestricted funds	Restricted funds	2017	2016
	£	£	£	£
The Estate of the late Mary Burkett	-	-	-	28,155
Estate of Dr M Purdy	22,038	-	22,038	
Estate of Ruan Peregrine James Galloway McWilliam	-	-	-	10,000
Estate of Roger Chorley	3,013		3,013	
Estate of Anne Speight	-	-	-	2,000
	<u>25,051</u>	<u>-</u>	<u>25,051</u>	<u>40,155</u>

#### 4 Income from charitable activities

	Unrestricted funds	Total 2017	Total 2016
	General £	£	£
Admission charges	412,514	412,514	400,209
Learning income	6,867	6,867	10,219
	<u>419,381</u>	<u>419,381</u>	<u>410,428</u>

#### 5 Income from other trading activities

	Unrestricted funds	Total 2017	Total 2016
	General £	£	£
Trading income;			
Commercial trading operations	372,290	372,290	359,660
Commission on sale or return	39,162	39,162	36,707
	<u>411,452</u>	<u>411,452</u>	<u>396,367</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 6 Investment income

	Unrestricted funds	Restricted funds	Total 2017	Total 2016
	General £	£	£	£
Income from dividends;				
Dividends receivable from other listed investments	-	36,431	36,431	34,593
Interest receivable and similar income;				
Interest receivable on bank deposits	1,085	-	1,085	3,565
Other income from fixed asset investments	19,893	-	19,893	23,182
Income from rents	5,220	-	5,220	(588)
	<u>26,198</u>	<u>36,431</u>	<u>62,629</u>	<u>60,752</u>

#### 7 Other income

	Unrestricted funds	Total 2017	Total 2016
	General £	£	£
Other income	4,401	4,401	6,247
Insurance claim	398,636	398,636	341,818
Parking	10,604	10,604	13,454
Room hire	1,784	1,784	2,340
Commission on exhibition sales	-	-	1,442
Licence of images	1,415	1,415	1,260
SLDC community toilet scheme	550	550	550
	<u>417,390</u>	<u>417,390</u>	<u>367,111</u>

The insurance claim was agreed and received after the year end for the damage caused by the 2015 floods at Abbot Hall in Kendal.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 8 Expenditure on raising funds

##### a) Costs of generating donations and legacies

		<b>Unrestricted funds</b>		
	<b>Note</b>	<b>General £</b>	<b>Total 2017 £</b>	<b>Total 2016 £</b>
Marketing and publicity		1,686	1,686	2,515
Other direct costs of generating voluntary income		27,016	27,016	25,226
Allocated support costs	10	<u>38,884</u>	<u>38,884</u>	<u>25,248</u>
		<u><u>67,586</u></u>	<u><u>67,586</u></u>	<u><u>52,989</u></u>

##### b) Costs of trading activities

		<b>Unrestricted funds</b>		
	<b>Note</b>	<b>General £</b>	<b>Total 2017 £</b>	<b>Total 2016 £</b>
Trading subsidiary costs		<u>422,002</u>	<u>422,002</u>	<u>372,312</u>
		<u><u>422,002</u></u>	<u><u>422,002</u></u>	<u><u>372,312</u></u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 9 Expenditure on charitable activities

	Unrestricted funds		Total 2017 £	Total 2016 £
	General £	Restricted funds £		
Exhibition programmes	291,190	30,850	322,040	255,929
Blackwell Project	-	19,063	19,063	52,365
Collections and conservation of exhibits	34,535	280	34,815	55,665
Learning	159,515	11,150	170,665	143,651
Publicity and memberships	139,389	860	140,249	146,308
Historic buildings and premises costs	463,330	210,098	673,428	530,147
Visitor operations	130,199	2,560	132,759	96,823
Windermere Jetty Project	779,814	197,619	977,433	437,581
	<u>1,997,972</u>	<u>472,480</u>	<u>2,470,452</u>	<u>1,718,469</u>

	Activity undertaken directly £	Activity support costs £	Total 2017 £	Total 2016 £
	Exhibition programmes	265,865		
Blackwell Project	19,063	-	19,063	52,365
Collections and conservation of exhibits	26,056	8,759	34,815	55,665
Learning	109,476	61,189	170,665	143,651
Publicity and memberships	114,050	26,199	140,249	146,308
Historic buildings and premises costs	607,236	66,192	673,428	530,147
Visitor operations	55,024	77,735	132,759	96,823
Windermere Jetty Project	950,270	27,163	977,433	437,581
	<u>2,147,040</u>	<u>323,412</u>	<u>2,470,452</u>	<u>1,718,469</u>

£1,997,972 (2016 - £1,275,671) of the above expenditure was attributable to unrestricted funds and £472,480 (2016 - £442,798) to restricted funds.

In addition to the expenditure analysed above, there are also governance costs of £110,442 (2016 - £99,393) which relate directly to charitable activities. See note 10 for further details.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 10 Analysis of governance and support costs

##### Governance costs

	Unrestricted funds		
	General	Total	Total
	£	2017	2016
		£	£
Staff costs			
Wages and salaries	84,791	84,791	81,971
Social security costs	9,405	9,405	9,928
Audit fees			
Audit and other fees paid to auditors	16,245	16,245	7,494
	<u>110,441</u>	<u>110,441</u>	<u>99,393</u>

#### 11 Net incoming/outgoing resources

Net incoming resources for the year include:

	2017	2016
	£	£
Depreciation of fixed assets	<u>23,036</u>	<u>20,537</u>

#### 12 Trustees remuneration and expenses

No trustees, nor any persons connected with them, have received any remuneration from the group during the year.

No trustees have received any other benefits from the charity during the year.

Donations made by the trustees without any conditions attached totalled £11,000 for the year (2016 - £Nil).

Out of pocket expenses were reimbursed to trustees of £186 (2016 - £690)

#### 13 Staff costs

The aggregate payroll costs were as follows:

	2017	2016
	£	£
<b>Staff costs during the year were:</b>		
Wages and salaries	1,014,615	956,848
Social security costs	76,220	83,233
Pension costs	5,427	4,857
	<u>1,096,262</u>	<u>1,044,938</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

The monthly average number of persons (including senior management team) employed by the group during the year expressed as full time equivalents was as follows:

	2017 No	2016 No
Management, curatorial, marketing and learning	23	22
Administration	4	6
Desk/shop staff	3	7
Coffee House & Tea Room	11	10
Other	2	2
	<u>43</u>	<u>47</u>

The average number of employees in the year as defined by s382/383 of the Companies Act 2006 was 60.

The number of employees whose emoluments fell within the following bands was:

	2017 No	2016 No
£60,001 - £70,000	<u>1</u>	<u>1</u>

The total employee benefits of the key management personnel of the group were £192,337 (2016 - £177,562).

#### 14 Auditors' remuneration

	2017 £	2016 £
Audit of the financial statements for the parent and trading subsidiary	<u>14,125</u>	<u>6,678</u>
<b>Other fees to auditors</b>		
The independent examination of Lakeland Arts Trust	900	816
Audit-related assurance services	660	-
All other assurance services	560	-
All other non-audit services	8,099	3,859
	<u>10,219</u>	<u>4,675</u>

The audit fees include provision of accountancy services for the preparation of group accounts.

#### 15 Taxation

The group is a registered charity and is therefore exempt from taxation.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 16 Tangible fixed assets

##### Group

	Land and buildings £	Furniture and equipment £	Motor vehicles £	Asset in the course of construction £	Total £
<b>Cost</b>					
At 1 January 2017	190,000	280,623	14,950	7,990,616	8,476,189
Additions	-	6,046	-	4,648,781	4,654,827
At 31 December 2017	<u>190,000</u>	<u>286,669</u>	<u>14,950</u>	<u>12,639,397</u>	<u>13,131,016</u>
<b>Depreciation</b>					
At 1 January 2017	-	211,066	14,950	-	226,016
Charge for the year	-	23,036	-	-	23,036
At 31 December 2017	<u>-</u>	<u>234,102</u>	<u>14,950</u>	<u>-</u>	<u>249,052</u>
<b>Net book value</b>					
At 31 December 2017	<u>190,000</u>	<u>52,567</u>	<u>-</u>	<u>12,639,397</u>	<u>12,881,964</u>
At 31 December 2016	<u>190,000</u>	<u>69,557</u>	<u>-</u>	<u>7,990,616</u>	<u>8,250,173</u>

##### Charity

	Land and buildings £	Furniture and equipment £	Motor vehicles £	Asset in the course of construction £	Total £
<b>Cost</b>					
At 1 January 2017	190,000	280,623	14,950	7,990,616	8,476,189
Additions	-	6,046	-	4,648,781	4,654,827
At 31 December 2017	<u>190,000</u>	<u>286,669</u>	<u>14,950</u>	<u>12,639,397</u>	<u>13,131,016</u>
<b>Depreciation</b>					
At 1 January 2017	-	211,066	14,950	-	226,016
Charge for the year	-	23,036	-	-	23,036
At 31 December 2017	<u>-</u>	<u>234,102</u>	<u>14,950</u>	<u>-</u>	<u>249,052</u>
<b>Net book value</b>					
At 31 December 2017	<u>190,000</u>	<u>52,567</u>	<u>-</u>	<u>12,639,397</u>	<u>12,881,964</u>
At 31 December 2016	<u>190,000</u>	<u>69,557</u>	<u>-</u>	<u>7,990,616</u>	<u>8,250,173</u>

The asset in the course of construction is the development of the Windermere Steamboat Museum which will open in 2018. The development is a restricted asset and is being funded by the Heritage Lottery Fund, The Regional Growth Fund, trusts and foundations and individual donors.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 17 Heritage assets

##### Group

##### Summary of transactions

	2017 £	2016 £	2015 £	2014 £	2013 £
<b>Purchases and additions</b>					
Books	-	2,500	-	-	180
Ceramics	-	-	3,780	-	-
Ephemera	-	-	-	-	60
Furniture	20,000	-	5,000	-	9,000
Glass negatives	-	-	-	-	500
Industrial history	-	-	-	19,000	-
Paintings	-	-	-	-	28,000
Textiles	1,062	-	-	-	-
<b>Donations</b>					
Boat models	-	-	-	-	7,000
Ceramics	-	2,750	-	-	2,430
Costume	-	700	-	-	-
Drawings	100	-	-	-	16,600
Engravings	-	-	-	-	5,600
Ephemera	-	270	-	-	-
Industrial history	100	-	-	300	-
Paintings	1,260,000	148,500	5,000	56,000	5,050
Prints	-	-	-	200	400
Sculpture	-	-	-	-	10,000
Social history	250	865	-	-	-
Watercolours	-	-	15,000	6,300	24,080
Total additions	<u>1,281,512</u>	<u>155,585</u>	<u>28,780</u>	<u>81,800</u>	<u>108,900</u>

##### Heritage assets not recognised in the balance sheet

From 1 August 2013 the charitable company entered into a Loan and Management Agreement with the owner of the collections, Lakeland Arts Trust, under which all responsibilities in relation to the collections including acquisition, disposal, preservation and management, transferred to Lakeland Arts.

Lakeland Arts maintains a full inventory of all the collections held. This includes location and movements in and out of works of art and museum objects which, from time to time, may be loaned to/from other museums and galleries.

The permanent collections are held by Lakeland Arts Trust.

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

#### **Lakeland Arts Trust's Collection of Works of Art and Museum Exhibits**

The principal areas of the collection are:

- Eighteenth century furniture, British landscape and portrait paintings, with a particularly strong group of works by George Romney;
- Eighteenth and nineteenth century watercolours, including an exceptional group by John Ruskin, four major works by JMW Turner and a number of other key works, many of which relate to the Lake District;
- Twentieth century and contemporary British art, with sculpture by figures such as Jean Arp, Barbara Hepworth and Elizabeth Frink, as well as work by many of the leading painters including Samuel Peploe, Ben and Winifred Nicholson, a strong group of St Ives work, Kurt Schwitters, Stanley Spencer, Graham Sutherland, John Piper, Ivon Hitchens, Frank Auerbach, Paula Rego, Bridget Riley and Sean Scully;
- Strong holding of prints by such names as Henry Moore, David Hockney and Lucian Freud;
- Material relating to the social and industrial history of the Lake District and Kendal. This includes nineteenth and twentieth century photographs, Lake District crafts, rural trades and industries and domestic and shop interiors. There is important material relating to the author Arthur Ransome, Annie Garnett's early twentieth century textiles made at the Spinnery in Bowness and arts and crafts furniture by Arthur Simpson of Kendal and other regional makers;
- Material relating to M.H. Baillie Scott including furniture, books and published designs, archive material relating to the history of Blackwell, Arts & Crafts furniture and a small number of objects by Arts & Crafts designers and/or makers shown principally at Blackwell The Arts and Crafts House;
- Small collection of studio ceramics;
- Over 40 boats and a large collection of smaller objects relating to boats and boating on Lake Windermere. The collection is acknowledged to be one of the most important collections of vessels generic to one location worldwide and to reflect important themes in technical, social and economic history. The Pattinson Collection, named after the founder of the Museum Mr G.H. Pattinson, was augmented and added to by the collection of the Windermere Nautical Trust and covers many aspects of boating on Windermere including wooden steam launches, motor boats, yachts and canoes. Eleven boats were transferred to the Lakeland Arts Trust through H.M. Government's Acceptance in Lieu Scheme in 2007.

#### **Acquisitions**

Potential acquisitions, which may be purchased or gifted, must meet the requirements laid out in the charitable company's Collections Development Policy (2017).

#### **Disposals**

By definition, the Lakeland Arts Trust has a long-term purpose and holds collections in trust for society in relation to its stated objectives. The Trustees therefore accept the principle that sound curatorial reasons for disposal must be established before consideration is given to the disposal of any items in Lakeland Arts collections. The disposal policy is detailed in Lakeland Arts' Collections Development Policy (2017).

#### **Preservation and Management**

Lakeland Arts Trust was first awarded MLA Accreditation status in 2009 and following the award Abbot Hall, Blackwell and the Museum of Lakeland Life and Industry have entered into a planned timetable of collections preservation, care and management. Accreditation is now operated by Arts Council England. Windermere Jetty will apply for Accreditation when it opens to the public, due to be in 2018.

In 2010 some of the principal objects in the collection were valued by Sotheby's. The valuation was carried out specifically to inform a risk management exercise which resulted in a review of the insured values and risks for the collection. For the purpose of reinstatement the value of all of the charitable company's Heritage assets, including buildings and land is estimated as £25.4m.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 18 Fixed asset investments

##### Group

	2017 £	2016 £
Investment properties	355,000	355,000
Other investments	<u>1,338,546</u>	<u>1,801,577</u>
	<u>1,693,546</u>	<u>2,156,577</u>

##### Investment properties

	<b>Investment properties £</b>
<b>Cost or Valuation</b>	
At 1 January 2017	<u>355,000</u>
<b>Provision</b>	
At 31 December 2017	<u>-</u>
<b>Net book value</b>	
At 31 December 2017	<u>355,000</u>
At 31 December 2016	<u>355,000</u>

The investment properties were valued in 2015 by an independent valuer.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### Other investments

	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or Valuation</b>		
At 1 January 2017	1,801,577	1,801,577
Revaluation	86,969	86,969
Disposals	<u>(550,000)</u>	<u>(550,000)</u>
At 31 December 2017	<u>1,338,546</u>	<u>1,338,546</u>
<b>Net book value</b>		
At 31 December 2017	<u>1,338,546</u>	<u>1,338,546</u>
At 31 December 2016	<u>1,801,577</u>	<u>1,801,577</u>

#### Charity

	<b>2017 £</b>	<b>2016 £</b>
Investment properties	355,000	355,000
Shares in group undertakings and participating interests	2	2
Other investments	<u>188,808</u>	<u>716,628</u>
	<u>543,810</u>	<u>1,071,630</u>

#### Investment properties

	<b>Investment properties £</b>
<b>Cost or Valuation</b>	
At 1 January 2017	<u>355,000</u>
<b>Provision</b>	
At 31 December 2017	<u>-</u>
<b>Net book value</b>	
At 31 December 2017	<u>355,000</u>
At 31 December 2016	<u>355,000</u>

The investment properties were valued in 2015 by an independent valuer.

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### Shares in group undertakings and participating interests

	<b>Subsidiary undertakings £</b>	<b>Total £</b>
<b>Cost</b>		
At 1 January 2017	2	2
At 31 December 2017	2	2
<b>Net book value</b>		
At 31 December 2017	2	2
At 31 December 2016	2	2

#### Other investments

	<b>Listed investments £</b>	<b>Total £</b>
<b>Cost or Valuation</b>		
At 1 January 2017	716,628	716,628
Revaluation	22,180	22,180
Disposals	(550,000)	(550,000)
At 31 December 2017	188,808	188,808
<b>Net book value</b>		
At 31 December 2017	188,808	188,808
At 31 December 2016	716,628	716,628

#### Details of undertakings

Details of the investments in which the charity holds 20% or more of the nominal value of any class of share capital are as follows:

Undertaking	Country of incorporation	Holding	Proportion of voting rights and shares held	Principal activity
<b>Subsidiary undertakings</b>				
Lakeland Arts Enterprises Ltd	England	Ordinary	100%	Operating tea rooms and gift shops

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### Subsidiaries

The loss for the financial period of Lakeland Arts Enterprises Ltd was £20,626 and the aggregate amount of capital and reserves at the end of the period was £(6,626).

#### 19 Stock

	Group		Charity	
	2017 £	2016 £	2017 £	2016 £
Finished goods	31,225	36,639	-	-

#### 20 Debtors

	Group		Charity	
	2017 £	2016 £	2017 £	2016 £
Trade debtors	11,454	679	9,898	679
Due from group undertakings	-	-	133,924	72,752
Prepayments	42,110	74,867	13,426	19,763
Accrued income	701,715	836,212	701,715	836,212
VAT recoverable	44,378	160,425	44,378	169,623
Other debtors	261,783	11,297	261,261	10,775
	1,061,440	1,083,480	1,164,602	1,109,804

#### 21 Creditors: amounts falling due within one year

	Group		Charity	
	2017 £	2016 £	2017 £	2016 £
Trade creditors	552,708	1,001,257	537,981	987,504
Other taxation and social security	20,264	20,200	20,264	20,200
Other creditors	5,392	3,467	5,391	3,465
Accruals	33,027	59,930	28,676	55,246
Deferred income	24,320	5,250	24,320	5,250
	635,711	1,090,104	616,632	1,071,665

#### Deferred income

	2017 £
Deferred income at 1 January 2017	5,250
Resources deferred in the period	28,820
Amounts released from previous periods	(5,250)
Deferred income at 31 December 2017	28,820

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 22 Pension and other schemes

##### Defined contribution pension scheme

The group operates a defined contribution pension scheme. The pension cost charge for the year represents contributions payable by the group to the scheme and amounted to £5,427 (2016 - £4,857).

##### Defined benefit pension schemes

###### Cumbria Local Government Pension Scheme

Lakeland Arts Trust was a member of the Cumbria Local Government Pension Scheme before the operations were transferred to Lakeland Arts on 1 August 2013. The Scheme is not currently active although the charity is working with the Council to prevent crystallisation by bringing an employee into the Scheme and paying contributions on a normal basis. The current payments into the scheme relate to past deficit contributions.

The date of the most recent comprehensive actuarial valuation was 31 March 2014. No actuarial valuation was available for these accounts due to the fact that the Scheme is not fully active. Where the scheme is in deficit and where the charity has agreed to a funding deficit funding arrangement, the charity has to recognise a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate of 1.3% (2016 - 1.45%) in these accounts. The unwinding of the discount rate is recognised as a finance cost in other expenses. The discount rate used is the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions. The amount payable is based on the latest information available which is £31,900pa.

Should the scheme crystallise the exit calculation could be in excess of £650,000 (last calculation was in 2011).

##### *Reconciliation of scheme assets and liabilities to assets and liabilities recognised*

The amounts recognised in the statement of financial position are as follows:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Present value of defined benefit obligation	<u>482,066</u>	<u>477,585</u>

##### *Defined benefit obligation*

Changes in the defined benefit obligation are as follows:

	<b>2017</b>
	<b>£</b>
Present value at start of year	477,585
Past service cost	(7,975)
Actuarial gains and losses	<u>12,456</u>
Present value at end of year	<u>482,066</u>

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

#### **23 Commitments**

##### **Group**

##### **Capital commitments**

Lakeland Arts is committed to the development of a new museum, Windermere Jetty, which is due to open to the public in 2018. The charity has entered into a construction contract with Thomas Armstrong for £9.7m. The total project cost including construction, related professional fees and conservation and activity programmes is £19.1m. Funding has been secured to cover most of the cost and the shortfall will be raised in the coming year. The total amount contracted for but not provided in the financial statements was £400,000 (2016 - £Nil).

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 24 Funds

##### Group

Group	Balance at 1 January 2017 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 December 2017 £
<b>Unrestricted funds</b>						
<i>General</i>						
General funds	574,605	1,830,010	(2,598,002)	286,141	11,108	103,862
<i>Designated</i>						
Pension scheme deficit	<u>(477,585)</u>	<u>-</u>	<u>-</u>	<u>7,975</u>	<u>(12,456)</u>	<u>(482,066)</u>
<b>Total unrestricted funds</b>	<u>97,020</u>	<u>1,830,010</u>	<u>(2,598,002)</u>	<u>294,116</u>	<u>(1,348)</u>	<u>(378,204)</u>
<b>Restricted funds</b>						
Windermere Jetty in the course of construction	7,990,616	4,203,772	-	445,009	-	12,639,397
Windermere Jetty Capital Funds	1,185,783	-	(196,720)	(445,009)	-	544,054
Development Funds	500	-	-	-	-	500
Boat conservation funds	2,000	-	-	-	-	2,000
Blackwell Funds	6,489	6,690	(19,063)	5,884	-	-
Learning funds	13,420	10,280	(3,370)	(770)	-	19,560
Aurelius Trust (Blackwell Library)	1,163	-	-	-	-	1,163
Exhibitions & Collections Funds	-	29,000	(29,000)	-	-	-
Abbot Hall Funds	90,564	81,063	(171,628)	1	-	-
Abbot Hall Project	-	287,497	-	-	-	287,497
Dementia Project	-	5,000	(5,769)	769	-	-
Gilbert Gilkes & Gordon Ltd	<u>-</u>	<u>15,000</u>	<u>(10,500)</u>	<u>-</u>	<u>-</u>	<u>4,500</u>
<b>Total restricted funds</b>	<u>9,290,535</u>	<u>4,638,302</u>	<u>(436,050)</u>	<u>5,884</u>	<u>-</u>	<u>13,498,671</u>
<b>Endowment funds</b>						
<i>Permanent</i>						
Blackwell Endowment	1,084,949	36,431	(36,430)	-	64,789	1,149,739
<i>Expendable</i>						
General Endowment	<u>993,750</u>	<u>1,000</u>	<u>-</u>	<u>(300,000)</u>	<u>11,072</u>	<u>705,822</u>
	<u>993,750</u>	<u>1,000</u>	<u>-</u>	<u>(300,000)</u>	<u>11,072</u>	<u>705,822</u>
<b>Total endowment funds</b>	<u>2,078,699</u>	<u>37,431</u>	<u>(36,430)</u>	<u>(300,000)</u>	<u>75,861</u>	<u>1,855,561</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

	Balance at 1 January 2017 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 December 2017 £
<b>Total funds</b>	<u>11,466,254</u>	<u>6,505,743</u>	<u>(3,070,482)</u>	<u>-</u>	<u>74,513</u>	<u>14,976,028</u>
	Balance at 1 January 2016 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 December 2016 £
<b>Unrestricted funds</b>						
<i>General</i>						
General funds	631,486	1,747,966	(1,828,982)	24,135	-	574,605
<i>Designated</i>						
Pension scheme deficit	<u>(466,754)</u>	<u>-</u>	<u>28,617</u>	<u>-</u>	<u>(39,448)</u>	<u>(477,585)</u>
<b>Total unrestricted funds</b>	<u>164,732</u>	<u>1,747,966</u>	<u>(1,800,365)</u>	<u>24,135</u>	<u>(39,448)</u>	<u>97,020</u>
<b>Restricted funds</b>						
Windermere Jetty in the course of construction	1,612,433	5,673,547	-	704,636	-	7,990,616
Windermere Jetty Capital Funds	2,195,475	-	(305,056)	(704,636)	-	1,185,783
Development Funds	500	-	-	-	-	500
Boat conservation funds	2,000	-	-	-	-	2,000
Blackwell Funds	20,094	73,853	(87,458)	-	-	6,489
Learning funds	2,098	24,203	(12,881)	-	-	13,420
Aurelius Trust (Blackwell Library)	1,216	-	(53)	-	-	1,163
Exhibitions & Collections Funds	4,000	7,750	(11,750)	-	-	-
Abbot Hall Funds	145	116,019	(25,600)	-	-	90,564
<b>Total restricted funds</b>	<u>3,837,961</u>	<u>5,895,372</u>	<u>(442,798)</u>	<u>-</u>	<u>-</u>	<u>9,290,535</u>
<b>Endowment funds</b>						
<i>Permanent</i>						
Blackwell Endowment	1,015,228	-	-	-	69,721	1,084,949
<i>Expendable</i>						
General Endowment	<u>790,648</u>	<u>182,005</u>	<u>-</u>	<u>-</u>	<u>21,097</u>	<u>993,750</u>
	<u>790,648</u>	<u>182,005</u>	<u>-</u>	<u>-</u>	<u>21,097</u>	<u>993,750</u>
<b>Total endowment funds</b>	<u>1,805,876</u>	<u>182,005</u>	<u>-</u>	<u>-</u>	<u>90,818</u>	<u>2,078,699</u>
<b>Total funds</b>	<u>5,808,569</u>	<u>7,825,343</u>	<u>(2,243,163)</u>	<u>24,135</u>	<u>51,370</u>	<u>11,466,254</u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### Charity

	Balance at 1 January 2017 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 December 2017 £
<b>Unrestricted funds</b>						
<i>General</i>						
General funds	560,607	1,419,142	(2,176,353)	294,116	11,108	108,620
<b>Restricted funds</b>						
Windermere Jetty in the course of construction	7,990,616	4,203,771	-	445,009	-	12,639,396
Windermere Jetty Capital Funds	1,185,783	-	(196,720)	(445,009)	-	544,054
Development funds	500	-	-	-	-	500
Boat conservation funds	2,000	-	-	-	-	2,000
Blackwell funds	6,489	6,690	(19,063)	5,884	-	-
Abbot Hall Project	-	287,497	-	-	-	287,497
Learning funds	13,420	10,280	(3,370)	(769)	-	19,561
Dementia Project	-	5,000	(5,769)	769	-	-
Aurelius Trust (Blackwell Library)	1,163	-	-	-	-	1,163
Exhibitions & Collections funds	-	29,000	(29,000)	-	-	-
Abbot Hall funds	90,564	81,063	(171,627)	-	-	-
Gilbert Gilkes & Gordon Ltd	-	15,000	(10,500)	-	-	4,500
<b>Total restricted funds</b>	<u>9,290,535</u>	<u>4,638,301</u>	<u>(436,049)</u>	<u>5,884</u>	<u>-</u>	<u>13,498,671</u>
<b>Endowment funds</b>						
<i>Expendable</i>						
General endowment	<u>993,750</u>	<u>1,000</u>	<u>-</u>	<u>(300,000)</u>	<u>11,072</u>	<u>705,822</u>
	<u>993,750</u>	<u>1,000</u>	<u>-</u>	<u>(300,000)</u>	<u>11,072</u>	<u>705,822</u>
<b>Total funds</b>	<u><u>10,844,892</u></u>	<u><u>6,058,443</u></u>	<u><u>(2,612,402)</u></u>	<u><u>-</u></u>	<u><u>22,180</u></u>	<u><u>14,313,113</u></u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

	Balance at 1 January 2016 £	Incoming resources £	Resources expended £	Transfers £	Other recognised gains/(losses) £	Balance at 31 December 2016 £
<b>Unrestricted funds</b>						
<i>General</i>						
General funds	617,486	1,407,798	(1,488,812)	-	24,135	560,607
<b>Restricted funds</b>						
Windermere Jetty in the course of construction	1,612,433	5,673,547	-	704,636	-	7,990,616
Windermere Jetty Capital Funds	2,195,475	-	(305,056)	(704,636)	-	1,185,783
Development funds	500	-	-	-	-	500
Boat conservation funds	2,000	-	-	-	-	2,000
Blackwell funds	20,094	39,260	(52,865)	-	-	6,489
Learning funds	2,098	24,203	(12,881)	-	-	13,420
Aurelius Trust (Blackwell Library)	1,216	-	(53)	-	-	1,163
Exhibitions & Collections funds	4,000	7,750	(11,750)	-	-	-
Abbot Hall funds	145	116,019	(25,600)	-	-	90,564
<b>Total restricted funds</b>	<u>3,837,961</u>	<u>5,860,779</u>	<u>(408,205)</u>	<u>-</u>	<u>-</u>	<u>9,290,535</u>
<b>Endowment funds</b>						
<i>Expendable</i>						
General endowment	<u>790,648</u>	<u>182,005</u>	<u>-</u>	<u>-</u>	<u>21,097</u>	<u>993,750</u>
	<u>790,648</u>	<u>182,005</u>	<u>-</u>	<u>-</u>	<u>21,097</u>	<u>993,750</u>
<b>Total funds</b>	<u><u>5,246,095</u></u>	<u><u>7,450,582</u></u>	<u><u>(1,897,017)</u></u>	<u><u>-</u></u>	<u><u>45,232</u></u>	<u><u>10,844,892</u></u>

## Lakeland Arts Group

### Notes to the Financial Statements for the Year Ended 31 December 2017

#### 25 Analysis of net assets between funds

##### Group

	Unrestricted funds		Restricted funds	Endowment funds	Total funds £
	General £	Designated £	£	Expendable £	
Tangible fixed assets	242,567	-	12,639,397	-	12,881,964
Fixed asset investments	148,791	-	-	1,544,755	1,693,546
Current assets	348,215	-	859,274	310,806	1,518,295
Current liabilities	(635,711)	-	-	-	(635,711)
Pension scheme liability	-	(482,066)	-	-	(482,066)
<b>Total net assets</b>	<b>103,862</b>	<b>(482,066)</b>	<b>13,498,671</b>	<b>1,855,561</b>	<b>14,976,028</b>

##### Charity

	Unrestricted funds		Restricted funds	Endowment funds	Total funds £
	General £	£	£	Expendable £	
Tangible fixed assets	242,567	12,639,397	-	-	12,881,964
Fixed asset investments	148,793	-	-	395,017	543,810
Current assets	333,892	859,274	310,805	1,503,971	1,503,971
Current liabilities	(616,632)	-	-	-	(616,632)
<b>Total net assets</b>	<b>108,620</b>	<b>13,498,671</b>	<b>705,822</b>	<b>14,313,113</b>	<b>14,313,113</b>

#### 26 Analysis of net funds

##### Group

	At 1 January 2017 £	Cash flow £	At 31 December 2017 £
Cash at bank and in hand	1,484,950	(1,145,581)	339,369
Net debt	1,484,950	(1,145,581)	339,369

## **Lakeland Arts Group**

### **Notes to the Financial Statements for the Year Ended 31 December 2017**

#### **27 Related party transactions**

##### **Group**

During the year the group made the following related party transactions:

##### **Miller Howe**

Martin Ainscough, Chair of Trustees, is a Director and Shareholder of Miller Howe Ltd. During 2017 Lakeland Arts paid Miller Howe £715 mainly for booked accommodation for guests in relation to exhibition programming. At the balance sheet date the amount due to/from Miller Howe was £Nil (2016 - £Nil).

##### **JWK Solicitors**

Anthony Collinson, Trustee, is a Director of JWK Solicitors. During 2017 Lakeland Arts paid £2,784 to JWK Solicitors for legal advice. At the balance sheet date the amount due from JWK Solicitors was £4,392 (2016 - £4,413 due to).

# KENDAL TOWN COUNCIL

## Grant Application Form

Please check before sending:

Is your project or service based in Kendal?

Have you read the grants criteria?

Have you attached a copy of your latest audited accounts?

*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries then please contact us on: 01539 793490 or e-mail:office@kendatowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: 1127 (Kendal) Squadron, Royal Air Force Air Cadets	
Correspondent (and position): Flight Lieutenant Tim Corry RAFAC, OC 1127 SQN	
Address: Old TA Centre Queen Katherine Street Kendal LA9 7DG	
Daytime Telephone: 07554 276962	E-mail: oc.1127@aircadets.org

1. Please tell us about your organisation:

1127 (Kendal) Squadron is dedicated to providing aviation, citizenship and leadership training and experiences to air-minded youth between 12 (Year 8) and 20 years old. The Squadron is parented by the Royal Air Force as an aviation-led organisation providing young people with an insight to the world of aviation in general and the careers that are available; and in the Royal Air Force in particular.

Whilst it is parented by the RAF there is no obligation for Cadets to join. Its primary focus is on developing the life chances of those young people from Kendal whatever their chosen career path in ways that will encourage them to become effective members and leaders of the local community in the future providing positive role models for the Next Generation'.

2. Briefly describe the project or service you want funding for:

To provide a Base Radio Station for use at the Queen Katherine HQ of 1127 (Kendal) Squadron Air Training Corps. This equipment will allow the full syllabus of the recently launched Progressive Training Syllabus for Communications to be delivered on the Squadron. The equipment will importantly increase the limited range offered by the Squadrons handset devices which are less effective within an urban environment that in open field conditions.

The increased range will also enable the Squadron to communication further afield. Primarily with the other Squadrons within the South Cumbria Sector, Cumbria and Lancashire Wing and within the Corps as well as beyond.

Total cost of project or service	£1200.00	<b>Amount requested</b>	<b>£1000.00</b>
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Funds received to date	£200.00	Funds pledged to date	£0
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3. Why do you need this grant and how will the people of Kendal benefit?

Kendal Town Council very kindly supported the Squadron in its purchase of 10 hand held radio units. These have and continue to play an important part in the management of off Squadron activities in the field as a major contribution to efficiency, effectiveness and ensuring health and safety. A Base Radio Station will complement and extend what is currently possible.

The introduction of a Base Radio Station transmitter and receiver hand held radios will play an important part in delivering the Progressive Training Syllabus launched last year by RAF Air Cadets which now sees cadets being able to study a structured course in communications as well as Cyber-awareness in line with Central Government objectives to develop individuals capable of operating safely in the modern IT environment.

The Progressive Training Course for Radio Communications is divided into four stages from Blue, the most basic, through Bronze, Silver to Gold. The complete course covering everything from bBasic handling of the equipment and speaking over a radio, understanding the protocols of maintaining proper call logs over an open radio net, to the management of multiple user radio networks leading to the Award of nationally recognised HF/VHF and UHF Operator Licences.

Whilst radio communications are part of the official RAF Cadet Syllabus the equipment receives no direct funding support which is why grant assistance from the Town Council in addition to our own fund raising is so important in our being able to offer the full range of training opportunities now available to cadets.

The people of Kendal benefit mainly in the form of the Cadets receiving access to the training and equipment, but there is a significant benefit to the wider community in that the training provided imbues cadets with the confidence to use communications equipment under demanding conditions when required as well as providing valuable training in the importance of procedures as well as safety training in the use and deployment of communication systems. By maintaining a wide offer in our training programme we can continue to be effective in attracting the Town's young people to join the organisation and receive the life skills and personal development so important in competing in the modern world.

It is hoped that the Town Council will be able to support this application.

4. Please provide any other information in support of your application.

1 x Base Radio Station	£800.00	£800.00
1 x Antenna & Cabling	£100.00	£100.00
2 x A0 Wall Mounted White Boards	£30.00	£60.00
3x A3 Wall Mounted White Boards	£10.00	£30.00
1 x Radio Stand	£10.00	£10.00
2 x Headsets	£20.00	£40.00
4 x Bar Stools (x2)	£40.00	£80.00
1 x Desk Microphone	£60.00	£60.00
1 x Log Book Rack	£20.00	£20.00
Project Amount		£1200.00

5. What other sources of funding have already been raised or promised?

Source	Total
Bag Pack & Donations	£200.00
	£
	£
	£
	£
<b>Total Funds Raised</b>	<b>£200.00</b>

6. How do you propose to evaluate that the service or project has been a success?

The number of Cadets gaining Blue, Bronze, Silver and Gold Communicators badges given to schools against the number of new Cadets and adult staff joining the Squadron. The response of Annual Formal Inspections as to the informative nature of displays within the Squadron.

7. Please provide a copy of your latest audited accounts with your application.

Attached

Signed:

*Tim Conry*

Date: 18 Sep 18

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name..... 1127 (Kendal) Squadron Royal Air Force Air Cadets

.....

Sort Code:..... 40-26-02.....

Account Number: ...91061259.....

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL



21 AUG 2013

ACKNOWLEDGED 06/09/2013

## KENDAL TOWN COUNCIL Grant Application Form

Please check before sending:

Is your project or service based in Kendal?

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*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries, then please contact us on: 01539 793490 or e-mail:

office@kendaltowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: Great North Air Ambulance Service	
Correspondent (and position): Deborah Gibbs, Public Liaison Assistant	
Address: Imperial Centre Grange Road Darlington DL1 5NQ	
Daytime Telephone: 01325 487263	mail:deborah.gibbs@greatnorthairambulance.co.uk

1. Please tell us about your organisation:

The Great North Air Ambulance Service (GNAAS) operates three helicopters, 365 days a year, across the North-East, North Yorkshire and Cumbria. GNAAS crews respond to around 1,000 call outs each year to critically injured patients delivering urgent medical care.

We rely solely on donations from the public to continue delivering our life saving service.

2. Briefly describe the project or service you want funding for:

Our Air Ambulance Service responds to major traumas in the region. On board each helicopter we have a doctor and paramedic as well as blood, plasma and other lifesaving medical equipment that allows us to deliver pioneering pre-hospital care.

This funding will be used towards continuing our life saving service and therefore giving our patients the best possible outcome.

Each year the Great North Air Ambulance needs to raise 5.1 million pounds in order continue operating our service.

Total cost of project or service	£	Amount requested	£2000
----------------------------------	---	------------------	-------

Funds received to date	£	Funds pledged to date	£
------------------------	---	-----------------------	---

3. Why do you need this grant and how will the people of Kendal benefit?

Our life saving service can reach a patient in Kendal in approximately 5 minutes which could drastically increase that patients chance of surviving a major trauma and reducing the chance of that family having to deal with the devastation and loss of a loved one.

Our continuous strive towards medical advancement allows us to provide the best pre-hospital care for patients in the Kendal area.

Within our service we have further developments that will allow us to continue delivering our high level of patient care, including our on-going plans for our new operational base and centre of excellence, plans to upgrade our aircraft, develop internal systems and continue to develop our training and development strategies. Currently our doctors and paramedics are carrying out research into new technologies and techniques that can further increase chances of survival for patients.

4. Please provide any other information in support of your application.

Father-of-two John Beaumont said he owes his life to the service.

He was left with five spinal fractures, four neck fractures and a brain herniation, among many other injuries, when through no fault of his own, he collided with a car at Burnside, near Kendal. Fortunately, GNAAS had started to carry plasma on board its aircraft just days before. It was only the second air ambulance in the country and the first in the North to carry the life-saving component. This meant the aircrew doctor was able to provide a roadside transfusion of plasma and blood, an intervention that saved John's life.

It has been a long road back for John, but with his family by his side, he is enjoying life once more.

Unfortunate circumstances occur, and accidents happen but with a grant to the Great North Air Ambulance Service you can help make sure we can be there for other people like John when they need help the most. The service is publicly funded and the future of it is completely reliant on the generosity of the people of the region.

"I have no doubt that I wouldn't be here without GNAAS. It's phenomenal."- John Beaumont

5. What other sources of funding have already been raised or promised?

Source	Total
Individual/corporate Donations	£2,597,696
Legacies	£2,951,000
Charitable/Fundraising/ Activities	£843,324
Lottery	£925,525
Grants and other Income	£135,578
Trading Company	£378,200
<b>Total Funds Raised</b>	<b>£7,831,323</b>

6. How do you propose to evaluate that the service or project has been a success?

Great North Air Ambulance is continuously growing and developing, and we are constantly evaluating our level of service to maintain our commitment to delivering the highest level of patient care.

7. Please provide a copy of your latest audited accounts with your application.

Signed:



Date:

20-08-18

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account: Name Great North Air Ambulance Service

Sort Code: 16-17-31

Account Number: 10125951

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490



**The Great North Air Ambulance Service**  
(A company limited by guarantee)

Consolidated statement of financial activities  
(incorporating income and expenditure account)  
for the year ended 31 March 2018

	Note	Great North Air Ambulance Service Unrestricted Funds 2018 £	Great North Air Ambulance Service Restricted Funds 2018 £	Great North Air Ambulance Trading Company (Unrestricted) 2018 £	Total funds 2018 £	Total funds 2017 £
<b>Income and endowments from:</b>						
<b>Donations and legacies</b>						
Donations		2,219,496	-	-	2,219,496	2,301,320
Legacies		2,951,812	-	-	2,951,812	1,529,879
Grants		82,209	44,636	-	126,845	179,111
<b>Charitable activities</b>						
Air Ambulance services		330,724	-	-	330,724	327,960
<b>Other trading activities</b>						
Lottery		925,525	-	-	925,525	980,661
Fundraising activities		512,600	-	-	512,600	457,222
Trading activities	2	-	-	1,231,512	1,231,512	1,220,319
<b>Investments</b>						
Interest receivable		8,733	-	6	8,739	8,325
<b>Other Income</b>						
Profit on sale of assets		-	-	2,000	2,000	3,869
<b>Total</b>		<b>7,031,099</b>	<b>44,636</b>	<b>1,233,518</b>	<b>8,309,253</b>	<b>7,008,666</b>
<b>Expenditure on:</b>						
<b>Raising funds</b>						
Charity						
Direct costs	4	636,797	-	-	636,797	713,706
Support costs	4	369,543	-	-	369,543	265,408
Trading activities	3	-	-	863,476	863,476	960,833
<b>Charitable activities</b>						
Direct costs						
Direct costs	4	3,334,121	33,477	-	3,367,598	3,410,038
Impairment of Aircraft	4	1,468,521	-	-	1,468,521	-
Support costs	4	770,545	11,159	-	781,704	724,201
<b>Total</b>		<b>6,570,527</b>	<b>44,636</b>	<b>863,476</b>	<b>7,487,639</b>	<b>6,074,186</b>
<b>Net income/expenditure</b>		<b>451,572</b>	<b>-</b>	<b>370,042</b>	<b>821,614</b>	<b>934,480</b>
Transfer between funds	13	378,200	-	(378,200)	-	-
<b>Net movement in funds for the year</b>		<b>829,772</b>	<b>-</b>	<b>(8,158)</b>	<b>821,614</b>	<b>934,480</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward	13	11,427,949	-	105,297	11,533,246	10,598,766
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>12,257,721</b>	<b>-</b>	<b>97,139</b>	<b>12,354,860</b>	<b>11,533,246</b>

All activities relate to continuing operations.

The statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 36 form part of these financial statements.

**The Great North Air Ambulance Service**  
(A company limited by guarantee)

Charity statement of financial activities  
(incorporating income and expenditure account)  
for the year ended 31 March 2018

	Unrestricted Funds 2018 £	Restricted Funds 2018 £	Total Funds 2018 £	Total Funds 2017 £
<b>Income and endowments from:</b>				
<b>Donations and legacies</b>				
Donations	2,597,696	-	2,597,696	2,568,673
Legacies	2,951,812	-	2,951,812	1,529,879
Grants	82,209	44,636	126,845	179,111
<b>Charitable activities</b>				
Air Ambulance services	330,724	-	330,724	327,960
<b>Other trading activities</b>				
Lottery	925,525	-	925,525	980,661
Fundraising activities	512,600	-	512,600	457,222
Trading activities	-	-	-	-
<b>Investments</b>				
Interest receivable	8,733	-	8,733	8,294
<b>Other income</b>				
Profit on sale of assets	-	-	-	5,894
<b>Total</b>	<b>7,409,299</b>	<b>44,636</b>	<b>7,453,935</b>	<b>6,057,694</b>
<b>Resources expended</b>				
<b>Raising funds</b>				
Fundraising activities				
Direct costs	650,038	-	650,038	725,801
Support costs	369,543	-	369,543	265,408
<b>Charitable activities</b>				
Direct costs				
Direct costs	3,334,121	33,477	3,367,598	3,410,038
Impairment of Aircraft	1,468,521	-	1,468,521	-
Support costs	770,545	11,159	781,704	724,282
<b>Total</b>	<b>6,592,768</b>	<b>44,636</b>	<b>6,637,404</b>	<b>5,125,529</b>
<b>Net income/expenditure</b>	<b>816,531</b>	<b>-</b>	<b>816,531</b>	<b>932,165</b>
Transfer between funds	-	-	-	-
<b>Net movement in funds for the year</b>	<b>816,531</b>	<b>-</b>	<b>816,531</b>	<b>932,165</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward	11,392,657	-	11,392,657	10,460,492
<b>TOTAL FUNDS CARRIED FORWARD</b>	<b>12,209,188</b>	<b>-</b>	<b>12,209,188</b>	<b>11,392,657</b>

The statement of financial activities includes all gains and losses recognised in the year.

**The Great North Air Ambulance Service**  
(A company limited by guarantee)

**Consolidated balance sheet**  
**As at 31 March 2018**

	Note	£	2018 £	£	2017 £
<b>Fixed assets</b>					
Tangible assets	7		4,129,230		6,262,626
Intangible assets	8		162,272		142,149
<b>Current assets</b>					
Stocks	9	70,039		99,611	
Debtors	10	275,659		345,863	
Cash at bank and in hand		8,383,687		5,382,398	
			<u>8,729,385</u>	<u>5,827,872</u>	
<b>Creditors: amounts falling due within one year</b>	11	(666,027)		(699,401)	
<b>Net current assets</b>			<u>8,063,358</u>		<u>5,128,471</u>
<b>Total assets less current liabilities</b>			<u>12,354,860</u>		<u>11,533,246</u>
<b>Creditors: amounts falling due after one year</b>			-		-
<b>Net assets</b>			<u>12,354,860</u>		<u>11,533,246</u>
<b>Charity funds</b>					
Great North Air Ambulance Trading Company	13		97,139		105,297
Unrestricted funds	13		12,257,721		11,427,949
Restricted funds	13		-		-
			<u>12,354,860</u>		<u>11,533,246</u>

The financial statements were approved by the trustees on 20 July 2018 and signed on their behalf by:



B Jobling, Chair

Company Number 04436859

The notes on pages 24 to 36 form part of these financial statements

**The Great North Air Ambulance Service**  
(A company limited by guarantee)

Charity balance sheet  
As at 31 March 2018

	Note	£	2018 £	£	2017 £
<b>Fixed assets</b>					
Tangible assets	7		4,107,502		6,260,939
Intangible assets	8		162,272		142,149
Investments	19		1		1
			<u>4,269,775</u>		<u>6,403,089</u>
<b>Current assets</b>					
Stocks	9	18,785		26,176	
Debtors	10	575,408		502,229	
Cash at bank and in hand		7,956,004		5,031,664	
		<u>8,550,197</u>		<u>5,560,069</u>	
<b>Creditors: amounts falling due within one year</b>	11	(610,784)		(570,501)	
<b>Net current assets</b>			<u>7,939,413</u>		<u>4,989,568</u>
<b>Total assets less current liabilities</b>			<u>12,209,188</u>		<u>11,392,657</u>
<b>Creditors: amounts falling due after one year</b>			-		-
<b>Net assets</b>			<u>12,209,188</u>		<u>11,392,657</u>
<b>Charity funds</b>					
Unrestricted funds			12,209,188		11,392,657
Restricted funds			-		-
			<u>12,209,188</u>		<u>11,392,657</u>

The financial statements were approved by the trustees on 20 July 2018 and signed on their behalf by:



B Jobling, Chair

Company Number 04436859  
The notes on pages 24 to 36 form part of these financial statements.

# KENDAL TOWN COUNCIL

## Grant Application Form 2019/20

Please check before sending:

Is your project or service based in Kendal?

Have you read the grants criteria?

Have you attached a copy of your latest audited accounts?

*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries then please contact us on: 01539 793490 or e-mail:office@kendatowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: Kendal & South Lakes Centre for Independent Living "One Voice"	
Correspondent (and position): Pam Flitcroft, Project Manager	
Address: Car Park Level 3, Westmorland Shopping Centre, Kendal, Cumbria LA9 4LR	
Daytime Telephone: 01539 740933	E-mail: onevoice_kendal@hotmail.co.uk

### 1. Please tell us about your organisation:

One Voice is a small, local charity run by people with disabilities, for people with disabilities. Evolved from Kendal Shopmobility, we still offer scooters and wheelchairs for hire but we now have additional services such as help with benefits and grants and completing the forms for those if required, healthy living advice, the sale of small disability living aids, signposting to other local organisations, travel and tourist advice for disabled people and, probably the most important role, being a confidential listening ear. We are open 4 days a week from 11am – 4pm. Last year from January to December we helped 3241 people directly.

### 2. Briefly describe the project or service you want funding for:

We are respectfully requesting a grant of £4000 per annum towards the general running costs of the charity. This will enable us to continue to offer the range of services we offer for people living with disabilities or chronic illness. We provide for hire mobility scooters, wheelchairs and other mobility equipment for both local people and visitors. Too many people with disability, illness or increasing age can feel lonely and socially isolated. Being able to borrow equipment to get out and about, do your own shopping and meet up with friends makes such a huge difference to their lives. We offer other services including advocacy, advice on benefits, Blue Badge applications and personal grants including assistance with filling in the application forms, travel and tourism advice, peer groups and signposting to other relevant agencies. We sell a range of small mobility aids and can order larger items as requested.

Total cost of project or service	£ 16561.00 pa	<b>Amount requested</b>	£ 4000.00 pa
Funds received to date	£ 1500.00	Funds pledged to date	£3685.00

3. Why do you need this grant and how will the people of Kendal benefit?

We need this grant to enable us to continue offering the much needed services that we currently offer. The mobility scooters and wheelchair hire part of the service is not only of huge benefit to local people living with a disability or chronic illness but also to the retailers and other businesses in Kendal. If we were unable to provide the equipment for hire, the thousands of people who use us each year would be unable to get around the town. The advice and help we give to those on or seeking disability welfare benefits is invaluable. Unlike the CAB where you need to make an appointment to see an advisor, we are a drop in centre so can help you straight away provided you have the information with you. All the staff and volunteers at One Voice are disabled people so we know that there are many days when attending a pre-booked appointment is physically and emotionally impossible, which is why we have a “no appointment necessary” policy. We are passionate about One Voice. Our clients are from all backgrounds, all ages and all races but there is one thing they have in common and that is that they all need the services we provide.

4. Please provide any other information in support of your application.

We are passionate about One Voice. As a small, local charity we have been here for almost 21 years. The constant struggle for funding is horrible, not just for the staff and the Trustees but also for our clients as they all live with the worry that we will have to close for good. We have been close to it so many times in the past 21 years but we are determined to keep going as long as we are needed. We do as much as we physically and mentally can to keep our running costs as low as possible. We have cut the hours we are open as much as is possible to keep costs down although I also work from home on the days we are closed or will do access audits. All training is done in house and I service and repair all the scooters and wheelchairs to keep costs down further. We have managed to reduce our insurance for this financial year as we have found a cheaper alternative for telephone and Internet access.

5. What other sources of funding have already been raised or promised?

Source	Total
	£
Membership fees, hire fees, sales of small aids, donations and the sale of homemade knitted goods and preserves through out the year	£ 3685.00
We have just applied to the Frieda Scott Trust for a grant for the remaining £9000 and will hear in December if we have been successful.	£
	£
<b>Total Funds Raised</b>	£ 3685.00

6. How do you propose to evaluate that the service or project has been a success?

All usage of equipment is logged on the computer and all queries are added to a daily chart. The information we receive from this is discussed at our trustees meetings and any action needed to be taken following this discussion, such as levels of use or particular equipment being used more than the others, is undertaken. We have customer feedback forms and a comments/complaints policy system in place. If we are still open this time next year then we know we have succeeded.

7. Please provide a copy of your latest audited accounts with your application.

**Signed:** Pam Flitcroft

**Date:** 19-09-2018

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name: Kendal and South Lakes Centre for Independent Living "One Voice"

Sort Code: 30-14-40

Account Number: 00787806

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

KENDAL AND SOUTH LAKES  
CENTRE FOR INDEPENDENT LIVING  
ONE VOICE

**ACCOUNTS AND INDEPENDENT EXAMINER S REPORT  
FOR YEAR ENDING 31 MARCH 2018**

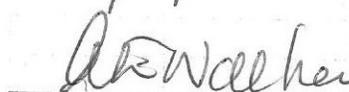
**CHARITY No: 1072862**

**KENDAL AND SOUTH LAKES SHOPMOBILITY**  
**RECEIPTS AND PAYMENTS ACCOUNTS**  
**FOR THE YEAR ENDING 31 MARCH 2018**

	2017/18		Total
	Unrestricted	Restricted	
	£	£	£
<b>Receipts</b>			
Grants & Donations	12.168		12.168
Fund Raising	32		32
Full Membership	648		648
Other Receipts	1.303		1.303
Interest			
	<u>14.151</u>	-	<u>14.151</u>
<b>Payments</b>			
Salaries	12.062		12.062
Rent & Rates	244		244
Maintenance & Replacement	321		321
Sundry expenses	30		30
Insurance	2.266		2.266
Telephones & Internet	618		618
Stationary & postage	136		136
Professional fees/Subscriptions	373		373
Travel / expenses for staff & volunteers	60		60
Printer/Copier	72		72
	<u>16.182</u>	-	<u>16.182</u>
Net Payments/Receipts for the Year	- 2.031	- -	2.031
Cash & Bank as at 1st April 2017	<u>11.934</u>		<u>11.934</u>
Cash & Bank as at 31st March 2018	<u>10.006</u>		<u>10.006</u>

These accounts were approved by the Trustees On

  
 Chair

19/09/2018  
  
 Treasurer

  
 Trustee

  
 Trustee

## Independent examiner's report

Organisation name	KENDAL AND SOUTH LAKES CENTRE FOR INDEPENDENT LIVING ONE VOICE
Address	Car Park Level 3, Westmorland Shopping Centre, Kendal, Cumbria
Account Year	1 April 2017 31 March 2018
Charity number	1072862

**Respective responsibilities of committee and examiner**

The charity's trustees consider that an audit is not required for this year under section 144 of the Charities Act 2011 (the Charities Act) and that an independent examination is needed.

It is my responsibility to:

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

**Basis of independent examiner's statement**

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

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention

1. which gives me reasonable cause to believe that in, any material respect, the requirements:
  - to keep accounting records in accordance with section 130 of the Charities Act; and
  - to prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act have not been met; or
2. to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Signed:**

*J M Cherry*

**Date:**

5th September 2018

**Name:**

Janet M Cherry

**Relevant professional qualification(s) or body (if any):**

Associate Member of the Association of Charity Independent Examiners  
ACIE.

**Address:**

C/o 83 Ryleyfield Milnthorpe Cumbria LA7 7PU

Disclosure None

Recommendations None

# KENDAL TOWN COUNCIL

## Grant Application Form 2019/20

Please check before sending:

Is your project or service based in Kendal?

Have you read the grants criteria?

Have you attached a copy of your latest audited accounts?

*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries then please contact us on: 01539 793490 or e-mail:office@kendatowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: Quaker Tapestry Ltd	
Correspondent (and position): Bridget Guest, General Manager	
Address: Friends Meeting House, Stramongate, Kendal. LA9 4BH	
Daytime Telephone: 01539 722975	E-mail: bridget@quaker-tapestry.co.uk

1. Please tell us about your organisation:

The Quaker Tapestry Museum is home to an international community textile, which explores three centuries of social history within 77 fascinating panels, providing a visual chronicle of life from 1652 to the present day. Created by 4,000 men, women and children from 15 countries between 1981 and 1996, the Quaker Tapestry provides an insight into many important issues which are still very relevant today. These include the abolition of slavery, peace, prison and criminal justice reform, the relief of poverty, science, botany, and the environment. It has achieved Accredited Museum status and the Visit England Quality Rose Marque and 'Hidden Gem' accolade. It was described in The Times by writer and world traveller Alexander McCall Smith as one of the 'six best tapestries' to see.

Housed in one of the finest Georgian buildings in Cumbria with interactive displays, films, audio guides, a peaceful walled garden and a café, what began with an international community project has developed into an award winning visitor attraction. Thousands of people visit the Museum during the 11 months when it is open. They come from all over the world. Local visitors benefit from the Annual Pass Cards which allow repeat visits to be free of charge for 12 months. Visitors to the travelling Roadshow exhibitions to other towns and cities throughout the year are also made aware of the Kendal Tapestry Museum.

We hold regular workshops in Kendal, nationally and internationally, and encourage links with local schools and community groups. The Tapestry is a unique part of the cultural heritage of Kendal and Cumbria and plays an important role in the cultural life of the area.

The Quaker Tapestry is a registered charity, a company limited by guarantee, a social enterprise and an accredited museum, with responsibility for the preservation and display of the Quaker Tapestry panels and associated collection of Quaker artefacts. We aim to make the Tapestry accessible to as many people as possible, to add to the cultural life of the region and to interpret the social history contained within the Tapestry panels. We work with a wide range of partner organisations including the Museums Development North West, Cumbria Council for Voluntary Service (CVS), Lakeland Learning Network (LLN), Cumbria Tourism, Kendal Town Council, Kendal Regeneration Project, Lakeland Businesswomen's Network (LBN), Kendal Futures

Our values:

- enrichment through learning and understanding
- enjoyment for our visitors
- excellence in the research, interpretation and care of our collections
- stewardship of our collection
- sharing and developing our expertise
- efficiency and effectiveness in the way we work

Quaker Tapestry is run by a small, dedicated staff team, supported by a host of volunteers. Our Trustees are a diverse group of individuals with a wide range of skills, experience and expertise.

### Facts & Figures about the Quaker Tapestry

- Numbers of Visitors to the Museum per annum: 5,000 to 8,000
- Number of Roadshow Visitors: 4,500 to 15,000
- Number of Local Volunteers (mainly from Kendal and surrounding area): 32
- Number of Visiting Volunteers per annum: 40
- Number of Group (more than 15 people) visits per year: 25 to 30

2. Briefly describe the project or service you want funding for:

### Project Title – ‘The Fabric of Kendal’

The project outlined below is a key aspect of our new and innovative ‘Opening Doors’ project, which aims to develop the Quaker Tapestry Museum as an accessible and distinctive visitor destination in Southern Cumbria. Integral to this is the development of ‘The Fabric of Kendal’, a project that will provide all our visitors, including residents of Kendal, with a programme of enjoyable and educational experiences that focus on the wool trade in Kendal and the development of man-made fabrics over the last four hundred years. The project will also explore the impact of natural and mass produced fabrics on our local, regional and national culture as well as the natural world in the 21<sup>st</sup> Century.

### Aims of our project

Utilise existing research about the wool and fabrics’ trade in Kendal, the Quaker Tapestry panels and artefacts from our collection to develop a new and innovative community programme of creative writing and craft workshops that enable local residents to:

- discover and appreciate the importance of wool and fabrics to our local and national heritage
- use this information to learn about the fabrics used to make the Tapestry and that are also portrayed in each panel.
- use our collection of fabric related artefacts to learn about the types of fabric worn and used in the past, and
- relate our knowledge to the life of the Quaker poet Isabella Lickbarrow, who lived in Kendal between 1784 and 1847 and whose work was regularly published in the Westmoreland Adviser. Wordsworth was one of many subscribers of her book Poetical Effusions published in 1814
- use creative writing and stitching projects as a ‘hands on’ way of reflecting on the development of man-made fabrics, how they differ with natural products such as wool and cotton, and their impact on the world today, in particular the environmental pollution caused by waste and fabric related plastics
- use their ‘creations’, i.e. creative writing and stitching projects, to share with others their experiences of the project and the impact that relating the past to contemporary issues of today, has had on them
- actively contribute to the development of new activities and displays that will:
  - a) improve and enhance visitors’\* experience of the Quaker Tapestry Museum
  - b) be portable so that it can be easily taken ‘on the road’ to local venues and communities across the north of the country, including easily accessible cities such as Manchester, York and Edinburgh

*\*visitor - a person visiting the Quaker Tapestry Museum. They may be a local resident or come from further afield and are visiting Kendal as part of a day trip or holiday.*

## What will this project deliver?

Over the course of three years, we will:

- deliver a brand new and innovative package of creative writing/crafting workshops; ones that are distinctly different to our existing programme of embroidery classes
- develop a new resource of written, spoken and craft material to create new displays and add greater variety to our existing exhibition, thereby enhancing visitors' experience of the museum, our Peace garden and the information we share through social media
- create and 'take on the road' a new portable display; one that is much easier and more economical to transport, install and steward than our existing 'roadshow' model
- actively promote the museum and Kendal as a great place to visit and stay, both locally and further afield
- be increasingly recognised as a welcoming and creative community space; one that reflects the needs and interests of local people as well as providing all visitors with a high quality and stimulating experience

Specifically the project outputs include:

Project Outputs	
<b>Year 1 (2019)</b>	<ul style="list-style-type: none"> <li>○ 'Writer in Residence' employed on a freelance basis for duration of project</li> <li>○ Ten volunteers initially recruited to help undertake research and development of workshop resources and materials.</li> <li>○ Two pilot workshops delivered and feedback used to inform the development of a full programme of classes which will be delivered in 2020</li> <li>○ 'The Fabrics of Kendal' project and associated workshops launched at the Wool Gathering in October 2019</li> <li>○ Agreement from three venues across the north of England to exhibit new portable display</li> </ul>
<b>Year 2 (2020)</b>	<ul style="list-style-type: none"> <li>○ Eight creative writing/crafting workshops delivered with twelve participants per workshop</li> <li>○ New interactive displays created for use in the exhibition, garden and the website</li> <li>○ New interactive and portable display created and piloted at the Wool gathering in October 2020</li> </ul>
<b>Year 3 (2021)</b>	<ul style="list-style-type: none"> <li>○ Successfully exhibited at three venues across the north of England</li> <li>○ A new package of family friendly/educational resources and activities produced for families, children's groups and school visits</li> <li>○ Final reports detailing the learning and success of the project, written and shared with participants and supporters of the project, as well as through organisations such as Museums Development North West</li> </ul>

Total cost of project or service	£29,080	<b>Amount requested</b>	<b>£10,000</b>
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Funds received to date	£3,000	Source - The Leavers	<b>Funds to date</b>	£3,000
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### 3. Why do you need this grant and how will the people of Kendal benefit?

#### Why do we need this grant?

a) The Quaker Tapestry Museum has been and continues to be an important visitor attraction, helping to draw thousands of people to Kendal. Supported by Kendal Town Council, the Tapestry Roadshows have for the last 20 years, toured every year to major cathedral towns or cities in the United Kingdom. An unqualified success, these events have also attracted visitors to each venue and in turn prompted many to visit Kendal so that they can see the museum as a whole.

So that we can build upon our success, continue to be a place of inspiration, and meet the diverse needs and interests of all visitors, including local residents, we wish to create new and innovative ways for people to experience the museum. The Quaker Tapestry and the stories it portrays already encourages people to reflect on issues such as social justice and human rights, fairness and equality. We believe that a grant from Kendal Town Council will enable us to expand upon what we currently offer in terms of what we exhibit and how we display artefacts from our collection. As a result, visitors will be able to discover the historical and cultural development of fabrics and then relate this to how we live now; in particular how fabrics are made, used and disposed of in the 21<sup>st</sup> Century.

b) 'The Fabric of Kendal' will enable us to build on the success of our work with the local community on the Flood Tapestry, which uses silk painting and embroidery as a medium for people to relive and share their experiences in life affirming ways. Our experiences of how this project has touched the hearts and minds of all those involved, highlights the role that the Quaker Tapestry Museum can play in making a real and positive difference to people's lives. Furthermore, as an Accredited Museum, focusing on how we can best enrich the lives of individuals, actively contribute to our locally distinctive heritage, and emphasise through our displays how we can all help to create a fair and just society, is integral to everything we do. Funding from Kendal Town Council would therefore offer us the opportunity to continue being a place of discovery, creativity and one that not only connects people with the past, but also one that speaks to them in the here and now.

c) Because we understand the realities of undertaking community projects and working with volunteers, we plan to run this project over a three year period, thus enabling it to grow and develop in a way that reflects the busy lives of the people we hope to attract and involve. We also recognise that creating the material for new and high quality activities and displays, takes skill and time. As we are a very small staff team with limited capacity, a grant from Kendal Town Council would enable us to recruit a local and experienced creative writing tutor to work alongside both the staff and local volunteers, and so help us achieve our ambitions for the museum.

### How will residents of Kendal benefit?

a) A principal thread of our project is furthering our understanding of how traditional materials such as wool and flax were collected, treated and used in our area. The environmental footprint of 'fast fashion' and man-made fabrics has become a prominent and political issue in the last 12 months, amid growing concerns that the multi-billion pound industry is wasting valuable resources and contributing to climate change. Museums like ours are in the ideal position to engage people with contemporary issues like these; fostering open debate and suggesting creative solutions.

Kendal Town actively supports both the Fairtrade movement and numerous environmental campaigns. Financial support from Kendal Town Council will therefore help us to actively support other local initiatives\* that promote the creative arts and greener living, whilst offering residents a new and innovative way of learning about local history and issues relating to waste and sustainability.

\*Existing local initiatives include:

- ⊕ Kendal Wool Gathering
- ⊕ Kendal Mountain Festival - Kendal Mountain Festival aims to become a 'Beacon of Excellence' in festival sustainability
- ⊕ South Lakes Action on Climate Change (SLACC)
- ⊕ Zero Waste Kendal
- ⊕ Sustainability & Energy Network Staveley (SENS)
- ⊕ Cumbria Museums Consortium – Carbon Literacy Project
- ⊕ Kendal Fairtrade

b) Our embroidery classes are hugely popular and provide participants with the skills and knowledge to produce their own embroideries. However, we wish to tap into the rising interest of younger people in hand crafts, the inspirational movement of 'craftivism' and living more sustainable lifestyles. This creativity energy is an important aspect of what makes Kendal such a lively and attractive place to live and visit. A grant from Kendal Town Council will therefore enable us to respond to this energy and interest by offering a new style of workshop and event that encourage local people to contribute, connect with others, express and share their knowledge, experiences, opinions, ideas and creations, and so have a more personal and enriching relationship with others and the museum.

c) The Quaker Tapestry is highly regarded in the town as a friendly, warm and welcoming environment. The facilities and services we offer to local residents and organisations appeal to people of all ages and backgrounds. Financial support from Kendal Town Council will help us to, not only build upon our reputation of great hospitality in the town but also provide us with the resources to reach out to individuals and groups who are not currently engaged with the museum. Such support will also mean that we have the resources to offer a completely different range of workshops to what we currently offer, and also what is currently available in Kendal. Our project will therefore increase the number of creative and cultural opportunities that local residents can enjoy on their doorstep learning experiences that are thought provoking, empowering and fun. It will also increase the types of volunteering opportunity that we can offer and further our current campaign to mentor volunteers who want to get back into the workplace.

- d) The materials generated through this project will not only enhance our displays inside the museum, they will also enable us to make better use of the Peace garden which is opposite New Road Common. A grant from Kendal Town Council will therefore enable us to attract local people to this side of the building with engaging information and activities. This would mean that we can help to provide a pleasant space for residents living on the Castle side of town to use, one that they can walk to and so access our facilities including the Courtyard café and publicly accessible toilets, as well as other local amenities in the town.
- e) As well as giving us the scope to enhance and add greater diversity to our existing exhibition, 'The Fabric of Kendal' will also create a brand new portable display, one that is easier and more economical to take to smaller venues/events as compared to our existing roadshow. The Quaker Tapestry has strong and positive links with other Museums, Meeting Houses and Art Galleries across the north of the country. Financial support from Kendal Town Council will therefore help us create the materials for a new display and to then take it 'on the road'. Not only will we be able to promote the Tapestry Museum, we will also be able to continue promoting Kendal as a lively, vibrant and creative community, a great place for people to visit and stay, and one that has excellent transport links to other parts of the country.

We are confident that if we succeed in securing a three year grant from Kendal Town Council, our project will greatly enhance visitors' experience of the exhibition and increase their dwell time both in the museum and the town. Importantly, this means that we will be actively supporting the economic ambitions of the town, local businesses and initiatives such as 'Kendal Futures' by increasing visitor spend.

4. Please provide any other information in support of your application.

*Please refer to Appendix 1: Project Plan which contains more detail of how this project will be delivered over three years and the budget (2019 – 2021)*

5. What is the structure of your organisation including salaried staff and volunteers (also please list by name members of your Trustee / Management Committee)?

*Please refer to Appendix 2: Organisation Structure*

6. Have local people been involved in the planning of this service/project?

Our team of local (mainly from Kendal) volunteer stewards are wholly supportive of the project and the approach we are suggesting for its delivery. They are also enthusiastic about its potential for Kendal and the museum. Our teams of Specialist volunteers such as the 'Care and Conservation of the Collection', 'Workshops Tutors and Facilitators' and our 'Education and Learning Facilitators' are excited about the opportunities this project will lead to.

The Quaker Tapestry is a highly respected museum and plays an important role in the life of Kendal. Working with a diverse range of people is at the heart of what we do. We love trying to engage all our visitors in ways that meet their own needs and in so doing, they help to shape what we do and therefore what they gain from visiting and spending time with us. From our experience we also know that building relationships with local groups and residents requires much thought and great care so that the expectations of all those involved are respected.

We want to ensure that our project delivers the aims as set out in this application and would therefore like to take the opportunity to utilise Kendal Town Council's new approach towards 'multi-year funding agreements'. We have therefore planned that this project will be delivered over a three year period, and that an initial phase for research, community facilitation, volunteer recruitment and the delivery of two pilot workshops occur in the first year.

Rather than rushing to collect a defined level of community support at this early stage we genuinely feel that delivering this project over three years is the most practical and sustainable way forward; giving the small staff team the time and capacity to successfully manage and deliver the project. Using the first year for community facilitation and volunteer recruitment also gives us the best prospect for building on our existing relationships with local residents and organisations. The resulting programme of workshops, activities and new displays will reflect the needs and aspirations of those wishing to participate, and will further increase the deep sense of ownership and attachment that people have for the Quaker Tapestry Museum, its place in Kendal and the cultural history that the museum shares with the town and the surrounding area.

Our local and experienced volunteers will be crucial to the successful delivery of this project and will reflect their knowledge, expertise and skills that each one contributes to our outreach initiatives. Through this project they will enable more people to see artefacts from our collection and experience activities which will appeal to all ages, from children at school to those attending the "University of the Third Age" (U3A).

We will be exhibiting a display of Tapestry panels at this years' (2018) Kendal Wool Gathering and this will be an opportunity to network and make contacts with other exhibitors and visitors to the event.

7) How do you propose to evaluate that the service or project has been a success?

We will evaluate the project by:

- Using a detailed project plan to ensure that all aspects of the project are delivered on time and within budget
- Recording the number of volunteers signing up to be involved in the development and implementation of the project
- Collecting and analysing the comments and feedback from visitors to the Kendal Wool Gathering in 2019 and 2020
- Recording the number of local residents who take part in focus groups and the pilot workshops in 2019, and record perceptions, expectations and feedback of their experiences
- Collecting and analysing feedback and evaluation statements from participants of the project, including volunteers and those attending workshops and events
- Regularly reviewing comments in the visitors' book about the new range of activities and resources at both the Quaker Tapestry Museum and when the new display is 'on tour'
- Monitoring the number of 'hits' our website receives, and in particular pages that relate to our project and Trip Adviser
- Recording the number of families/school groups using new family friendly/educational resources and evaluating feedback

We will also be able to evaluate the success of the project by using our retail management system which enables us to track the number of visitors to the exhibition and the level of retail sales.

8. Please provide a copy of your latest audited accounts with your application.

*Please refer to Appendix 3 : Audited Accounts*

Signed:



Date: 22 Sept. 2018

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name.....Quaker Tapestry Limited.....

Sort Code:.....05 05 40.....

Account Number: ...34336103.....

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

Quaker Tapestry 'The Fabric of Kendal'-  
*an educational and artistic initiative for sharing personal and  
community responses to the fabrics that have, and continue to shape our lives.*

## Vision

The project outlined below is a key aspect of our new and innovative 'Opening Doors' project, which aims to develop the Quaker Tapestry Museum as an accessible and distinctive visitor destination in Southern Cumbria. Integral to this is the development of 'The Fabric of Kendal', a project that will provide all our visitors, including residents of Kendal, with a programme of enjoyable and educational experiences that focus on the wool trade in Kendal and the development of man-made fabrics over the last four hundred years. The project will also explore the impact of natural and mass produced fabrics on our local, regional and national culture as well as the natural world in the 21<sup>st</sup> Century.

## Aims of our project

Utilise existing research about the wool and fabrics' trade in Kendal, the Quaker Tapestry panels and artefacts from our collection to develop a new and innovative community programme of creative writing and craft workshops that enable local residents to:

- discover and appreciate the importance of wool and fabrics to our local and national heritage
- use this information to learn about the fabrics used to make the Tapestry and that are also portrayed in each panel.
- use our collection of fabric related artefacts to learn about the types of fabric worn and used in the past,
- relate our knowledge to the life of the Quaker poet Isabella Lickbarrow, who lived in Kendal between 1784 and 1847 and whose work was regularly published in the Westmoreland Adviser. Wordsworth was one of many subscribers of her book Poetical Effusions published in 1814
- use creative writing and stitching projects as a 'hands on' way of reflecting on the development of man-made fabrics, how they differ with natural products such as wool and cotton, and their impact on the world today, in particular the environmental pollution caused by waste and fabric related plastics
- use their 'creations', i.e. creative writing and stitching projects, to share with others their experiences of the project and the impact that relating the past to contemporary issues of today, has had on them
- actively contribute to the development of new activities and displays that will:
  - a) improve and enhance visitors'\* experience of the Quaker Tapestry Museum
  - b) be portable so that it can be easily taken 'on the road' to local venues and communities across the north of the country, including easily accessible cities such as Manchester, York and Edinburgh

*\*visitor - a person visiting the Quaker Tapestry Museum. They may be a local resident or come from further afield and are visiting Kendal as part of a day trip or holiday.*

## What will this project deliver?

Over the course of three years, we will:

- deliver a brand new and innovative package of creative writing/crafting workshops; ones that are distinctly different to our existing programme of embroidery classes
- develop a new resource of written, spoken and craft material to create new displays and add greater variety to our existing exhibition, thereby enhancing visitors' experience of the museum, our Peace garden and the information we share through social media
- create and 'take on the road' a new portable display; one that is much easier and more economical to transport, install and steward than our existing 'roadshow' model
- actively promote the museum and Kendal as a great place to visit and stay, both locally and further afield
- be increasingly recognised as a welcoming and creative community space; one that reflects the needs and interests of local people as well as providing all visitors with a high quality and stimulating experience

Specifically the project outputs include:

Project Outputs	
<b>Year 1 (2019)</b>	<ul style="list-style-type: none"> <li>○ 'Writer in Residence' employed on a freelance basis for duration of project</li> <li>○ Ten volunteers initially recruited to help undertake research and development of workshop resources and materials.</li> <li>○ Two pilot workshops delivered and feedback used to inform the development of a full programme of classes which will be delivered in 2020</li> <li>○ 'The Fabrics of Kendal' project and associated workshops launched at the Wool Gathering in October 2019</li> <li>○ Agreement from three venues across the north of England to exhibit new portable display</li> </ul>
<b>Year 2 (2020)</b>	<ul style="list-style-type: none"> <li>○ Eight creative writing/crafting workshops delivered with twelve participants per workshop</li> <li>○ New interactive displays created for use in the exhibition, garden and the website</li> <li>○ New interactive and portable display created and piloted at the Kendal Wool Gathering in October 2020</li> </ul>
<b>Year 3 (2021)</b>	<ul style="list-style-type: none"> <li>○ New portable display successfully exhibited at three venues across the north of England</li> <li>○ A new package of family friendly/educational resources and activities produced for families, children's groups and school visits</li> <li>○ Final reports detailing the learning and success of the project, written and shared with participants and supporters of the project, as well as through organisations such as Museums Development North West</li> </ul>

## Why do we need grant funding?

- a) The Quaker Tapestry Museum has been, and continues to be, an important visitor attraction, helping to draw thousands of people to Kendal. Supported by Kendal Town Council, the Tapestry Roadshows have toured every year for the last 20 years, major cathedral towns or cities in the United Kingdom. An unqualified success, these events have also attracted visitors to each venue and in turn prompted many to visit Kendal so that they can see the museum as a whole.

So that we can build upon our success, continue to be a place of inspiration, and meet the diverse needs and interests of all visitors, including local residents, we wish to create new and innovative ways for people to experience the museum. The Quaker Tapestry and the stories it portrays already encourages people to reflect on issues such as social justice and human rights, fairness and equality.

Secured funding for this project is key to enabling us to expand upon what we currently offer in terms of what we exhibit and how we display artefacts from our collection. As a result, visitors will be able to discover the historical and cultural development of fabrics and then relate this to how we live now; in particular how fabrics are made, used and disposed of in the 21<sup>st</sup> Century.

- b) 'The Fabric of Kendal' will enable us to build on the success of our work with the local community on the Flood Tapestry, which uses silk painting and embroidery as a medium for people to relive and share their experiences in life affirming ways. Our experiences of how this project has touched the hearts and minds of all those involved, highlights the role that the Quaker Tapestry Museum can play in making a real and positive difference to people's lives. Furthermore, as an Accredited Museum, focusing on how we can best enrich the lives of individuals, actively contribute to our locally distinctive heritage, and emphasise through our displays how we can all help to create a fair and just society, is integral to everything we do.

Secured financial support for this project will enable us to continue being a place of discovery, creativity and one that not only connects people with the past, but also one that speaks to them in the here and now.

- c) Because we understand the realities of undertaking community projects and working with volunteers, we plan to run this project over a three year period, thus enabling it to grow and develop in a way that reflects the busy lives of the people we hope to attract and involve. We also recognise that creating the material for new and high quality activities and displays, takes skill and time.

As we are a very small staff team with limited capacity, we recognise that we need to secure funding so that we can recruit a local and experienced creative writing tutor to work alongside both the staff and local volunteers. This will be key to helping us achieve our ambitions for the museum over the next few years.

## How will residents of Kendal benefit?

- a) A principal thread of our project is furthering our understanding of how traditional materials such as wool and flax were collected, treated and used in our area. The environmental footprint of ‘fast fashion’ and man-made fabrics has become a prominent and political issue in the last 12 months, amid growing concerns that the multi-billion pound industry is wasting valuable resources and contributing to climate change. Museums like ours are in the ideal position to engage people with contemporary issues like these; fostering open debate and suggesting creative solutions.

Securing funding for this project will help us to connect with and actively support other local initiatives\* that promote the creative arts and greener living, whilst offering residents a new and innovative way of learning about local history and issues relating to waste and sustainability.

\*Existing local initiatives include:

- ⊕ Kendal Wool Gathering
- ⊕ Kendal Mountain Festival - Kendal Mountain Festival aims to become a ‘Beacon of Excellence’ in festival sustainability
- ⊕ South Lakes Action on Climate Change (SLACC)
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- ⊕ Kendal Fairtrade

- b) Our embroidery classes are hugely popular and provide participants with the skills and knowledge to produce their own embroideries. However, we wish to tap into the rising interest of younger people in hand crafts, the inspirational movement of ‘craftivism’ and living more sustainable lifestyles. This creative energy is an important aspect of what makes Kendal such a lively and attractive place to live and visit.

Secured funding will enable us to respond to this energy and interest by offering a new style of event that will encourage local people to connect with others, express and share their knowledge, experiences and creations. Engaging with people in this way opens up the potential for everyone to develop more personal and enriching relationships with others and the museum.

- c) The Quaker Tapestry is highly regarded in the town as a friendly, warm and welcoming environment. The facilities and services we offer to local residents and organisations appeal to people of all ages and backgrounds.

Securing financial support for this project will help us to, not only build upon our reputation of great hospitality in the town but also provide us with the resources to reach out to individuals and groups who are not currently engaged with the museum. Such support will also mean that we have the resources to offer a completely different range of workshops to those we currently offer, and also to what is currently available in Kendal. Our project will therefore increase the number of creative and cultural opportunities that local residents can enjoy on their doorstep; learning experiences that are thought provoking, empowering and fun. It will also increase the types of volunteering opportunity that we can offer and further our current campaign to mentor volunteers who want to get back into the workplace.

- d) The materials generated through this project will not only enhance our displays inside the museum, they will also enable us to make better use of the Peace garden which is opposite New Road Common.

Securing grants from organisations like Kendal Town Council will therefore enable us to attract local people to this side of the building with engaging information and activities. This would mean that we can help to provide a pleasant space for residents living on the Castle side of town to use, one that they can walk to and so access our facilities including the Courtyard café and publicly accessible toilets, as well as other local amenities in the town.

- e) As well as giving us the scope to enhance and add greater diversity to our existing exhibition, 'The Fabric of Kendal' will also create a brand new portable display, one that is easier and more economical to take to smaller venues/events as compared to our existing roadshow. The Quaker Tapestry has strong and positive links with other Museums, Meeting Houses and Art Galleries across the north of the country. Financial support from Kendal Town Council will therefore help us create the materials for a new display and to then take it 'on the road'. Not only will we be able to promote the Tapestry Museum, we will also be able to continue promoting Kendal as a lively, vibrant and creative community, a great place for people to visit and stay, and one that has excellent transport links to other parts of the country.

We are confident that if we succeed in securing a three year grant from a range of sources, our project will greatly enhance visitors' experience of the exhibition and increase their dwell time both in the museum and the town. Importantly, this means that we will be actively supporting the economic ambitions of the town, local businesses and initiatives such as 'Kendal Futures' by increasing visitor spend.

### Have we involved local people in the planning of this service/project?

Our team of local (mainly from Kendal) volunteer stewards are wholly supportive of the project and the approach we are suggesting for its delivery. They are also enthusiastic about its potential for Kendal and the museum. Our teams of Specialist volunteers such as the 'Care and Conservation of the Collection', 'Workshops Tutors and Facilitators' and our 'Education and Learning Facilitators' are excited about the opportunities this project will lead to.

The Quaker Tapestry is a highly respected museum and plays an important role in the life of Kendal. Working with a diverse range of people is at the heart of what we do. We love trying to engage all our visitors in ways that meet their own needs and in so doing, they help to shape what we do and therefore what they gain from visiting and spending time with us. From our experience we also know that building relationships with local groups and residents requires much thought and great care so that the expectations of all those involved are respected.

We want to ensure that our project delivers the aims as set out in this application and would therefore like to take the opportunity to utilise Kendal Town Council's new approach towards 'multi-year funding agreements'. We have therefore planned that this project will be delivered over a three year period, and that an initial phase for research, community facilitation, volunteer recruitment and the delivery of two pilot workshops occur in the first year.

Rather than rushing to collect a defined level of community support at this early stage we genuinely feel that delivering this project over three years is the most practical and sustainable way forward; giving the small staff team the time and capacity to successfully manage and deliver the project.

Using the first year for community facilitation and volunteer recruitment also gives us the best prospect for building on our existing relationships with local residents and organisations. The resulting programme of workshops, activities and new displays will reflect the needs and aspirations of those wishing to participate, and will further increase the deep sense of ownership and attachment that people have for the Quaker Tapestry Museum, its place in Kendal and the cultural history that the museum shares with the town and the surrounding area.

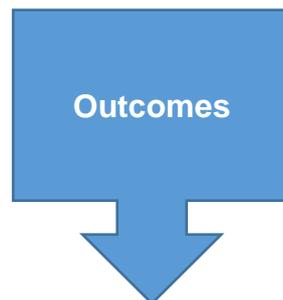
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We will be exhibiting a display of Tapestry panels at this years’ (2018) Kendal Wool Gathering and this will be an opportunity to network and make contacts with other exhibitors and visitors to the event.

## Project Outputs & Outcomes

### Year 1 – 2019

<b>Outputs</b>	<ul style="list-style-type: none"><li>✦ 'Writer in Residence' employed on a freelance basis for duration of project</li><li>✦ Ten volunteers initially recruited to help undertake research and development of workshop resources and materials.</li><li>✦ Two pilot workshops delivered and feedback used to inform the development of a full programme of classes which will be delivered in 2020</li><li>✦ 'The Fabrics of Kendal' project and associated workshops launched at the Wool Gathering in October 2019</li><li>✦ Agreement from three venues across the north of England to exhibit new portable display</li></ul>
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*We will have an improved knowledge of the language, common phrases, sayings, words, figures of speech and stories that come from fabric and thread.*

*We will have a better understanding of the wool industry in Kendal, cloth artefacts from our collection, their manufacture, use, appearance and meaning.*

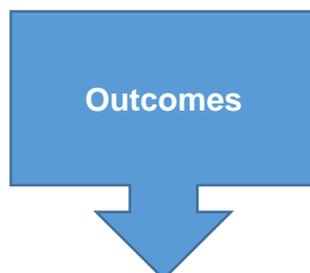
*Launching our new style workshops at the Kendal Wool gathering will provide us with an ideal base for securing the interest, support and participation of local residents and groups.*

*Focusing our research on the real life of Isabella Lickbarrow, Quaker poet who lived in Kendal in the late 18<sup>th</sup> & early 19<sup>th</sup> C, will further our understanding of the what people wore, the fabrics and other materials used at that time.*

*We will discover how fabrics and handcrafts have been and continue to be used for personal expression, and to communicate social and political views.*

*Recruiting volunteers to help research and form a focus group will mean that we can test our ideas in a methodical and responsive way, ensuring that we deliver activities that meet the needs and aspirations of all those involved.*

<b>Outputs</b>	<ul style="list-style-type: none"><li>✦ Eight creative writing/crafting workshops delivered with twelve participants per workshop</li><li>✦ New interactive displays created for use in the exhibition, garden and the website</li><li>✦ New interactive and portable display created and piloted at the Kendal Wool Gathering in October 2020</li></ul>
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**Outcomes**

*The availability of new style workshops will lead to wider participation of local residents in the creative arts.*

*Workshops will further our understanding of what a piece of cloth can teach us about how and when it used, it's worth, or how it reflects personal style, social practices and local identity.*

*Workshops and the materials created as a result will showcase how high quality local artistic projects can have a positive impact on people's lives and contribute to stronger communities.*

*Local residents will be able to enjoy a more attractive and interesting way to access local services and facilities.*

*Creative writing and crafts will offer local residents the opportunity to learn and creatively express their responses to issues relating to local history, textiles, and contemporary issues of today i.e. fashion, waste and pollution.*

*Visitor experience both inside and outside the museum will be greatly enhanced. We will maintain, if not improve, our position as one of the best attractions to visit in Cumbria.*

*Engaging visitors with an increased range of interactive and enjoyable activities and displays will increase visitor dwell time and visitor spend in the museum, the Courtyard Café and the town.*

*Testing the new portable display will enable us to review the ease in which it can be transported, carried, set up and stewarded, ensuring that any potential glitches are resolved before it goes on tour in 2021.*

<p><b>Outputs</b></p>	<ul style="list-style-type: none"> <li>✦ New portable display successfully exhibited at three venues across the north of England</li> <li>✦ A new package of family friendly/educational resources and activities produced for families, children’s groups and school visits</li> <li>✦ Final reports detailing the learning and success of the project, written and shared with participants and supporters of the project as well as through organisations such as Museums Development North West</li> </ul>
-----------------------	--

**Outcomes**

*Our ability to exhibit in a wider range of venues will improve our capacity to promote the Quaker Tapestry Museum and Kendal as attractive and culturally rich places to visit. The number of visitors to the museum, group visits and talks in the local community will be increased.*

*Having a ‘portable’ display means that the Quaker Tapestry Museum can more easily exhibit displays and items from our collection at a range of venues across the north of the country, including museums, visitor centres, art galleries, Meeting Houses and churches.*

*Increased numbers of visitors will contribute to higher visitor spend in the museum, the Courtyard Cafe and other businesses in the town.*

*Improved awareness of the museum and Kendal in venues across the north will result in higher numbers of visitors, coach tours and groups such as U3A, WIs and schools*

*Undertaking a full review and reflecting on project outputs and outcomes will help us to generate new ideas for creative outreach in the future.*

*Undertaking a full review and reflecting on project outputs and outcomes will provide us with the basis for developing a ‘best practice approach’ towards volunteer recruitment, community involvement and the creation of new displays/exhibitions. Dynamic and creative working relationships with local groups, galleries and other museums across the north of the country will also be maintained and secured.*

## Outcomes for the community



### Participants will....

*feel more confident in sharing their feelings, experiences and opinions with others.*

*learn new skills relating to creative writing and the craft of stitching.*

*feel able to 'do their bit' for waste reduction and the protection of the environment.*

*feel able to step out of their comfort zone, try out new things in an environment which feels safe and non-judgmental.*

*have a greater sense of belonging in the local community with the opportunity to develop new friendships.*

*have a greater sense of well-being and personal satisfaction.*

*feel empowered to be more creative and not afraid to explore new areas of creativity.*

*feel reassured that they are being heard and respected for the people they are.*

*develop a greater sense of place and connection with the town in which they live, and the creative and cultural opportunities that are available for them to enjoy.*

## How we will evaluate that the service or project has been a success

We will evaluate the project by:

- Using a detailed project plan to ensure that all aspects of the project are delivered on time and within budget
- Recording the number of volunteers signing up to be involved in the development and implementation of the project
- Collecting and analysing the comments and feedback from visitors to the Kendal Wool Gathering in 2019 and 2020
- Recording the number of local residents who take part in focus groups and the pilot workshops in 2019, and record perceptions, expectations and feedback of their experiences
- Collecting and analysing feedback and evaluation statements from participants of the project, including volunteers and those attending workshops and events
- Regularly reviewing comments in the visitors' book about the new range of activities and resources at both the Quaker Tapestry Museum and when the new display is 'on tour'
- Monitoring the number of 'hits' our website receives, and in particular pages that relate to our project and Trip Adviser
- Recording the number of families/school groups using new family friendly/educational resources and evaluating feedback

We will also be able to evaluate the success of the project by using our retail management system which enables us to track the number of visitors to the exhibition and the level of retail sales

## Notes - The inspiration behind this project

Fabric has been an integral part of everyday life since prehistoric times. It serves a variety of purposes because it is such a flexible medium. Cloth can be wrapped tightly or draped loosely, woven to one shape or knitted to stretch and conform to changing shapes, or pieced together and combined with other materials to create items as different as rag dolls and tents. Fabrics therefore:

- *serve practical functions*
- *communicate messages and ideas*
- *have cultural, social, emotional and financial value*
- *depend upon technology to collect, manufacture and distribute*

The wool trade and the making of cloth, in particular 'Kendal Green', breathed life into Kendal's historic yards, and drew many people to live and work in the town. Like many communities across the world however, the industrial revolution fundamentally changed how we work, what we produce and how it is produced. This has resulted in us moving away from naturally produced textiles to ones that are man-made, more accessible and cheaper to buy. Although this brings benefits to the producer and the consumer, the environmental impact of 'fast fashion' and synthetic fibres is particularly bad for the environment through water pollution, the use of toxic chemicals and increasing levels of textile waste. The way in which fabrics are now manufactured also raise important concerns about human and animal rights.

### The relevance of 'fabric' to the Quaker Tapestry

The Quaker Tapestry uses wool, both as its canvas and it's pallet of colours that paint stories with stitches. The stories' it portrays encourages people to reflect on issues such as social justice and human rights, fairness and equality. Previous research and displays have focused on the achievements of Quakers in industry, banking and food manufacturing. The energy that helped to create and augment the 'stories behind the stitches' could now be used to explore the fabrics that were made and used in the past, right through to the present day and their impact upon communities, our culture and the natural world.

Because the Tapestry depicts people, their experiences and the lives they led, we can gain important insights into how fabrics of their day were used, what they wore and how fashions have changed since the mid-1600s. Our collection of fabric related artefacts are also an important record of how the changing nature of fabrics and how they impacted upon the lives of those who produced and utilised them. Using creative writing to explore the language associated with fabrics, our project also intends to learn more about the life of Quaker poet, Isabella Lickbarrow, who lived in Kendal and wrote at the same time as Wordsworth. Discovering how she lived in Kendal between 1784 and 1847 will provide a wonderful insight into Isabella's life, what she wore, where she might have bought her materials, and how they were made into clothes that were practical and appropriate for a young woman, and Quaker, at that time. Focusing on the lives of real people portrayed in the panels and the writings of Isabella, will give project participants someone to relate to as well as help tap into the natural curiosity we all have about the lives of others.

'The Fabric of Kendal' builds upon the success of our Flood Tapestry project and our many years of taking the Quaker Tapestry to venues across the country. We therefore understand how using creative media such as art and textiles to tell and share stories, touches the hearts and minds of people in new and inspiring ways. The emotions and experiences of others help people to realise the real human impact of a whole host of issues, ranging from local politics to war and everything in between. It is this energy that we hope to generate through this project and so deliver a creative experience that all visitors find fun, amusing, thought-provoking and empowering.

The feedback and resources generated as a result of the project will enable us to test new ways of working, and create new displays and activities that will augment our existing exhibition. They will also be portable, thus opening up new venues for us to promote our work, and therefore new audiences to attract to the museum.

## Facts & Figures about the Quaker Tapestry

Numbers of Visitors to the Museum per annum: 5,000 to 8,000

Number of Roadshow Visitors: 4,500 to 15,000

Number of Local Volunteers (mainly from Kendal and surrounding area): 32

Number of Visiting Volunteers per annum: 40

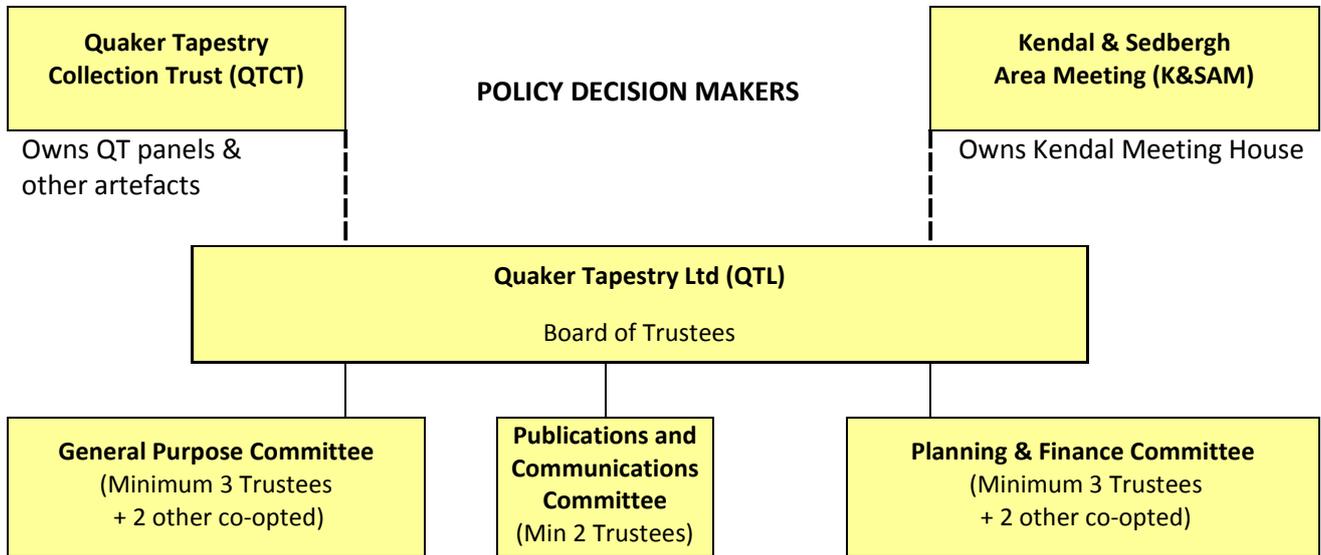
Number of Group (more than 15 people) visits per year: 25 to 30

## Project Budget 2019-2021

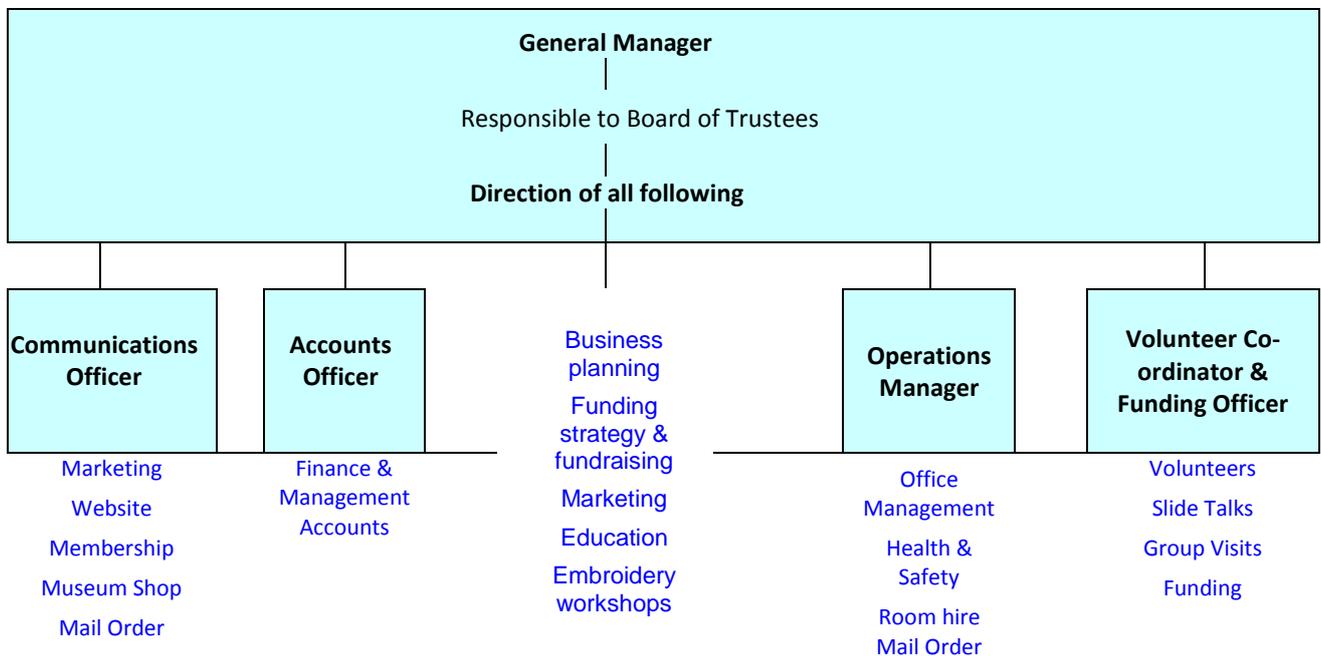
Activity - Quaker Tapestry	Per day	Year 1	Year 2	Year 3	overall min no. of days	Totals
Creative writer/tutor	£325	£2,275	£3,250	£2,275	24	£7,800
Staff time project leader	£100	£1,000	£1,000	£1,000	30	£3,000
On-costs (office/admin costs 10%)	£10	£100	£100	£100	30	£300
Room Hire	£95	£285	£760	£285	14	£1,330
Refreshments	£55	£165	£440	£165	14	£800
Marketing and promotion (incl press release, print leaflets, distribution)		£500	£300	£500		£1,300
Materials		£100	£200	£200		£500
Volunteers (travel)		£250	£500	£250		£1,000
<b>Activity - Display/Exhibition Resources</b>						
Display/exhibition resources - see below						£1,150
Monitoring and recording the project (photography/film/editing etc)						£1,000
Info Point x 2 (for exhibition and taking on tour)						£5,600
Website (blogs linking to social media and marketing)						£300
Design of leaflets and other promotional materials						£1,200
Travel costs of exhibition 'on tour' (delivery and collection)						£1,000
Contingency 10% of total project costs						£2,800
<b>Total cost of project</b>						<b>£29,080</b>
<b>Workings for display/exhibition resources</b>						
pop-up banner design and print						£300
TV for showing films						£300
Secure travel and display case for one Quaker Tapestry panel						£300
Easels for display (£20 each)						£100
Acid-free mounting materials for textiles						£150
						£1,150
<b>Volunteer Time - Match in kind.</b>						
Volunteers x 20 (300 volunteer person days £15,000)						
Specialist Volunteer x 6 (90 volunteer days 13,500)						

## Appendix 2: Quaker Tapestry Organisational Structure

### THE QUAKER TAPESTRY ORGANISATION CHART



### DELIVERY



Please turn over  
for Board of  
Trustees 2018

## Quaker Tapestry Ltd. Board of Trustees 2018

**Quaker Tapestry Limited is managed by Company Directors who are also Trustees. The Trustees, who have a wide range of skills and experience, usually serve for up to 6 years and have the power to appoint the necessary staff to assist them.**

Rosalind Batchelor  
Jill Booth  
Chris Bullard  
David Ditcham  
Mary Dower  
Sheila Houldin  
Mary Meeks  
Ann Morgan  
Arthur Pritchard  
Lesley Richards  
Steve Timson  
Sue Tyldesley

# **QUAKER TAPESTRY LIMITED**

**Financial Statements and Annual Report**

**For the Year Ended**

**31 December 2017**

**QUAKER TAPESTRY LIMITED**

**FINANCIAL STATEMENTS**

**For The Year Ended 31 December 2017**

**CONTENTS**

1-5	Report of the Directors and Trustees
6	Accountant's Report
7-8	Statement of Financial Activities
9-10	Balance Sheet
11-17	Notes to the Financial Statements

**QUAKER TAPESTRY LIMITED**

**REPORT OF THE DIRECTORS AND TRUSTEES  
For The Year Ended 31 December 2017**

The Directors of the charitable company, who are its Trustees for the purpose of charity law, are pleased to present their report together with the financial statements of the charity for the year ended 31 December 2017.

**REFERENCE AND ADMINISTRATIVE INFORMATION**

Quaker Tapestry Limited is a company limited by guarantee (each member's contribution not exceeding £10) and is a registered charity. The company was first incorporated on 22 February 1994. The name was changed from The Quaker Tapestry at Kendal Limited to Quaker Tapestry Limited in 2011 and revised Articles of Association approved in 2012.

Company Number: 2901085

Charity Registration Number: 1035077

Registered Office: Friends Meeting House  
Stramongate  
KENDAL  
Cumbria  
LA9 4BH

Accountants: Mitchinsons Accountants  
Chartered Certified Accountants  
22 Market Place  
KENDAL  
Cumbria  
LA9 4TN

**Directors and Trustees**

The company is run by the Directors who are also the Trustees and are referred throughout as such. The Trustees have the power to appoint the necessary staff to assist them. The Trustees who have served from 1 January 2017 until the day this report was approved were:

Rosalind M Batchelor  
Jill Booth  
Chris Bullard  
Mary Dower  
Sheila Houldin (from June 2017)  
Stanley Lee  
Mary Meeks  
Ann Morgan (from June 2017)  
Alan Price  
Lesley Richards  
Stephen Timson (from June 2017)  
Susan Tyldesley  
Ann Warren  
Penelope Robbins (to March 2017)

Clerk of Planning and Finance (Chair): Alan Price

Clerk (Chair) Quaker Tapestry Ltd: S. Mary Meeks

## QUAKER TAPESTRY LIMITED

### REPORT OF THE DIRECTORS AND TRUSTEES - continued For The Year Ended 31 December 2017

#### STRUCTURE, GOVERNANCE AND MANAGEMENT

##### Governing Document

Quaker Tapestry Limited is a charitable company limited by guarantee, governed by its Articles of Association which were revised and approved by Companies House and the Charity Commission in May 2012.

##### Recruitment and appointment of Trustees

Trustees are appointed by the Annual General Meeting each June on the nomination of a specially appointed Search Group. Trustees serve for up to three years which may be renewed.

#### GENERAL BACKGROUND

The Quaker Tapestry began in 1981 in Somerset and over 4,000 people in 15 countries were involved in making the 77 wool embroidered panels which portray the insights and experiences of Quakers since the founding of the Quaker movement in 1652.

In 1992 the Quaker Tapestry at Kendal Appeal Fund was set up for the purpose of raising funds to provide for the housing and exhibition of the Quaker Tapestry. Monies from this appeal fund were used to finance initial set up costs prior to incorporation. The Quaker Tapestry Exhibition was set up in 1994 in Kendal Friends Meeting House. This continues to be its permanent base.

A separate charity, the Quaker Tapestry Collection Trust (Registration Number 295268) is the owner of the embroidered panels and other museum objects and artefacts. Quaker Tapestry Limited leases them, free of rent, so that they can be displayed for public benefit.

Kendal Friends Meeting House is leased from Friends Trusts Limited, acting as Landlords on behalf of Kendal & Sedbergh Area Meeting of The Religious Society of Friends (Quakers). The Friends Meeting House is a Grade 2\* listed building completed in 1816.

#### OBJECTIVES

- a) to advance education for public benefit by displaying, maintaining and protecting embroidered hangings depicting Quakers, their worship and work in the world;
- b) to advance the education of the public by teaching arts and crafts and in particular embroidery and allied skills.

#### ACHIEVEMENTS AND PERFORMANCE

Each year brings new opportunities, benefits and challenges. In 2017 these came in the form of our staffing. We welcomed an extra permanent part time member of staff and two new temporary staff to cover a maternity leave. The new staff brought further skills, ideas and enthusiasm and this has led to changes in ways of working particularly with our volunteers. The time taken in recruitment and training of the new staff has been amply repaid and the Tapestry administration has benefitted from their input.

Our 2017 visitor survey showed that 83% of visitors rated their visit Excellent and 12% rated it Good with 92% saying they would recommend a visit to family and friends.

# QUAKER TAPESTRY LIMITED

## REPORT OF THE DIRECTORS AND TRUSTEES - continued

For The Year Ended 31 December 2017



In 2017 our major roadshows of 20 panels were exhibited in Taunton and Central London. It was in Taunton that the idea for a Quaker Tapestry germinated 36 years ago. We were most grateful to the Methodist Church in Taunton who invited us to come and hosted the exhibition in their church during May. The Methodists were also instrumental in inviting the local Quakers to help organise the event. One hundred volunteers, both in the exhibition and in the 'Pop-up Café,' generously gave over 650 hours of their time. The visitor numbers were very encouraging and their comments were full of praise.

The exhibition hall at Friends House in London, called 'The

Light', with its great high lantern ceiling illuminated the hall and the panels, was the venue for our 11 day exhibition in August. This roadshow was made possible by the generous offer of space from the Hospitality Company at Friends House and the organisational skills of two Quaker Tapestry members who lived locally. A Taster Embroidery Workshop, provided by the Tapestry staff during the show, was pre-booked and sold out before the show opened. This was a great success in introducing visitors to the techniques used in the panels. One visitor commented "We learned so much about Quakers as well as embroidery" - Jean, Canada



Over the years our panels and workshops have inspired many people to make their own similar panels. In 2017 at least three full sized panels were worked on. A request from those making a set of panels in Australia led to one being researched, designed and made about the story of the 'Dunera Boys'. A Quaker in Sheffield gathered a group to make a colourful panel of the history of Quakers in the city. The idea of the third panel is to record the



devastation of the flooding in the town of Kendal in 2015 in terms of both the physical and emotional damage sustained. This has truly been a community project which includes men, women and children from the town attending workshops. With a local textile artist and Quaker Tapestry experts, contributions have been designed and stitched. This was made possible by local generous grants and the stitching will continue in 2018.



The hiring of rooms in the building to a wide variety of local users has continued to provide income and also bring the Tapestry to the attention of many people who would not otherwise visit the building. This activity has continued to be very successful and is much appreciated by the users.

As well as attracting individual visitors and families to the Exhibition, we also welcomed local, national and international school groups and many other adult groups who find the exhibition fascinating.

The Board of Trustees meets 4 times a year with General Purposes, Planning and Finance, Publications and Nominations Committees and a Fundraising Working Group meeting regularly between the board meetings. The Trustees keep a close watch on all aspects of the Tapestry and particularly the financial position and the vision for the future.

# QUAKER TAPESTRY LIMITED

## REPORT OF THE DIRECTORS AND TRUSTEES - continued For The Year Ended 31 December 2017



Volunteers both local and from further afield have an important role to play alongside the paid staff and enjoy being part of the team. A thorough report on the contribution made by volunteers was compiled showing which aspects of volunteering were going well and which needing a re-think. One focus was the recruitment, training and support given to volunteers. This has led to new models being implemented which will make the most of people's skills and ensure that they have confidence in their ability to help make the visitors experience a happy one.

The day to day running of the exhibition, the retailing, the room hire, the Marketing and the legal requirements of the Charity all need time, expertise and dedication. The Office staff are very committed to the Organisation and share the vision of the Trustees. We are working towards being a Living Wage employer accredited by the Living Wage Foundation. We also agreed an Environmental Sustainability Statement this year. The regular three-year review of our Museum Accreditation with the Arts Council England was submitted in April 2017.

Our close relationship with both the local Quaker Meeting and the Kendal and Sedbergh Area Meeting has continued to flourish. This will be particularly important in 2018 as we face extensive repairs to the roof of our grade 2\* Listed building. It is only by working together with our Local and Area Meetings, Staff, Members, Stakeholders and Volunteers that we shall be able to raise the finances for this enormous project and be able to continue our efforts to secure the Future of the Quaker Tapestry in a beautiful, secure and welcoming environment.

### **Public Benefit**

The principal activity of the charitable company is the display and promotion of the Quaker Tapestry to the public. This fulfils the objectives and is achieving public benefit by use of the art and embroidery of the tapestry panels to make known the work and witness of Quakerism. The trustees and staff are regularly reviewing ways of making the tapestries available to the widest audience. The level of entry fees to the exhibition have been set bearing in mind the ability of people to pay. The staff can reduce, or waive, fees for those who would otherwise be unable to benefit from the Quaker Tapestry.

### **Financial Review**

The Quaker Tapestry Ltd has not repeated its sterling result of 2016 however overall operational income was up for the year on 2016. The only major area where income did not meet expectation was in grants and donations versus 2016. But we still achieved a small surplus and more importantly increased our Balance Sheet funds. This in itself was a very satisfactory result.

The first full year of licensing the café activities to a third party, continued to give the Tapestry the benefit of an adjoining café without direct management time.

The pleasing improvement in our Balance Sheet, in a year when a key member of staff, Lisa Moore, took maternity leave, is a tribute to the quality of the temporary staff we were able to take on and the efforts of the remaining Office Team filling the holes that Lisa's absence left.

Time has been spent by both staff and Trustees looking at how to increase our income stream and a number of new initiatives are now in train. We trust that they will bear fruit in 2018.

### **Organisations and trusts which supported Quaker Tapestry in 2017 included:**

Kendal Town Council  
South Lakeland District Council  
Cumbria County Council Community Fund  
Molly Croysdale Trust  
Henry & Christine Armitage Burt Charitable Trust  
Creative Futures Legacy Fund (now Kirkby Lonsdale Arts Scene)  
Dundee Friends Property Trust

### **Major Risks**

The risks facing the charity are reviewed annually. The risk register shows that the highest risks are all financial: inadequate cash-flow, dependence on too few income streams and inadequate reserves. Comparison with other museums of similar size suggests that the Quaker Tapestry's balance of earned income to grants and donations is not unusual and is more favourable than many.

**QUAKER TAPESTRY LIMITED**

**REPORT OF THE DIRECTORS AND TRUSTEES - continued  
For The Year Ended 31 December 2017**

**Reserves Policy**

The Trustees have agreed that sufficient unrestricted funds should be held to enable the charity to operate for six months in the event of needing to cease the exhibition of the Quaker Tapestry. The consequences of the policy are reviewed annually when the annual accounts are approved. The increase in unrestricted funds in the reserves at the end of 2017 kept the Tapestry within the guidelines in the policy.

**DIRECTORS' AND TRUSTEES' RESPONSIBILITIES**

The Directors and Trustees are required to prepare accounts for each financial year which give a true and fair view of the state of affairs of the company as at the end of the financial year and of the surplus or deficit of the company for that period.

In preparing the accounts, the Directors and Trustees are required to:

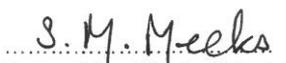
- a) select suitable accounting policies, apply them consistently and state them in the accounts;
- b) make judgements and estimates that are reasonable and prudent;
- c) state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- d) prepare the accounts on a going concern basis and to indicate where they are not prepared on that basis;

The Directors and Trustees are responsible for keeping proper books of account with respect to the company's transactions and its assets and liabilities and for maintaining a satisfactory system of control over the company's books of account and transactions. The Directors and Trustees are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**SMALL COMPANY EXEMPTION**

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Signed on behalf of the Trustees:

  
.....  
**Susan Mary Meeks (Clerk (Chair) of Trustees)**

  
.....  
**Alan Price (Clerk of Planning and Finance Committee)**

**QUAKER TAPESTRY LIMITED**

**ACCOUNTANT'S REPORT TO THE TRUSTEES ON THE UNAUDITED ACCOUNTS**

**For The Year Ended 31 December 2017**

We report on the accounts of the charity for the year ended 31 December 2017, set out on pages 7 to 17.

**Respective responsibilities of Trustees and Accountant**

As described on page 5, the charity's Trustees are responsible for the preparation of the accounts, and they consider that the charity is exempt from an audit and that an independent examination is needed. It is our responsibility to:

- Examine the accounts under section 145 of the Charities Act.
- To follow the procedures laid down in the general directions given by the Charity Commission.
- To state whether particular matters have come to our attention.

**Basis of opinion**

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

**Opinion**

In connection with our examination, no matter has come to our attention:

1. Which gives us reasonable cause to believe that in, any material respect, the requirements:

- To keep accounting records in accordance with the Charities Act, and Companies Act 2006 and
- To prepare accounts which accord with the accounting records and comply with the accounting requirements of the Charities Act and Companies Act 2006.

have not been met.

2. To which in our opinion attention should be drawn, in order to enable a proper understanding of the accounts to be reached.

**Mitchinsons Accountants**  
**22 Market Place**  
**Kendal**  
**Cumbria**  
**LA9 4TN**

QUAKER TAPESTRY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES  
(Including Income and Expenditure Account)

For The Year Ended 31 December 2017

INCOME AND ENDOWMENTS	Notes	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
<b>Income from Charitable Activities</b>					
Admissions (Not GA)		11,447	-	11,447	9,586
Café Income	19	-	-	-	-
		<u>11,447</u>	<u>-</u>	<u>11,447</u>	<u>9,586</u>
<b>Other Trading Activities</b>					
Shop and Mail Order Sales		41,231	-	41,231	42,339
Room Hire Income		19,268	-	19,268	23,102
Café Licence		5,000	-	5,000	3,333
Café Overheads		3,812	-	3,812	1,990
Workshop Fees		2,555	-	2,555	2,005
Car Park Income		585	-	585	600
Other Income		1,454	-	1,454	825
		<u>73,905</u>	<u>-</u>	<u>73,905</u>	<u>74,194</u>
<b>Donations and Legacies</b>					
Grants and Donations	4	34,705	31,236	65,941	79,192
Admissions (GA)		12,716	-	12,716	11,988
Area Meeting Contribution		6,300	-	6,300	6,100
Legacies and Lifetime Gifts		5,000	-	5,000	1,000
		<u>58,721</u>	<u>31,236</u>	<u>89,957</u>	<u>98,280</u>
<b>Income from Investments</b>					
Interest Received		1,819	-	1,819	2,162
		<u>1,819</u>	<u>-</u>	<u>1,819</u>	<u>2,162</u>
<b>TOTAL INCOME AND ENDOWMENTS</b>		<u>145,892</u>	<u>31,236</u>	<u>177,128</u>	<u>184,222</u>
<b>EXPENDITURE</b>					
<b>Expenditure on Charitable Activities</b>					
Exhibition Running Costs and Maintenance		2,238	-	2,238	566
Café Expenses	19	-	-	-	1,876
Cottage Expenses		3,338	-	3,338	3,633
Support Costs	7	70,401	5,979	76,380	69,042
Accountancy		2,359	-	2,359	1,871
		<u>78,336</u>	<u>5,979</u>	<u>84,315</u>	<u>76,988</u>
<b>Expenditure on Raising Funds</b>					
Direct Costs	6	13,269	-	13,269	14,009
Workshop Expenses		218	-	218	159
Support Costs	7	70,402	5,978	76,380	69,043
		<u>83,889</u>	<u>5,978</u>	<u>89,867</u>	<u>83,211</u>
<b>TOTAL EXPENDITURE</b>		<u>162,225</u>	<u>11,957</u>	<u>174,183</u>	<u>160,200</u>
<b>INCOME LESS EXPENDITURE</b>		<u>(16,333)</u>	<u>19,279</u>	<u>2,945</u>	<u>24,022</u>

QUAKER TAPESTRY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES - continued

(Including Income and Expenditure Account)

For The Year Ended 31 December 2017

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2017 £	Total 2016 £
<b>Income less Expenditure B/Fwd</b>		(16,333)	19,279	2,945	24,022
<b>Net Gains/(Losses) on Investments</b>					
Unrealised gains/(losses)	10	<u>(148)</u>	<u>-</u>	<u>(148)</u>	<u>2,856</u>
<b>Net Income/(Expenditure)</b>		<u><u>(16,481)</u></u>	<u><u>19,279</u></u>	<u><u>2,797</u></u>	<u><u>26,878</u></u>
<b>Transfers Between Funds</b>	14 & 15	<u>20,994</u>	<u>(20,994)</u>	<u>-</u>	<u>-</u>
<b>NET MOVEMENT IN FUNDS</b>		<u><u>4,513</u></u>	<u><u>(1,715)</u></u>	<u><u>2,797</u></u>	<u><u>26,878</u></u>
<b>Reconciliation of Funds</b>					
Total Funds B/Fwd		<u><u>146,808</u></u>	<u><u>9,831</u></u>	<u><u>156,639</u></u>	<u><u>129,761</u></u>
Total Funds C/Fwd		<u><u>151,321</u></u>	<u><u>8,116</u></u>	<u><u>159,436</u></u>	<u><u>156,639</u></u>

There were no recognised gains or losses in the year other than those in the Statement of Financial Activities

All incoming resources derive from continuing activities

The notes on pages 11 to 17 form part of these Financial Statements

QUAKER TAPESTRY LIMITED

BALANCE SHEET  
31 December 2017

	Notes	2017		2016	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	9		25,066		31,265
Investment at valuation	10		<u>52,757</u>		<u>52,905</u>
			77,823		84,170
<b>CURRENT ASSETS</b>					
Stocks	11	25,568		23,785	
Debtors	12	5,891		7,819	
Cash at bank and in hand		<u>67,106</u>		<u>59,597</u>	
		98,565		91,201	
<b>CREDITORS</b>					
Amounts falling due within one year	13	<u>(16,951)</u>		<u>(18,732)</u>	
<b>NET CURRENT ASSETS</b>			81,614		72,469
<b>Total Assets Less Current Liabilities</b>			<u>159,437</u>		<u>156,639</u>
<b>CREDITORS</b>					
Amounts falling due after more than one year			-		-
<b>NET ASSETS</b>			<u>159,437</u>		<u>156,639</u>
<b>FUNDS</b>					
Unrestricted funds	14		151,321		146,808
Restricted funds	15		<u>8,116</u>		<u>9,831</u>
<b>TOTAL FUNDS</b>	18		<u>159,437</u>		<u>156,639</u>

In approving these financial statements as directors of the company we hereby confirm:

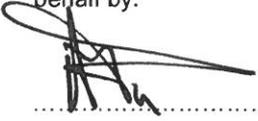
- (a) that for the year stated above the company was entitled to the exemption conferred by Section 477 of the Companies Act 2006;
- (b) that no notice has been deposited at the registered office pursuant to Section 476 requesting that an audit be conducted for the year ended 31 December 2017; and
- (c) that we acknowledge our responsibilities for:
  - (1) ensuring that the company keeps accounting records which comply with Section 386; and
  - (2) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year, and of its profit or loss for the year then ended in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the provisions of the Companies Act relating to financial statement, so far as applicable to the company.

**QUAKER TAPESTRY LIMITED**

**BALANCE SHEET - continued**  
**31 December 2017**

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

The financial statements have been approved by the Trustees on ..... and are signed on their behalf by:



.....  
**Alan Price** (Clerk of Planning and Finance Committee)

*S. M. Meeks* .....

**Susan Mary Meeks** (Co-Clerk of Trustees)

The notes on pages 11 to 17 form part of these Financial Statements

**QUAKER TAPESTRY LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS**  
**For The Year Ended 31 December 2017**

**1. Statutory Information**

Quaker Tapestry Limited is a private company limited by guarantee, and a registered Charity, domiciled in England and Wales. Its registered office is at Friends Meeting House, Stramongate, Kendal, LA9 4BH.

**2. Compliance with Accounting Standards**

The accounts have been prepared in accordance with the provisions of FRS 102 Section 1A for small entities. There were no material departures from that standard.

**3. Accounting Policies**

**a) Accounting Convention**

The Financial Statements have been prepared under Companies Act 2006, the Statement of Recommended Practice on Accounting and Reporting by Charities (the Charities SORP).

These financial statements for the year ended 31 December 2017 are the first financial statements that comply with FRS 102 Section 1A for small entities.

**b) Depreciation**

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less residual value over its expected useful life, as follows:

Property Restoration and Refurbishment	- over 21 years on a straight line basis
Cottage Property Improvements	- over 16 years on a straight line basis
Café	- over 14 years on a straight line basis
Office Equipment, Fixtures & Fittings	- 20% p.a on the reducing balance
Exhibition Design	- 50% p.a on the reducing balance
Computer	- 40% p.a on the reducing balance
Café Equipment	- 15% p.a on the reducing balance

**c) Stocks**

Stocks are stated at the lower cost and net realisable value.

**d) Incoming Resources**

These are recognised in the Statement of Financial Activities when the charity becomes entitled to the resources, the Trustees are virtually certain they will receive the resources and the monetary value can be recognised with sufficient reliability.

Income is shown net of any applicable Value Added Tax

Income tax recoverable on Gift Aid donations is only included in the Statement of Financial Activities when receivable.

Grants and donations are only included in the Statement of Financial Activities when the charity has unconditional entitlement to the resources.

**e) Expenditure**

All expenditure is accounted for on an accruals basis. Expenditure is summarised under functional heading either on a direct basis or for support costs apportioned according to an estimate of usage both in time and nature.

**f) Funds**

The charity has various funds for which it is responsible and which require separate disclosure. These are as follows:

Unrestricted funds: These are funds that can be used at the discretion of the Trustees in furtherance of the objects of the charity.

Restricted funds: These funds have arisen from donations or legacies and which have been earmarked for specific purposes.

QUAKER TAPESTRY LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
For The Year Ended 31 December 2017

4. GRANTS AND DONATIONS	2017	2016
	£	£
<b>Unrestricted Fund</b>		
General Donations	15,078	19,084
Membership Income	6,341	5,223
Gift Aid Tax Refund	6,396	7,308
Roadshow Donations	1,880	1,719
Travelling with the Quaker Tapestry Donations	-	260
Trust Appeal Donations	2,400	9,900
Other	2,610	3,020
	<u>34,705</u>	<u>46,514</u>
<b>Restricted Funds</b>		
Roadshow Fund	18,715	18,150
Education Fund Income	5,150	6,420
Website Fund Income	100	1,960
Building Fund Income	4,287	-
Roof Repair Fund Income	2,000	-
Marketing and Expertise Fund Income	-	5,000
Community Connections Initiative Income	984	1,148
	<u>31,236</u>	<u>32,678</u>
<b>TOTAL</b>	<u>65,941</u>	<u>79,192</u>
<b>5. NET INCOME OVER EXPENDITURE</b>		
This is stated after charging:		
Depreciation	6,199	7,930
Loss/(profit) on disposal of tangible fixed assets	-	-
None of the Trustees received any remuneration from the charitable company.		
<b>6. DIRECT COSTS</b>		
Opening stock	23,785	23,864
Purchases and other direct costs	15,377	13,910
Carriage and postage	(325)	20
	<u>38,837</u>	<u>37,794</u>
Less:		
Closing stock	(25,568)	(23,785)
	<u>13,269</u>	<u>14,009</u>

QUAKER TAPESTRY LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
For The Year Ended 31 December 2017

7. SUPPORT COSTS	2017	2016
	£	£
Salaries	80,705	75,633
Pension Contributions	3,523	2,835
Subcontract	3,458	-
Community Connections Initiative Fund Expenses	275	-
Education Fund Expenses	2,550	36
Roadshow Fund Expenses	6,584	6,204
Website Fund Expenses	-	4,395
Marketing Fund Expenses	400	2,628
Roof Repairs Fund Expenses	2,148	-
Cleaning and Caretaking Expenses	2,363	3,363
Travel Expenses	1,973	1,582
Repairs and Maintenance	5,254	2,429
Property Repairs	6,858	3,157
Garden Expenses	1,344	1,280
Heat, Light and Power	5,356	6,989
Rates	817	614
Water Rates	1,751	1,685
Insurance	4,884	4,531
Telephone	1,671	1,915
Office Postage, Stationery and Maintenance	1,593	1,370
Advertising and Promotion	9,491	5,963
Subscriptions	594	390
Training, Recruitment and Sundry	1,356	368
Bank and Credit Card Facility Charges	1,613	1,301
Legal and Professional	-	1,487
Depreciation	6,199	7,930
	<u>152,760</u>	<u>138,085</u>

Support Costs are allocated on a best estimate of the usage both in time and nature and as such an element of judgement has been applied.

Charitable Activities	76,380	69,042
Raising funds	76,380	69,043
	<u>152,760</u>	<u>138,085</u>

8. STAFF COSTS

Wages and Salaries	84,028	73,346
Social Security Costs (net of employers allowance)	(3,323)	2,287
Pension Costs	3,523	2,835
	<u>84,228</u>	<u>78,468</u>

The average number of full time equivalent employees was as follows:

Charitable Activities	1.8	1.2
Raising Funds	1.8	2.0

QUAKER TAPESTRY LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
For The Year Ended 31 December 2017

9. TANGIBLE FIXED ASSETS

	Property Restoration & Refurbishment	Cottage Property Improvements	Café	Fixtures, Fittings & Office Equipment	Exhibition Design	Computer	Café Equipment	Total
	£	£	£	£	£	£	£	£
<b>COST</b>								
At 1 Jan 2017	58,880	37,404	22,033	99,281	143,482	19,019	30,146	410,245
Additions	-	-	-	-	-	-	-	-
Disposals	-	-	-	-	-	-	-	-
At 31 Dec 2017	<u>58,880</u>	<u>37,404</u>	<u>22,033</u>	<u>99,281</u>	<u>143,482</u>	<u>19,019</u>	<u>30,146</u>	<u>410,245</u>
<b>DEPRECIATION</b>								
At 1 Jan 2017	58,879	37,403	22,032	76,463	143,393	17,671	23,139	378,980
Provided during the year	-	-	-	4,564	45	539	1,051	6,199
On Disposals	-	-	-	-	-	-	-	-
At 31 Dec 2017	<u>58,879</u>	<u>37,403</u>	<u>22,032</u>	<u>81,027</u>	<u>143,438</u>	<u>18,210</u>	<u>24,190</u>	<u>385,179</u>
<b>NET BOOK VALUE</b>								
At 31 Dec 2017	<u>1</u>	<u>1</u>	<u>1</u>	<u>18,254</u>	<u>44</u>	<u>809</u>	<u>5,956</u>	<u>25,066</u>
At 31 Dec 2016	<u>1</u>	<u>1</u>	<u>1</u>	<u>22,818</u>	<u>89</u>	<u>1,348</u>	<u>7,007</u>	<u>31,265</u>

QUAKER TAPESTRY LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
For The Year Ended 31 December 2017

10. INVESTMENTS	2017	2016
	£	£
<b>COIF Charities Fixed Interest Fund - Income Units</b>		
<b>Cost</b>		
At 1 January 2017	52,803	52,803
Additions	-	-
Disposals	-	-
At 31 December 2017	<u>52,803</u>	<u>52,803</u>
<b>At Market Value</b>		
At 1 January 2017	52,905	50,049
Disposals	-	-
Unrealised gains/(losses)	(148)	2,856
At 31 December 2017	<u>52,757</u>	<u>52,905</u>
11. STOCKS		
Goods for Resale	25,568	23,785
	<u>25,568</u>	<u>23,785</u>
12. DEBTORS		
Trade Debtors	4,313	6,527
Prepayments and Accrued Income	1,578	1,292
	<u>5,891</u>	<u>7,819</u>
13. CREDITORS		
Amounts Falling Due Within One Year:		
Trade Creditors	6,247	4,194
Other Taxes and Social Security Costs	6,530	6,879
Accruals and Other Creditors	4,174	7,659
	<u>16,951</u>	<u>18,732</u>

QUAKER TAPESTRY LIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
For The Year Ended 31 December 2017

14. UNRESTRICTED FUNDS	2017	2016
	£	£
Brought Forward	146,808	123,551
Transfer Between Funds	20,994	15,794
Unrealised Gains/(Losses)	(148)	2,856
Net Income/(Expenditure)	<u>(16,333)</u>	<u>4,607</u>
Carried Forward	<u>151,321</u>	<u>146,808</u>

Included in unrestricted funds is a designated building reserve of £20,000 (2016 - £20,000).

15. RESTRICTED FUNDS	Brought Forward	Incoming Resources	Resources Expended	Transfers Between Funds	Carried Forward
	£	£	£	£	£
Website Fund	1,025	100	-	(1,125)	-
Roadshow Fund	-	18,715	6,584	(12,131)	-
Community Connections Initiative	-	984	275	(709)	-
Building Fund	-	4,287	-	(4,287)	-
Education Fund	6,434	5,150	2,550	(2,890)	6,144
Marketing and Expertise	2,372	-	400	-	1,972
Roof Repairs Fund	-	2,000	2,148	148	-
	<u>9,831</u>	<u>31,236</u>	<u>11,957</u>	<u>(20,994)</u>	<u>8,116</u>

16. SHARE CAPITAL

The company is limited by guarantee and does not have any share capital.

17. TAXATION

The company is a registered charity and has been exempted by HM Revenue & Customs from Tax under S.505 (1) (C) ICTA 1988.

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS	Unrestricted Funds	Restricted Funds
	£	£
Fixed Assets	77,823	-
Current Assets	90,449	8,116
Current Liabilities	(16,951)	-
Long Term Liabilities	-	-
	<u>151,321</u>	<u>8,116</u>

QUAKER TAPESTRY LIIMITED

NOTES TO THE FINANCIAL STATEMENTS - continued  
For The Year Ended 31 December 2017

19. CAFÉ INCOME AND EXPENDITURE ACCOUNT

	2017		2016	
	£	£	£	£
<b>INCOME</b>				
Sales		-		-
<b>COST OF SALES</b>				
Opening Stock	-		993	
Food Purchases and Consumables	-		-	
Closing Stock	-		-	
		0		(993)
<b>GROSS PROFIT</b>		0		(993)
<b>EXPENSES</b>				
Wages and Salaries	-		-	
Council Tax	-		43	
Insurance	-		-	
Heat, Light and Power	-		-	
Crockery and Utensils	-		-	
Repairs and Maintenance	-		840	
Café Development	-		-	
Cleaning Materials and Laundry	-		-	
Subscriptions and Licences	-		-	
		0		(883)
<b>NET SURPLUS/(DEFICIT)</b>		0		(1,876)

# KENDAL TOWN COUNCIL

## Grant Application Form 2019/20

Please check before sending:

Is your project or service based in Kendal? Yes

Have you read the grants criteria? Yes

Have you attached a copy of your latest audited accounts? Yes – see note below.

*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries then please contact us on: 01539 793490 or e-mail:office@kendaltowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: Kendal Community Theatre	
Correspondent (and position): Sue Buckingham, Chair of trustees	
Address: c/o Castle Street Community Centre Castle Street Kendal LA9 7AD	
Daytime Telephone: 01539 729579	E-mail:chairman@kendalcommunitytheatre.com

1. Please tell us about your organisation:

Kendal Community Theatre was formed in June 2011. It is a registered charity. It seeks to deliver innovative theatrical productions which are inclusive, encouraging participation from all members of the community regardless of gender, age, disability, disadvantage or ethnicity. Participation is open to any interested individual or group with no entry requirements, auditions or tests whatsoever. It welcomes and encourages participation by people at disadvantage because of employment, health or social status. It seeks to bring innovative drama to Kendal. Major productions have been "A Passion for Kendal" in 2012 and 2015, "Lady Anne Clifford, a woman cast out" in 2013 and "Oh What a Lovely War" in 2014. Kendal Yarns Festival of New Plays in 2016 featured 58 plays by over a hundred local writers. In 2017 the Kendal Yarns legacy featured six yarns in Best of the Fest, at Staveley Roundhouse in April, 3 BBC Radio Cumbria broadcasts of Kendal Yarns Plays in April and culminating 2017 with a tour of plays to local care and residential homes and the Cool Yule Winterfest in partnership with Kendal College at Kendal Museum. In 2018 is activities included in the Strong Women Street Theatre in Kendal and Trouble With Women Festival of plays at Castle Street Centre. It also took part in Kendal's first Unity Festival.

It works in partnership with a number of other groups and organisations including Manna House, Kendal, The Brewery Arts Centre, South Lakes Housing Association, Castle Street Community Centre and Kendal Museum.

2. Briefly describe the project or service you want funding for:

Kendal Community Theatre wishes to build on its previous work in 2019/20. Taking part in the Kendal Unity Festival in June 2019, running a series of workshops in theatre related skills including acting and putting on a production. These activities will as usual aim to be inclusive events where all people regardless of age or ability are encouraged to take part.

They will benefit to community and town of Kendal.

Total cost of project or service	£ 5500	<b>Amount requested</b>	<b>£500</b>
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Funds received to date	£ 1500	Funds pledged to date	<b>£000</b>
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3. Why do you need this grant and how will the people of Kendal benefit?

This grant would be go towards the cost of running these events. The baseline running costs for items such as insurance and storage are over £1500 per year. Whist some of this is met by membership subscriptions these subscriptions do not cover the full cost as we keep them low to ensure that all are able to participate in our activities.

The costs relating to the workshops and the Unity Festival are expected to be at least £2100.

As with previous KCT productions, and its other activities, those in 2019/20 will enable people of all ages and abilities from across Kendal to have the experience of working with professionals as performers – as actors and musicians, designers and set makers, and sound and video technicians - to further develop their skills and take part in performance.

The diversity of participating organisations and individuals will promote social inclusion and real opportunities for relationship building across the Kendal community strengthening community cohesion.

Experiences such as have this have been shown to facilitate significant personal growth and learning for those individuals and organisations taking part.

4. Please provide any other information in support of your application.

The detailed planning of these activities is still taking place which is why it is not possible at this stage to identify the details of the other sources of funding. We have though worked up the costing and identified possible sources of funding. We will be able to provide more detailed funding information later in the year.

At this stage we can say:

1. Kendal Community Theatre will commit £1,500 at this stage. It plans to raise more money by its own efforts with events such as coffee mornings, camel racing and other fundraising events.
2. We will also approach other funders that support the type of work we do for help either by making cash grants or making contributions in kind.
3. There will be earned income from events such as performances. We estimate, based on past experience, it will be around £1000.
4. KCT has a Reserve Policy, in line with Charity Commission guidance, which requires it to maintain a reserve in the range £3500 - 5000. This is to ensure that we can meet ongoing commitments and seed fund upcoming projects.
5. As always we will work to deliver exciting events, within the resources we have available, that will benefit the people of Kendal

5. What other sources of funding have already been raised or promised?

Source	Total
Kendal Community Theatre	£1500
Earned income from performance – see note above in section 4.	£1000
	£
	£
	£
<b>Total Funds Raised</b>	<b>£2500</b>

6. How do you propose to evaluate that the service or project has been a success?

Objectives and measures for all projects are set at the outset. These cover a broad range of outcomes including community cohesion, social inclusion, relationship building, supporting local businesses, enabling participants to work with professional music makers, actors, designers and directors; sustainability; developing structures that enable future creative community projects to happen which complement existing professional events. Progress against these objectives is measured throughout and at the end.

7. Please provide a copy of your latest audited accounts with your application.

I have supplied a copy of our accounts for 2017/18. The 2018/19 year end is September 30<sup>th</sup>. I will let you have these when they are available. They are not audited as the Charity Commission does not require this for turnovers such as this.

**Signed: Sue Buckingham**

**Date: 23 September 2018**

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name: Kendal Community Theatre

Sort Code:.05 05 40.....

Account Number: 34178190

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

**Kendal Community Theatre**

**Income and Expenditure 1/10/16 to 30/9/17**

KCT	Income	Notes	Expense	Notes	Net
	Gift Aid	1011.70	KCT Admin	50.26	
	KCT Fund Raising - Camel Racin	320.00	KCT Misc	80.00	
	KCT Fund Raising Coffee	155.00	Insurance	687.69	
	Kendal Town Council Grant	1000.00	Venue Hire	20.60	
	Membership 2016/17	324.14	KYp2 Admin	10.25	
	Miscellaneous Income	84.60	KYp2 Banner installation	175.00	
	Workshop income	132.05	KYp2 Performances	2135.98	
	Membership 2017/18	20.00		<b>3159.78</b>	
	OUT Misc	100.00			
	<b>Total</b>	<b>3147.49</b>			
<b>Kendal Yarns Legacy</b>					
			Acting and selection work	<b>441.50</b>	
	<b>BBC Radio Cumbria</b>		<b>Expense</b>		
	<b>Income</b>		Directing	560.00	
	<b>Total</b>			<b>560.00</b>	
	<b>Best of the Fest</b>		<b>Expense</b>		
	<b>Income</b>		Directing	3000.00	
	Split of Box Office	716.75	Travel	650.00	
			Stage Manager	473.00	
			Rehearsal space	861.48	
			Photographs	150.00	
			Costumes/props	42.96	
			Printing	294.00	
			Publicity	253.28	
			Misc	40.00	
	<b>Total</b>	<b>716.75</b>		<b>5764.72</b>	
	<b>Legacy Tour</b>		<b>Expense</b>		
	<b>Income</b>		Directing		<b>Note</b>
			Rehearsal space	52.50	720.00 Will be in 2017/18 accounts
			Travel		180.00 Will be in 2017/18 accounts
			Costumes/props		110.60 Will be in 2017/18 accounts
			Printing	10.00	122.72 Will be in 2017/18 accounts
	<b>Total</b>			<b>62.50</b>	
	<b>Cool Yule</b>		<b>Expense</b>		
	<b>Income</b>		Printing	31.70	
	<b>Total</b>			<b>31.70</b>	
<b>Total for Year</b>					
	<b>Income</b>		<b>Expense</b>		
		<b>3864.24</b>		<b>10020.20</b>	<b>-6155.96</b>
	<b>Opening Balance 01/10/16</b>	<b>16345.52</b>			
			Cash		<b>170.57</b>
			Yorkshire Bank		<b>3486.99</b>
	<b>Gain / (Loss) on Year</b>	<b>-6155.96</b>	Yorkshire Bank #2		<b>6532.00</b>
	<b>Closing Balance 30/09/17</b>	<b>10189.56</b>			<b>10189.56</b>

Treasurer: *J. Wilson 5.12.17*

Chairman: *Susan R. Brindley 5.12.17*

# KENDAL TOWN COUNCIL

## Grant Application Form 2019/20

Please check before sending:

Is your project or service based in Kendal?

Have you read the grants criteria?

Have you attached a copy of your latest audited accounts?

*(No application will be considered without a copy of your latest audited accounts)*

If you have any queries then please contact us on: 01539 793490 or e-mail:office@kendatowncouncil.gov.uk.

*Please note: Information which you provide in this application will be considered in an open meeting of the Audit, Grants and Charities Committee and is therefore in the public domain.*

Name of your organisation: South Lakes Citizens Advice	
Correspondent (and position): Karen Evans, Chief Officer	
Address: Blackhall Road, Kendal LA9 4BT	
Daytime Telephone: 015394 47185	E-mail:manager@southlakesca.org.uk

### 1. Please tell us about your organisation:

South Lakes Citizens Advice (SLCA) is a local, trusted charity which provides an holistic, quality assured advice service which is free, independent, confidential and impartial to everyone on their rights and responsibilities. The advice and support provided is based on the individual client need. We value diversity, promote equality and challenge discrimination.

The service is open to all within Kendal and the surrounding district of South Lakeland. It is a member of the Citizens Advice service and is a registered charity and a company limited by guarantee.

#### Our aim is to:-

- provide the advice people need for the problems they face.
- improve policies and practices that affect people's lives.

#### We provide:-

- a client centred holistic generalist advice and support service to the community
- advice, information and practical support on a wide range of matters, including employment, money and debt, welfare benefits and Universal Credit, housing, relationship and family, and health and community care;
- specialist advice for more complex debt cases (projects funded from different sources) and are regulated through the Financial Conduct Service;
- specialist advice in welfare benefits for those people living with Cancer (funded by Macmillan);
- low level housing advice to those experiencing housing problems (this is funded by Cumbria County Council and will cease in March 2019).

#### We provide a quality service:-

- We hold an Advice Quality Standard Certificate in Debt and Welfare Benefits;
- The advice given is measured against a national quality framework.

**The service in Kendal is:-**

- now open four days a week for generalist and specialist advice;
- provided by highly trained local volunteers;
- supported by an experienced paid supervisor;
- supported by a dedicated telephone advice service (accessible five days per week);
- supported by a second tier consultancy support in the areas of employment, housing and consumer rights.

**Additional services:**

- We host a PensionWise guider who can provide Pension advice and guidance.

**2. Briefly describe the project or service you want funding for:**

We are requesting funding for three years to ensure we can continue to deliver and meet the demand for our service. During 2017/18 we dealt with 896 clients with 2,806 issues. Many clients require face to face advice, especially as we are finding that cases are becoming more complex.

The top issues were

- Benefits and tax credits (including Universal Credit)
- Debt
- Relationship and Family
- Employment
- Housing.

Going forward we are aware that the demand for our service will continue to grow with the full roll out of Universal Credit, and impact of changes to the welfare benefits system, as well as other legislative changes.

While we have a four year funding agreement with South Lakeland District Council this funding is being reduced by 10% on an annual basis. Therefore, we are applying for funding to ensure that the valuable service we provide will continue. Furthermore, three year funding will able us to consider new medium/long term initiatives and to apply for new funding streams.

Your funding will contribute to the core delivery cost of the service:

- recruiting, training and covering the expense costs of volunteers;
- covering the day to day running expenses of the service and premises, including, for example, rent, utilities, insurance, telephone cost and I.T. requirements;
- staff costs in relation to supervision and support of volunteers.

Your funding will ensure:

- there is an accessible generalist advice service delivered in Kendal;
- the service is available for those who live and work in Kendal and its surrounding area;
- we have the resources to develop the service further to meet the challenges faced by clients;
- we are here to voice the concerns of clients to government about policies and practices impacting on citizens;
- people can access specialist "in house" advice related to debt and housing, benefits for people living with cancer (we deliver a Macmillan Welfare Benefits service) and practical guidance in money management and budgeting;
- we provide a wide range of volunteer opportunities which help volunteers to develop new skills, enhance existing skills and, for some, enhance employment opportunities;
- we can continue to work with other local providers, such as the Foodbank and Gateway Collaborative to ensure clients are referred to appropriate support services.

We will fully acknowledge the vital financial support provided by Kendal Town Council and how the funding is helping us continue develop a service that is responsive to local needs.

Total cost of project or service	£165,000 (3 yrs)	<b>Amount requested</b>	<b>£15,455 (3 yrs)</b>
Funds received to date	£Nil	Funds pledged to date	£Nil

### 3. Why do you need this grant and how will the people of Kendal benefit?

With the continuous support Kendal Town Council we have been successful in re-establishing and maintaining a much needed service in Kendal. The core service is funded by a grant from South Lakeland District Council (SLDC). This funding is used to cover some salary costs, office costs and volunteer costs of our district service.

The funding from SLDC is secure, but is decreasing from 2017/18 and will continue thereafter at 10% per annum as follows:

2019/20	2020/21	2021/22
£62,370	£56,133	£50,519.

Due to this funding decrease, we have restructured the service. This has included from April 2018 focusing our service delivery from our hub in Kendal, while also delivering a service in Ulverston and an out-reach service in Windermere. We offer access to face-to-face advice in Kendal four days per week and five day a week by telephone and email.

To ensure the ongoing financial viability of South Lakes Citizens Advice, and in particular the Kendal service, the total cost of the core service has to be covered by securing additional funding to cover the funding gap and contribute to the decreasing core grant from SLDC. The annual running cost of the Kendal office is estimated to be around £55,000 (staff, volunteer expenses and overheads). From core funding (from SLDC) £20,000 will be allocated.

However, as the demand for our service continues and we are seeing the number of clients with complex issues grow, we do not want to reduce the service in Kendal. There is no doubt that this vital service is needed. Therefore, we are requesting the funding to ensure this much-needed service in Kendal continues and to help us develop the service to meet future demand.

#### **4. Please provide any other information in support of your application.**

With the continuing financial support from Kendal Town Council we have successfully developed the service we offer to the residents of Kendal and the surrounding district. We, therefore, welcome the opportunity to apply for funding for another three years. The amount we have requested is (allowing for inflationary increases of 3 percent a year):

2019/20	£5,000
2020/21	£5,150
2021/22:	£5,305
Total	£15,455

The funding from Kendal Town Council will ensure the service continues, but it will also give us the opportunity to implement and review new initiatives to ensure the service is readily available and easy to access. We are currently, for example, looking at the potential of using Skype as a means of giving advice. We encourage users of the service to provide feedback and comments regarding the service we offer. For example, when we close a case we issue a client feedback questionnaire to clients. The questionnaires ask questions regarding access and ease of access. We use this information when reviewing service delivery. We have worked with a local school looking at the client journey and what improvements we can make at the start of the journey, and how we can make the service more welcoming. We are currently reviewing feedback from a partner organisation to identify potential improvements to the service.

We are fully aware of the constraints placed on Kendal Town Council and, therefore, we will continue to identify and apply for alternative funding to ensure a diverse funding stream but this is becoming

5. What other sources of funding have already been raised or promised?

Source	Total
SLDC	£20,000
Public donations (potential)	£100.00
Local Parish Councils serviced by the Kendal office (potential)	£100.00
<b>Total Funds Raised</b>	<b>£15,000</b>

**6. How do you propose to evaluate that the service or project has been a success?**

We provide support and guidance to all volunteers whilst they deliver the advice service to ensure all issues are dealt with in accordance with the law and to prescribed standards. This work is audited on a monthly basis by ourselves and by the national Citizens Advice service to ensure a quality accurate service is delivered. Any areas of concern are then addressed accordingly.

We monitor the number of clients who access the service and the range of their advice needs. This evidence is used to monitor trends and to identify potential development needs and opportunities. We will continue to engage with clients about their experience of the service, and we will use such information to shape the service and how it is delivered.

We welcome and will seek feedback from partner agencies about our service to identify potential improvements to the service.

7. Please provide a copy of your latest audited accounts with your application. Please see attached.

**Signed: K. Evans**

**Date: 23 September 2018**

Grants are paid, net of VAT, directly to organisations' bank accounts, so we will need the following details from you:

Organisation's Account Name: South Lakes Citizens Advice

Sort Code: 40-52-40

Account Number: 00019321

Completed applications should be sent to:

[treasurer@kendaltowncouncil.gov.uk](mailto:treasurer@kendaltowncouncil.gov.uk)

Jack Jones, Town Treasurer  
Kendal Town Council  
Town Hall  
KENDAL  
Cumbria LA9 4DL  
Tel: 01539 793490

**South Lakes Citizens Advice Bureau**  
**(Company Limited by Guarantee)**

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Unaudited Financial Statements for the year ended  
31 March 2018

Company Registration Number 06113551

Charity Registration Number 1118656

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2018

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# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 March 2018

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The trustees, who are also the directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2018.

## REFERENCE AND ADMINISTRATIVE DETAILS

<b>Registered charity name</b>	South Lakes Citizens Advice Bureau
<b>Charity registration number</b>	1118656
<b>Company registration number</b>	06113551
<b>Principal office and registered office</b>	Blackhall Road Kendal Cumbria LA9 4BT

## THE TRUSTEES

Dare Holland	
Catherine Lubelska	
Kathryn Cornah	
Russell Longton	
Elizabeth Anderton	
John Whitehead	
Alan Chesters	(Appointed 19 July 2017)
Janet Shields	(Appointed 22 November 2017)
Rae Cross	(Resigned 22 November 2017)
Joyce Holland	(Resigned 22 November 2017)

**COMPANY SECRETARY** Karen Evans (Chief Officer)

**ACCOUNTANTS** Mr Darren Little ACA  
Chartered Accountant  
Saint & Co  
The Old Police Station  
Church Street  
Ambleside  
Cumbria  
LA22 0BT

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2018

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## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing document**

The charity is governed by its memorandum and articles of association dated 19 February 2007 and amended on 06 December 2012.

### **Methods adopted for the recruitment and appointment of new trustees**

Members of the trustee board are appointed through an open and transparent selection and interview process. Membership of the trustee board aims to reflect the diversity of the community within which it is located. No funders are currently represented on the board.

Members of the trustee board are inducted and trained in a timely fashion and understand their responsibilities, in relation to Citizens Advice Membership scheme, Charity Commission and Companies House.

## **OBJECTIVES AND ACTIVITIES**

### **Summary of the objects**

South Lakes Citizens Advice was established for the promotion of any charitable purpose for the benefit of the community in Cumbria by the advancement of education, the protection of health and the relief of poverty, sickness and distress.

### **Public benefit**

The Trustees have referred to the guidance contained in the Citizens Advice Service Membership and the Charity Commission's general guidance on public benefit when reviewing the objectives and in planning for future activities.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2018

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## ACHIEVEMENTS AND PERFORMANCE

### Summary of achievements and performance

In 2017/18 South Lakes Citizens Advice continued to deliver an excellent free, independent, confidential and impartial quality advice service from four key sites across the district. During the reporting period we dealt with 1,725 clients with 5,021 issues. The generalist service included face to face, telephone and e-mail and was delivered by our highly trained advice volunteers supported by our team of Administration volunteers. To ensure an accessible service our volunteer team provide advice and information either by:

- Telephone
- Face to face
- E-mail/ website submission
- Letter

This service and the volunteer teams are supported and supervised by paid staff. The generalist service is complemented by our specialist team consisting of:-

- Cumbria County Council funds casework in Money Advice which is provided by the generalist advisers as well as two part-time paid caseworkers.
- The Money Advice Services MASDAP which is delivered by two part-time caseworkers.
- South Lakes Housing - this is a project aimed at addressing the Money Advice needs of tenants of South Lakes Housing Association.
- Welfare Benefits project - is funded by Macmillan Cancer Support and is available to those affected by cancer. The service is delivered by two part-time caseworkers. The caseworkers provide advice at a location suitable to the clients' health needs, including home visits.
- Funding from the Cumbria Community Foundation and Citizens Advice to provide generalist advice to those affected in the district by the floods of December 2015.
- Low level housing advice, funded by Cumbria County Council to provide low level housing advice to clients referred to the service by CCC staff.
- We continue to host a Pension Wise guider and therefore we are able to offer appointments with the guider for those who require guidance in relation to pensions.

### Research and Campaigning

We continue to be actively involved in Research and Campaigns work and have contributed to a wide range of initiatives and campaigns run across the county and with Citizens Advice. Our role is to act as a voice and provide evidence of unfair legislation, policies and practices in order to prevent problems arising in the future.

### Working in Partnership

- We are a member of a local multi-agency initiative: the Gateway Collaborative. A key aim is for member agencies to make client referral to our services and vice versa. This is an excellent tool and ensures clients obtain the right advice and support from the right advice agency. We have a member of staff who is on Trustee Board of this initiative.
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# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2018

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- We are a member of Citizens Advice Cumbria which is a consortium comprising of the other 5 local citizens advice offices in Cumbria. One aim of the consortium is to identify and bid for key county wide funding.

## **New Initiatives and Achievements**

Quality of Advice Assessment: The quality of our advice is confidentially assessed both internally (monthly) and externally (quarterly) We are pleased to report that the quality of our advice work continues to be of a very high standard.

We have scored high in relation to the annual audit of our Performance and Quality. This audit is assessed against the following key areas

- Governance
- Strategic Business planning
- Risk Management
- Financial Management
- People Management
- Operational performance management
- Partnership working
- Research and Campaigning
- Equality

The auditor noted examples of best practice in areas of Finance and Governance.

## **Funding bids:**

This year we were successful in our bid to The Freda Scott Charitable Trust. With the funding we will be able to recruit a part time Volunteer Recruitment and Training Officer. This is a vital role and the successful candidate will be responsible for the recruit and training of new volunteers.

## **The future**

In this highly competitive financial climate the Trustees are committed to developing the service we offer to meet the growing advice challenges and 2018/19 is no exception with the pending introduction of welfare benefit Universal Credit in South Lakeland. Therefore, to ensure that South Lakes Citizens Advice is "fit for purpose" and that it is a robust and sustainable service we are constantly reviewing the strategic direction of our organisation.

Needless to say, funding is crucial and as reported we continue to identify funding opportunities to ensure a diverse funding stream. However, we note that without the financial support of those named in this document we would not be able to deliver this vital service. We would like to take this opportunity to say thank you to the South Lakes District Council, Town and Parish Councils and County Council for their continued support. We would also like to thank The Freda Scott Charitable Trust all those listed under Donations who have supported us over the year.

## **Finally**

On behalf of the Trustee Board I would like to say thank you to all staff and volunteers for their dedication and commitment and ensuring a quality, high valued service is delivered to the community of South Lakeland.

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# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2018

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## FINANCIAL REVIEW

### Review of the financial position

The total expenditure during the period of these accounts was £256,455 and income was £257,165, a net surplus of £710, leaving reserves of £182,765. The main source of finance for the General Advice service continued to be a Grant from South Lakeland District Council and good progress was made under our Income Generation scheme in securing other monies from Town and Parish Councils and charities.

Funding continued via Citizens Advice Cumbria on all three previous contracts for the provision of money, debt and welfare advice.

However, the Trustees are aware that all funding streams remain under threat of reduction or complete removal and they continue to monitor the budget closely and work to establish alternative funding.

### Principal financial management policies adopted in the year

A budget for the year was agreed prior to the beginning of the accounting year and amended as necessary during the year. Management accounts were presented at each bi-monthly Trustee Board meeting and expenditure monitored against the budget. Policies regarding spending authorities, operation of petty cash systems and payment of travel expenses are contained within the Office Manual, and are regularly reviewed.

### Reserves Policy

The Trustees have carried out a review of the Reserves policy, and have agreed to maintain Reserves as follows:

The Trustees believe that the Charity should hold financial reserves in order that it can continue to operate and meet the needs of clients in the present uncertain financial climate. Consequently, the Trustees believe it prudent to maintain the following Reserves:

#### **Contractual Commitment Reserve**

This reserve will enable the charity to effect an orderly reduction in activity level, and meet its contractual financial commitments to staff, landlords and other suppliers, in the event of unforeseen and potentially damaging circumstances such as the withdrawal of, or reduction in, a significant funding stream. At 31 March 2018 these liabilities total approximately £80,000, so it is proposed to maintain this Reserve at that figure.

#### **General Fund Reserve**

This reserve acts as a buffer to absorb budgeted deficits to enable the charity to maintain service levels in the event of an expected reduction in funding streams, whilst alternative funds are sourced. The Trustees consider it prudent to maintain this at a minimum of £50,000, approximately equal to 20% of total annual recurring expenditure. At 31 March 2018, the balance on the Reserve is £77,829.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 March 2018

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## FINANCIAL REVIEW *(continued)*

### Principal funding sources

The main sources of project income for the year were: Cumbria County Council (money advice and housing advice contracts), the Money Advice Service (debt advice), CCG/Macmillan (welfare advice for cancer sufferers).

Our main source of unrestricted income was South Lakeland District Council, with other contributions from Windermere, Kendal and Ulverston Town Councils, Lakes Parish Council, Frieda Scott Trust, and a number of small donations.

### Investment policy and objectives

Funds were held in interest-bearing charity accounts which could be accessed with only a few days' notice. This is the most appropriate policy for the charity, as funding is received in blocks at irregular intervals during the year and the charity needs to be able to access these funds in the event of a delay in one funding stream.

### Risk management

The Trustees review the major risks annually in January and set up procedures to mitigate those risks. The administration of procedures is delegated to the Chief Officer who also has a responsibility to identify potential risks as they arise.

## PLANS FOR FUTURE PERIODS

The year reported upon has been another one of great change and that looks set to continue indefinitely with changes to property and service, imposed from without and generated from within. We look to maintain our high quality service to those needing it across South Lakeland whilst facing financial pressures that make future planning difficult. We remain committed to making access to that service easier for people living in remote, often isolated situations across a very large, rural area and to work as closely as possible with other organisations in identifying and providing the help and advice that people need.

## SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report was approved on 14 September 2018 and signed on behalf of the board of trustees by:



Kathryn Cornah  
Trustee

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

## Independent Examiner's Report to the Trustees of South Lakes Citizens Advice Bureau

Year ended 31 March 2018

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I report to the trustees on my examination of the financial statements of South Lakes Citizens Advice Bureau ('the charity') for the year ended 31 March 2018.

### RESPONSIBILITIES AND BASIS OF REPORT

As the trustees of the company (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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

### INDEPENDENT EXAMINER'S STATEMENT

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales (ICAEW), which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
2. the financial statements do not accord with those records; or
3. the financial statements 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 financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

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



MR DARREN LITTLE ACA  
Chartered accountant

Dated: 19/09/18.

Saint & Co, The Old Police Station, Church Street, Ambleside, Cumbria, LA22 0BT

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# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

## Statement of Financial Activities (including income and expenditure account)

31 March 2018

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		2018		2017
		Unrestricted	Restricted	
	Note	funds	funds	Total funds
		£	£	£
				Total funds
				£
<b>Income and endowments</b>				
Donations and legacies	5	111,276	145,664	256,940
Investment income	6	225	–	225
<b>Total income</b>		<u>111,501</u>	<u>145,664</u>	<u>257,165</u>
<b>Expenditure</b>				
Expenditure on charitable activities	7	105,217	151,238	256,455
<b>Total expenditure</b>		<u>105,217</u>	<u>151,238</u>	<u>265,601</u>
<b>Net income and net movement in funds</b>		<u>6,284</u>	<u>(5,574)</u>	<u>710</u>
<b>Reconciliation of funds</b>				
Total funds brought forward		151,545	30,510	182,055
<b>Total funds carried forward</b>		<u>157,829</u>	<u>24,936</u>	<u>182,055</u>

The statement of financial activities includes all gains and losses recognised in the year.  
All income and expenditure derive from continuing activities.

The notes on pages 10 to 19 form part of these financial statements.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Statement of Financial Position

31 March 2018

		2018	2017
		£	£
<b>CURRENT ASSETS</b>			
Debtors	13	15,890	1,842
Cash at bank and in hand		174,050	186,069
		<u>189,940</u>	<u>187,911</u>
<b>CREDITORS: amounts falling due within one year</b>	14	7,175	5,856
<b>NET CURRENT ASSETS</b>		<u>182,765</u>	<u>182,055</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>182,765</u>	<u>182,055</u>
<b>NET ASSETS</b>		<u>182,765</u>	<u>182,055</u>
<b>FUNDS OF THE CHARITY</b>			
Restricted funds		24,936	30,510
Unrestricted funds		157,829	151,545
<b>Total charity funds</b>	17	<u>182,765</u>	<u>182,055</u>

For the year ending 31 March 2018 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

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

These financial statements were approved by the board of trustees and authorised for issue on 14 September 2018, and are signed on behalf of the board by:



Kathryn Cornah  
Trustee

The notes on pages 10 to 19 form part of these financial statements.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31 March 2018

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## 1. GENERAL INFORMATION

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is Blackhall Road, Kendal, Cumbria, LA9 4BT.

## 2. STATEMENT OF COMPLIANCE

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the 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) (Charities SORP (FRS 102)) and the Charities Act 2011.

## 3. ACCOUNTING POLICIES

### Basis of preparation

The financial statements have been prepared on the historical cost basis.

The financial statements are prepared in sterling, which is the functional currency of the entity.

The trust meets the definition of a public benefit entity under FRS102.

### Going concern

There are no material uncertainties about the charity's ability to continue.

### Judgements 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. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

There were no judgements made or estimation uncertainty that would have a significant impact in these, or following years figures.

### Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds. The charity does not hold any endowment funds.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2018

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## 3. ACCOUNTING POLICIES *(continued)*

### Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity, and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers, or Trustees.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it will be regarded as restricted.

### Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

### Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2018

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## 3. ACCOUNTING POLICIES *(continued)*

### Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Equipment - 33% straight line

### Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs.

### Financial instruments

The charity only holds basic financial instruments as defined in FRS 102. The financial assets and financial liabilities of the charity and their measurement basis are as follows:

Financial assets – trade and other debtors are basic financial instruments and are debt instruments measured at amortised cost as detailed in notes. Prepayments are not financial instruments.

Cash at bank – is classified as a basic financial instrument and is measured at face value.

Financial liabilities – trade creditors, accruals and other creditors are financial instruments, and are measured at amortised cost as detailed in notes. Taxation and social security are not included in the financial instruments disclosure definition. Deferred income is not deemed to be a financial liability, as the cash settlement has already taken place and there is an obligation to deliver services rather than cash or another financial instrument.

### Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided. Prepaid contributions are recognised as an asset to the extent that the prepayment will lead to a reduction in future payments or a cash refund.

## 4. LIMITED BY GUARANTEE

The company is limited by guarantee and has no issued share capital.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2018

## 5. DONATIONS AND LEGACIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £
<b>DONATIONS</b>			
Donations	3,465	–	3,465
Sir John Fisher Foundation	–	–	–
Clark Foundation	–	–	–
Frieda Scott Trust	10,000	–	10,000
<b>GRANTS</b>			
Macmillan / CCCG	–	41,025	41,025
MASDAP	–	40,748	40,748
South Lakes Housing MAS	–	3,009	3,009
CCC Money Advice	–	47,550	47,550
SLDC	82,000	–	82,000
Town Council grants / donations	12,000	–	12,000
Citizens Advice	1,500	–	1,500
DWP	–	–	–
CCC Low Level Housing	–	13,332	13,332
Cumbria Community Foundation	–	–	–
<b>OTHER DONATIONS AND LEGACIES</b>			
Other Income	2,311	–	2,311
	<u>111,276</u>	<u>145,664</u>	<u>256,940</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2017 £
<b>DONATIONS</b>			
Donations	3,220	–	3,220
Sir John Fisher Foundation	12,500	–	12,500
Clark Foundation	–	5,000	5,000
Frieda Scott Trust	–	–	–
<b>GRANTS</b>			
Macmillan / CCCG	–	41,025	41,025
MASDAP	–	43,692	43,692
South Lakes Housing MAS	–	1,003	1,003
CCC Money Advice	–	47,550	47,550
SLDC	82,200	–	82,200
Town Council grants / donations	8,000	–	8,000
Citizens Advice	–	–	–
DWP	–	100	100
CCC Low Level Housing	–	13,332	13,332
Cumbria Community Foundation	15,000	–	15,000
<b>OTHER DONATIONS AND LEGACIES</b>			
Other Income	738	–	738
	<u>121,658</u>	<u>151,702</u>	<u>273,360</u>

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2018

## 6. INVESTMENT INCOME

	Unrestricted Funds	Total Funds 2018	Unrestricted Funds	Total Funds 2017
	£	£	£	£
Bank interest receivable	225	<u>225</u>	365	<u>365</u>

## 7. EXPENDITURE ON CHARITABLE ACTIVITIES BY ACTIVITY TYPE

	Activities undertaken directly	Support costs	Total Funds 2018	Total Funds 2017
	£		£	£
<b>Charitable Activities</b>				
Staff costs	134,544	29,512	<b>164,056</b>	164,461
Rent	–	22,946	<b>22,946</b>	21,009
Rates and water	–	574	<b>574</b>	628
Light and heat	–	1,556	<b>1,556</b>	5,695
Cleaning, repairs and maintenance	–	5,617	<b>5,617</b>	5,890
Insurance	–	2,970	<b>2,970</b>	2,112
IT and office equipment	–	11,297	<b>11,297</b>	7,878
Travel - staff	–	3,937	<b>3,937</b>	3,755
Travel - volunteers	–	5,944	<b>5,944</b>	6,334
Professional Fees	–	6,209	<b>6,209</b>	10,249
Telephone	–	13,697	<b>13,697</b>	14,346
Other office	–	2,578	<b>2,578</b>	1,130
Depreciation	–	–	–	2,416
Bank charges	–	60	<b>60</b>	15
Printing, postages and stationery	–	6,745	<b>6,745</b>	7,275
Subscriptions	–	6,083	<b>6,083</b>	9,536
	<u>134,544</u>	<u>119,725</u>	<u><b>254,269</b></u>	<u>262,729</u>
<b>Governance</b>				
Accountancy fees	–	2,186	<b>2,186</b>	2,800
Legal fees	–	–	–	72
	<u>134,544</u>	<u>121,911</u>	<u><b>256,455</b></u>	<u>265,601</u>

## 8. NET INCOME

Net income is stated after charging/(crediting):

	2018	2017
	£	£
Depreciation of tangible fixed assets	–	<u>2,416</u>

## 9. INDEPENDENT EXAMINATION FEES

	2018	2017
	£	£
Fees payable to the independent examiner for: Independent examination of the financial statements	<u><b>2,186</b></u>	<u>2,800</u>

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 31 March 2018

## 10. STAFF COSTS

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2018	2017
	£	£
Wages and salaries	146,236	148,451
Social security costs	6,437	6,925
Employer contributions to pension plans	10,361	9,085
	<u>163,034</u>	<u>164,461</u>

The average head count of employees during the year was 9 (2017: 8). The average number of full-time equivalent employees during the year is analysed as follows:

	2018	2017
	No.	No.
Number of casework/project staff	3	3
Number of administrative staff	1	1
Number of management staff	1	1
Number of supervision staff	1	1
	<u>6</u>	<u>6</u>

No employee received employee benefits of more than £60,000 during the year (2017: Nil).

In addition to the above there were 11 full time equivalent unpaid volunteer caseworkers.

## 11. TRUSTEE REMUNERATION AND EXPENSES

The trustees received no remuneration in the year and claimed no travel expenses (2017: £Nil) for the year.

## 12. TANGIBLE FIXED ASSETS

	Equipment	Total
	£	£
<b>Cost</b>		
At 1 April 2017 and 31 March 2018	<u>36,317</u>	<u>36,317</u>
<b>Depreciation</b>		
At 1 April 2017 and 31 March 2018	<u>36,317</u>	<u>36,317</u>
<b>Carrying amount</b>		
At 31 March 2018	<u>-</u>	<u>-</u>
At 31 March 2017	<u>-</u>	<u>-</u>

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements (*continued*)

Year ended 31 March 2018

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## 13. DEBTORS

	2018	2017
	£	£
Other debtors	<u>15,890</u>	<u>1,842</u>

## 14. CREDITORS: amounts falling due within one year

	2018	2017
	£	£
Other creditors	<u>7,175</u>	<u>5,856</u>

## 15. DEFERRED INCOME

	2018	2017
	£	£
At 1 April 2017	1,003	–
Amount released to income	(1,003)	–
Amount deferred in year	–	1,003
<b>At 31 March 2018</b>	<u>–</u>	<u>1,003</u>

The £1,003 at 31 March 2017 relates to a grant from South Lakes Housing for the year ended 31 March 2018 received in advance.

## 16. PENSIONS AND OTHER POST RETIREMENT BENEFITS

### Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £10,361 (2017: £9,085).

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2018

## 17. ANALYSIS OF CHARITABLE FUNDS

### Unrestricted funds

	At 1 April 2017	Income	Expenditure	At 31 March 2018
	£	£	£	£
General funds	71,545	111,501	(105,217)	<b>77,829</b>
Contractual Commitment Reserve	80,000	–	–	<b>80,000</b>
	<u>151,545</u>	<u>111,501</u>	<u>(105,217)</u>	<u><b>157,829</b></u>

The specific purposes for which funds are to be applied are as follows:

#### **Contractual commitment reserve (designated reserve)**

To enable the charity to effect an orderly reduction in activity level and meet its contractual commitments in the event of unforeseen and potentially damaging circumstances arising, such as the withdrawal of a significant funding stream.

#### **General funds**

This is a buffer which should enable the charity to continue to meet the needs of clients by continuing to operate at a planned level which would necessarily lead to a deficit arising in the event of an expected reduction in funding.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements (continued)

Year ended 31 March 2018

## 17. ANALYSIS OF CHARITABLE FUNDS (continued)

### Restricted funds

	At 1 April 2017	Income	Expenditure	At 31 March 2018
	£	£	£	£
CCC Money Advice	4,073	47,550	(41,340)	10,283
Low Level Housing Contract	4,598	13,332	(15,339)	2,591
Macmillan	(1,232)	41,025	(43,768)	(3,975)
MASDAP	7,220	40,748	(40,069)	7,899
SLAP Lottery	11,392	–	(6,768)	4,624
SLH Contract	1,690	3,009	(1,185)	3,514
Clark Foundation	2,769	–	(2,769)	–
	<u>30,510</u>	<u>145,664</u>	<u>(151,238)</u>	<u>24,936</u>

The specific purpose for which funds are to be assigned follow below:

#### **Money Advice Service Debt Advice Project (MASDAP)**

To provide specialist money advice at casework level for those who are in financial difficulties.

#### **Macmillan**

To provide specialist welfare benefits advice to people and their families living with cancer.

#### **CCC Money Advice**

To provide specialist money advice at casework level for those who are in financial difficulties including financial capability training.

#### **SLAP Lottery**

SLAP Lottery to increase sustainability of advice agencies by the development of collaborative working.

#### **Low Level Housing contract**

To provide housing advice to people referred by Cumbria County Council staff.

#### **SLH Contract**

To provide specialist debt advice for tenants of South Lakes Housing.

#### **Clark Foundation**

To provide assistance in the refurbishment of the Kendal office.

The following funds are in deficit at the year end:

#### **Macmillan**

The overspend arose from increased overheads not being matched by an equivalent increase in income. The position may be reversed in the following year.

# South Lakes Citizens Advice Bureau

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 March 2018

## 18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted Funds £	Restricted Funds £	<b>Total Funds 2018 £</b>	Total Funds 2017 £
Current assets	157,829	32,111	<b>189,940</b>	187,911
Creditors less than 1 year	–	(7,175)	<b>(7,175)</b>	(5,856)
<b>Net assets</b>	<u>157,829</u>	<u>24,936</u>	<u><b>182,765</b></u>	<u>182,055</u>

## 19. OPERATING LEASE COMMITMENTS

The total future minimum lease payments under non-cancellable operating leases are as follows:

	<b>2018 £</b>	2017 £
Not later than 1 year	<b>18,240</b>	20,800
Later than 1 year and not later than 5 years	<b>33,360</b>	39,600
	<u><b>51,600</b></u>	<u>60,400</u>