

Lauderdale House Society Limited

(Limited by Guarantee)

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(Company Limited by Guarantee)

Registered Number 1352278; Charity Number 275502

Lauderdale House

Highgate Hill, Waterlow Park, London N6 5HG



Report & Financial Statements

31 March 2022

Archer Associates

Chartered Accountants

Churchill House

120 Bunns Lane, Mill Hill,

London NW7 2AS

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Company Information

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

Registered Office &
Property Run by the Charity

Lauderdale House
Highgate Hill, Waterlow Park
London N6 5HG

The Directors are also Trustees and are referred to as the 'Council of Management'. The members of the Council of Management from 1 April 2021 to 31 March 2022 were:

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

Bankers

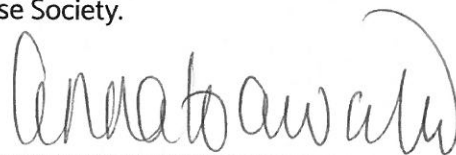
Lloyds
Highbury Corner Branch
31-33 Holloway Road
London N7 8JU

Reporting Accountants

Archer Associates
Churchill House
120 Bunns Lane
London NW7 2AS

The Council of Management has pleasure in submitting its Report and Financial Statements for the year ending 31 March 2022 to the Members of the Lauderdale House Society.

Signed on behalf of the Council of Management



Anna Haworth, Director

On: 6/3/23

Principal Activities

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

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



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

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

Chair's Overview

This was a year of adjustment. It began with a determined effort to get back to normal after a long period of Covid restrictions. The gradual release of limitations on socialising and gatherings was a welcome relief to many but, at the same time, very unsettling and scary for others. For Lauderdale it meant taking care of the many and varied visitors we have, responding to their different attitudes and approaches, and a gradual move into greater confidence with a real potential for longer term financial stability. The remarkable financial achievement this year is a tribute to the real team effort and has been made possible by positive attitudes, flexibility, hard work and good humour. We look to 2022/23 with measured and realistic confidence and with scope and ambition to make an even greater difference within our community.

Financial Review

The final income figures for 2021/22 demonstrate a remarkable achievement after the uncertainty surrounding the start of the financial year in Spring 2021. Pre- Covid, over 76% of our income came from hiring the galleries for social functions and creative activities, so the restrictions on socialising and mixing had had a devastating impact in 2020/21. Fortunately, this was counterbalanced by government support funds such as furlough, and grants from the Recovery and Emergency Funds and we entered 2021/22 in a secure, albeit wary, position.



However, our advance hire bookings for the year at April 2021 stood at just £46,000 compared to £93,000 at the same time in 2019/20 (the last full year pre Covid) i.e. 49%. Although the Covid vaccinations had been rolling out since December 2020 and the Government were heralding 'Freedom Day' on 19 July as a 'return to normal' this was not manifesting itself in advance hires. People were still nervous about the possibility of extended restrictions and new vaccine-resistant variants. Others, particularly those who had been shielding, were simply not confident enough to venture out and mix with others.

Therefore, the £48,510 grant awarded in Round 3 of the Cultural Recovery Fund in Spring 2021 was key. These awards were intended to support viable organisations in a time of uncertainty to preserve their Reserves and reduce ongoing risk; which is exactly what this did for us. It ensured we could maintain a full staff to plan for the lifting of restrictions and increased activity, and ensure we had staff capacity to take up opportunities which arose later in the year.

Bookings remained low for July and August but confidence seemed to return in September and, although short lead-ins were typical, our bookings in September stood at £133k compared to £191k in 2019/20 i.e. 69% - significant incremental growth to April's position. By the end of the year we had taken £295k in hire income compared to the 2019/20 total of £279k, demonstrating how confidence grew in the latter half of the year and people started to want to catch up on celebrations missed during Covid lockdowns.

Rent from the café increased to £65,487 compared to £49,171 in pre-Covid 2019/20 – clearly a result of the stronger relationships it developed with the community when it re-opened as a takeaway in June 2020 and the continuation of a preference for outdoor socialising even after Freedom Day. The Tea Lawn at the back of the House has been an invaluable recourse throughout the past 2 years.

The primary funding for our Outreach & Education programme comes from trust funds and other fundraising, generally supported by earned income to ensure 'continuity between grants'. Therefore, a significant grant of £29,000 from John Lyon's Charity was invaluable and allowed us to run 5 x 6 week long creative projects in 4 local secondary schools at a time when they were most needed.

Costs in 2021/22 increased to £351,851 compared to £297,742 in 2020/21. The main increases arose as a result of more activity in the building. Increased social events resulted in higher lettings costs related to event stewarding and cleaning. Core staffing costs increased as we recruited new staff to bring us back to capacity – when Covid hit we were recruiting for a new Events and Hires Manager so this was put in hold while the Assistant 'stepped up'. When the House started to get busy in the Autumn we promoted the Assistant to Events and Hires Manager and then recruited a new assistant. We also carried out a major salary review in Autumn 2020 as remuneration had fallen behind industry standards, resulting in a structured plan to bring them up to competitive levels. This was made possible by increased financial security as advance hire income was secured. Electricity and gas increased by 65% and the Repair and Maintenance costs were higher due to adaptations in the building funded by the Recovery Funds.

Review of Activities:

Local Networks & Being Connected

We see ourselves as a key part of the local community. At the edge of Waterlow Park, we sit in the middle of a wide range of different communities, not untypical of London. This provides a unique opportunity to link the more affluent Highgate with the communities around Archway and towards Camden, many of whom are in areas of high deprivation. Our programme and location offer real opportunities for levelling up in an area of contrasts.

The local Breakfast Network, which we lead, continued to meet every quarter and was attended by 20 to 25 people representing a wide variety of organisations and venues – community centres, arts organisations, churches, food banks and schools - who all appreciate a regular informal sharing of information and support. When Mike Towers, the Manager of Holly Lodge Community Centre moved on he said, *'It really is a fantastic network you've pulled together - so many ways in which everybody benefits from hearing of each other's work. If it hadn't been for the network, then it would have taken longer for me to get local residents benefitting from Lady Gould grants, and we wouldn't have been able to provide elderly, isolated people with Christmas cards from Highgate School pupils, nor made contacts as easily with the Ham and High to promote the community centre's work, etc. Hope our paths cross again before too long:-).'*



Our annual Heritage Weekend seeks to do something similar for the wide-ranging heritage-based organisations in North London and is attended by large established venues such as Kenwood House and Alexandra Palace, alongside small groups such as the Friends of Hornsey Church Tower and Hornsey Historical Society. The decision to go ahead in February 2022 'in person' was well received and people really enjoyed seeing each other away from a screen. The morning Forum shared experiences of engaging young people in heritage – a concern raised in 2021. The talks focussed on the stories behind outdoor spaces, which had become so relevant during Covid, and we brought to life the story of Waterlow Park with a site-specific performance. *'What a success! The actors were excellent and really brought the LH and Waterlow story to life. I hope this becomes a fixture.'* - Jane

The Highgate Neighbourhood Forum valued our long experience working with volunteers from different backgrounds, and we were pleased to help with the flier they produced targeting potential volunteers who might not seek out opportunities online.

On the creative side our participation in the annual Highgate Festival enables us to support local creatives and be part of a larger network, bringing new people to the House and diversifying our usual programme.

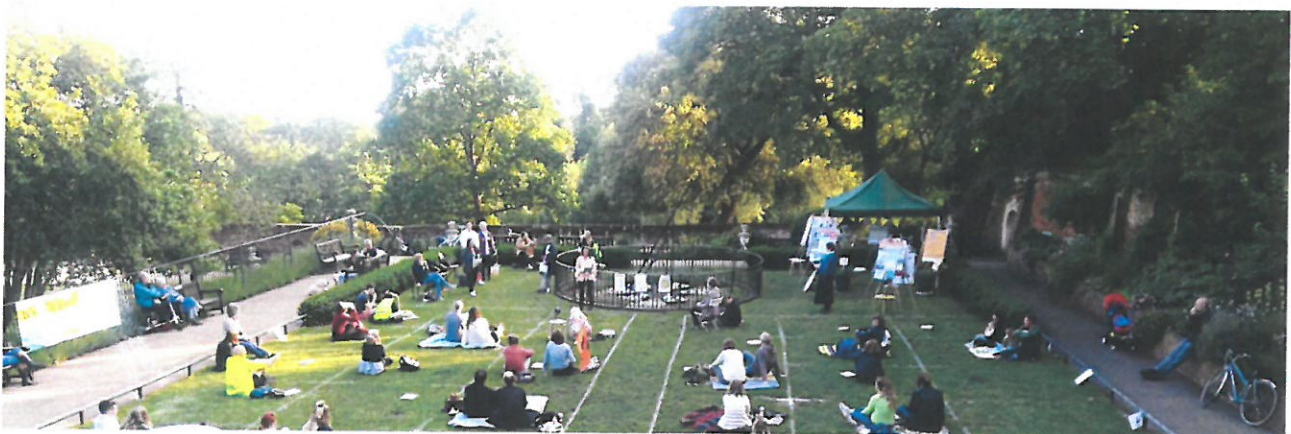


Chineke and their socially distanced audience

People were excited to attend in-person events but also wary, so we worked hard to reassure audience members. Highlights of the Festival at Lauderdale House were the 16-piece Balimaya Project, a London-based band fusing West-African folkloric music and jazz, classical performers from Chineke, composer Vince Pope and students from Camden Youth Music Trust.

'I am so grateful to you for all the help and support you gave us. The audience loved it - and no wonder. To be in that lovely room which not only sounds so good but which is equally beautiful to look, really set the scene for enjoying such a fine ensemble. It was appreciated all round.' - Jennie, producer for Chineke

We also hosted an eco pop-up and outdoor debate in collaboration with the Highgate Neighbourhood Forum, the Highgate Society and Transition Highgate.



Creative Residencies

Since 2015 we have looked to work with both early and later career creatives to build lasting relationships which support and provide platforms to artists and performers, whilst bringing new inspiration and richness to our usual programme. As a small organisation with limited space and funds these are bespoke relationships developed over time with individuals and bring a special dynamic to the building. Free lunchtime piano recitals by Stephen Hose attract loyal audiences and our opera/chamber group Insieme not only perform regularly, but also teach the weekly violin classes and have fed into our outreach programme.

'What a wonderful concert!!! Thank you all so much for your efforts on behalf of Insieme at Lauderdale House. Audience and performers alike had the best time at what was a truly festive event :) Thank you for all your help in preparation. We are very much looking forward to next year and our continuing connection with Lauderdale House.' - Anna, Brian, Joe, Guillem, Mona, Juan, Clare and Johanna (Insieme)



We were therefore excited to establish a new relationship with visual artist Alison Lam who helped us develop and deliver the Cabinet of Curiosities school programme. Alison's experience, commitment to social practice and her own creative vision made her a perfect match. She brought welcome energy and was a creative catalyst, running a 6-week programme with young people with disabilities; introducing our youth group to a multitude of new creative activities and exhibiting her own sculptures in our main gallery. 'Misfits' ran for a month at the end of the summer and inspired a full-page interview in the local paper - *'My practice centres around discarded and overlooked objects which links to my family dynamics having two boys with autism. I know how it feels to be ostracised and not fit in.'*

Performances

After a slow start and audience numbers limited by social distancing, our programme grew considerably as the restrictions lifted. By the end of the year we had presented 46 performances – 24 in-house and 22 by visiting promoters, who do much to expand the scope of our own programme.

As referred to above, the Highgate Festival introduced new experiences, and our outdoor series which encompassed jazz, world music, comedy, musical theatre and West African Folkloric music was much enjoyed. Our regular audiences were delighted when we brought back our well-respected Jazz in the House series in the autumn.



'I'm thrilled to be back playing at Lauderdale House on the 15 July. Last year's concert in August was an absolute delight and top marks to Katherine and the team for once again making sure this happens' - John Etheridge, international jazz guitarist.

One-off events included the site-specific tour of the park by 'Sir Sydney Waterlow', 9 family performances of the Spooky show for Halloween.

'I just wanted to email to say how much we enjoyed the spooky show last night. It was so magical in the garden and both my children absolutely loved the show. My 2 year old was talking about the funny skeletons and goblin king all the way home and my daughter literally jumped for joy when the goodies won the day and the baby hedgehogs were safe. It was perfectly pitched. Food and drinks were great too- loved the spooky biscuits. Thank you for a wonderful evening' - Holly x



Visiting promoters brought a range of classical, palm court, jazz, Indian, Greek, funk, reggae and flamenco. A recorded version of a live music performance by The Floor helped raise awareness of the House amongst a younger demographic. There were also events focussing on Keats and Shelley, the paintings at Kenwood House, an 'in conversation' with John Caird and Sir Mark Elder and a talk on the Highgate Woods Roman Kilns which featured Claire Skinner and Hugh Dennis, stars of the hit comedy series 'Outnumbered'.

Exhibitions

The galleries re-opened for exhibitions mid-June and Mike Wasser, our first artist's colourful exhibition of flowers close up brought many visitors and sales. We were also delighted to welcome back in the winter regular hirers the Highgate Watercolour Group and photography collaboration Thirteen, both of whom last exhibited in winter 2019. John Korn (aka comedian Otiz Canneloni) had started painting portraits of comedians in Lockdown and his exhibition brought a lively crowd for the private view including Harry Hill and Hattie Hayridge.



Free Programme

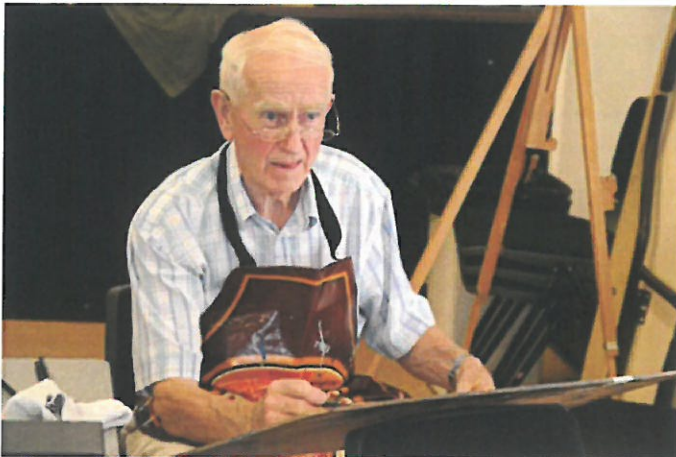
It is vitally important to us that everyone has the chance to enjoy creative activity. We therefore integrate a regular free series within our programme in addition to offering the free outreach and education programme described below. There is free entry to both galleries throughout the year, and our monthly free lunchtime concerts attract regular audiences of 50+ from a wide range of ages and backgrounds who see it as a creative 'oasis' in their week.

For families we devised a free park trail during Covid and run free arts and crafts workshops at our Heritage Weekend family day and Open House. A new addition this year was the Easter Trail – a move away from the annual workshops attended by 100 children in response to Covid restrictions. Acutely aware of the need to lift the community's spirits after such a long winter, we decided to create a fun free activity open for all. Such was its success that it is destined to become an annual fixture.



Classes

Our class programme comprises those classes which are programmed and managed by us together with those run by external hirers creating a vibrant and broad offering for everyone, from toddlers to the retired. We pride ourselves on maintaining close supportive relationships with the hirers and have supported them throughout the varying restrictions of Covid. We are therefore delighted that by the end of the year all but one have returned at full capacity. The value they offer to the community should not be underestimated in terms of learning and stimulation together with invaluable social interaction. *'I really appreciate your thoughtfulness in checking in; it is so wonderful to be working with a venue that is so supportive of what we do.'* - Mini Mozart



We have taken a measured approach to re-introducing our own programme to ensure the desire was there and that we could operate safely. In particular, the watercolour class had become a real community on Zoom and were champing at the bit to return to the building in person as soon as they could. Whilst waiting for Freedom Day we gave them the chance of an online exhibition which met with great enthusiasm.

Secondary schools programme

The work this year started with a new and special collaboration with Channing, a private school within 5 minutes' walk. They supported the development of the Cabinet of Curiosities, a 6-week 3D art project using multiple materials and techniques. Created by our artist in residence Alison Lam and Outreach & Education officer Skanda Sabbagh, it was inspired by the biodiversity of Waterlow Park and James Yates, a former Victorian owner of Lauderdale House and a great collector of plants and artefacts. This had been much delayed during Covid but started in April and Channing not only paid for the project in their own school but also at local secondary school, Parliament Hill.



We found ways of managing the then Covid restrictions by developing multiple teaching aids – printed sheets, video and in-person demonstration. This had the additional bonus of accommodating the diverse learning methods of the young people and ensuring everyone reached their potential. The teachers from both schools liaised and learnt from each other and we were able to develop a replicable model which will be repeated in 2022/23.



Seventy 14 and 15 year olds students produced 600 ceramic and 70 bronze pieces plus 210 cynotypes which were exhibited as part of the Highgate Festival in the House and Park, touring later to both schools.

Our secondary school programme focuses on creating replicable models which run over multiple sessions, giving the young people an opportunity to develop a relationship with a practising artist, with Lauderdale House itself and to enhance and improve learning above the usual curriculum offer. We are therefore delighted that, thanks to a grant from John Lyon's Charity, we are able to offer all three of our projects to 7 different classes (188 young people) across 4 schools using 6 different art forms across 3 curriculum subjects from February to July 2021.

Our 2021/22 project was the Art of Dispute with William Ellis boys' school and La Sainte Union girls' school which uses poetry as a way of articulating freedoms of religion and speech and self-identity using our former resident William Meade as the starting point. The trial of Meade and Penn established the principle of the independence of the jury and of habeas corpus, and poets Mr Gee and Anthony Anaxagorou were able to draw parallels with today to explore their own concerns, especially around sexism and racism.

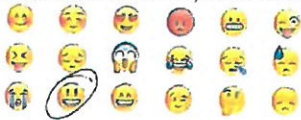


Although Skanda Sabbagh - our Education and Outreach officer of 2 and half years - moved on in the spring, the fact that these are well designed effective projects (and that we managed a real hand over period of a month to Liv Clements, our new officer) meant a smooth transition. The evaluations and quotes below speak for themselves - 71% started by saying they were 'not being confident about writing poetry'; by the end 80% said they 'were confident' - none said they were 'not confident'

Student Evaluation:

5. Circle an emoji to describe how you feel about the project now you have finished

Perhaps you are satisfied, stressed or maybe even unsure of how your performance went.



6. What was your favourite part of the project?

My favourite part of this project was being able to learn about human rights and being able to write my own poem express my opinions

7. If you could change anything about the project what would it be and why?

I wouldn't change anything about the project because I found really enjoyable

Teacher, Melita Devine said:

2. Did the project resolve any educational and/or behavioural issues you are working on with the young people involved in the project? If so how did the project help?

I think this project has been great at enabling a number of students who normally struggle expressing themselves to find their voices and explore what really matters to them

3. Do you feel that Covid has impacted the learning and development of young people? If so do you feel that this project has helped to engage and re-energise young people in their learning?

(Please elaborate) I think re-energise is the right word. Having money, time, effort and focus from outside the school really helps put into students it is really important

Other Outreach & Education

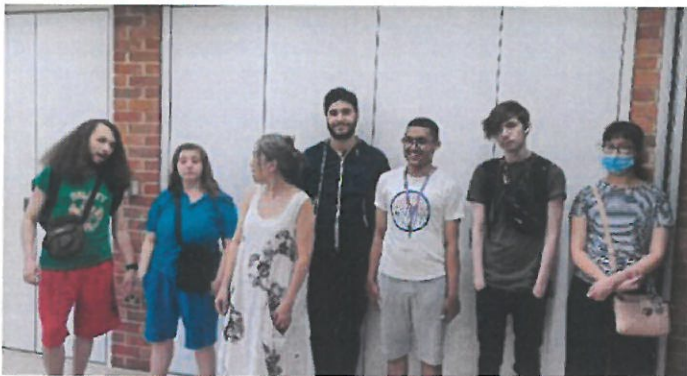
An important ongoing part of this work is 'Fresh' - young people, aged 11 to 17 and largely from the local estates meet weekly to enjoy and try out different creative activities in a safe space where they can also socialise, in partnership with Camden Youth Services. They are a diverse group with mixed attainments, many of whom had struggled during Covid, and although we continued online sessions during lockdowns these were not as popular.



Therefore as restrictions loosened we were very grateful for a grant from the Hollick Family Foundation which allowed us to bring in a wide range of practitioners to engage and stimulate the young people, and help them rebuild confidence and social skills. Activities encompassed break dance, African dance, singing, jewellery making, drama, drumming, DJ'ing and a wide range of arts and crafts including ceramics, polytile printing and cynotypes. They created an exhibition in the Courtyard gallery reflecting on Lockdown and looking forward positively. We also contributed to the Young Camden Foundation Youth Led social action programme leading to a grant in July of £1,200 to support more activities for Fresh.

'Press Play' was another new initiative – a partnership with Fitzrovia Youth Action to run a 2 week summer holiday programme creating video, music and soundscape. This was so popular that we expanded from the conservatory across all of the ground floor galleries creating a unique 'buzz of activity', bringing in many young people who had never previously been to the House or Park.

In addition to the Cabinet of Curiosities with the schools, Alison Lam, our Artist in Residence, ran a 6 week programme for 12 young people attending Camden Council's Disability Youth Group. As the parent of 2 autistic sons herself she brought valuable additional experience introducing them to portraiture, felt making and cynotypes, culminating in an exhibition in the Courtyard gallery. Camden's Senior Disability Youth Worker said, *'Lovely work and the young people have had brilliant sessions. It has been a great journey for the young people and, as a staff team, we have learnt so much about our young people and gained some valuable skills to use ourselves.'*



The Building

Quieter periods within the building, during the early year Covid restrictions, have allowed us to carry out extensive internal decoration which has stood us in good stead as we near pre-Covid levels of activity. Grants from the Cultural Recovery Fund allowed us to make a number of small but essential adaptations to manage Covid and ensure accessibility and will have a value well into the future. The care and diligence of Peter Gallagher - our Operations Manager - has been critical.

More major works such as external painting and repair work to the historic columns will be necessary under our lease obligations in the next couple of years, and we are establishing Building Repair Funds to ensure these can be carried out.



Social Events and Hires

The vast majority of our income is earned from hiring the galleries, especially for weddings, parties and funerals, as we receive no government or council subsidy towards core costs in the ordinary course of events. Therefore, from March 2020 much of our time was spent either maintaining contact with clients and nurturing their bookings through a number of postponements, or responding to enquiries from people planning post-Covid events.

Advance bookings continued to become increasingly important as people's confidence built across the year. The team also faced the new, although welcome, challenge of actually delivering a busy programme of major weddings and parties having not done so for 16 months. Fortunately, things started relatively slowly in July and August while the public grew more secure, and our long-term relationship with Pink Food, our catering partner's staff, made this a smooth transition. It was also a real morale boost to see some of the events which had been held over for over a year actually take place.

'Thank you to Peter for all the help you've given us throughout this whole process. Yesterday was incredible and was just the wedding ceremony we wanted. Everything went perfectly and that was thanks to you. We are on cloud nine. Thank you Hannah for organising and guiding me through the lead up. Our guests said the canapes were absolutely incredible and had so many compliments about Lauderdale House.' - Aimee & Lee



Café and Catering

Our catering partner, Pink Food, run the in-house café and provide the catering for all the functions. When they re-opened in May 2020 to offer takeaway they quickly became an important focus for social interaction for many isolated people. The relationships they built during this first Lockdown period have endured beyond July 2021's 'Freedom Day' and their adaptability and genuine concern for individuals is reflected in their increased customers.

'I just wanted to write to you to thank you for the Pink Food cafe in Waterlow Park. I was recently admitted to the hospital and have been in the cafe for the last 10 days consecutively. I love everything about the proposition from the menu to display but most importantly the people in the team are fantastic. Veton has such a positive vibe it's infectious.' - Tom

They also consistently offer great food and service for the weddings, parties and memorials: *'What a great, great evening that was! Thank you for your efforts. Many of the guests remarked on how well the catering worked, how delicious the food was, the courtesy and efficiency of the staff and how smoothly everything worked. Celene and I thought the room was laid out beautifully and looked great, and the mix of structure and informality made for a memorable, magical (!) and delightful evening for all. Thank you again.'*

- Lawrence

'I thought you would like to know that our party yesterday was a HUGE success...in spite of the weather. Your ears would have been burning had you heard the compliments that were flying about the quality of the food and the service...SO much imagination as well as delicious food. The starter approach was brilliant, helping to reinforce a party/sharing atmosphere. And the service given by Sue and Nancy was first class. Unflustered when the host was tearing his hair out as people arrived early, including a couple who had said they weren't

coming. That coupled with the extra care and attention involved in their approach to my two disabled grandchildren, not to mention the more mobile and energetic young, was delightful - courteous, efficient, charming - what more could we ask? I could go on, but I hope you realise already that you have a very happy customer, who in turn has many happy family members and friends!' - Tim

Fundraising

Our fundraising concentrated on larger grants to underpin our core costs and the education programme. Our success in the Cultural Recovery Fund Round 3 has been vital to our sustainability and ensures we have a continuing reserve to support income generation during a period of uncertainty, and also preserve our Building Repair Fund to meet our lease obligations.

A significant grant from John Lyon's Charity has come at a time when our secondary school programme is most needed to re-engage young people after over a year of online learning, and the introduction of 'live' poets, artists and actors to the curriculum has a major impact.

Other grants have included funds from the Young Camden Foundation for Fresh Youth Group and £10,000 from our anonymous benefactor towards the outreach programme which has a real impact on the lives of individuals.

Staffing



We started the year with the small core team who had weathered the worst of Covid and carefully used the part-time furlough option until it ended on 30 September 2021 to preserve our funds as far as possible whilst managing increasing levels of activity. Everyone showed great flexibility and goodwill to adapting to an ever-

changing work pattern of variable hours, and a balance of at-home and on-site working, according to what was happening in the house and the changing Covid restrictions between April and July.

As activity increased we valued the addition of a kickstart placement, Josh Bulman, an architectural student whose May appointment meant we could open the gallery safely. He moved on slightly before the end of the placement as the experience had given him the stability and experience to do so – exactly what the scheme was intended for. We are delighted that he remains part of the ‘Lauderdale family’ working as a freelance steward for events. *‘The kickstarter programme at Lauderdale house was a great opportunity for myself, not only in the fact that it provided me with the opportunity to gain real life work experience, but more importantly, it provided a stable platform for me to explore and engage with other possible career choices and pathways, allowing me to take “risks” I would not have taken without the support of the programme, and was key in my obtaining my next employment.’* - Josh.

Comparably, our Events and Marketing Assistant Charli Veale used the experience she had gained to move into the commercial events sector in September 2021.

There were further staff changes early 2022, not uncommon across the country as the Covid threat receded, as younger ambitious staff who had been with us for just over 2 years moved on – Skanda Sabbagh, Outreach & Education Officer, to the Arts Council and Jennifer Hall, Marketing Manager, to Nordoff Robbins Charity.

Recent years have also seen internal promotion and Hannah Robertson, who started Covid as our Events and Marketing Assistant, became our Events and Hires Manager in September having previously been promoted to Officer. In February Pihla Pekkarinen was promoted to Marketing Officer having taken over from Charli Veale as Assistant 5 months previously.

In the autumn the Council of Management took the opportunity of the increased financial stability of increasing hires to carry out a thorough salary review. It awarded not insignificant salary rises recognising the contribution of staff over the past 18 months and also an awareness that salaries had fallen behind industry standards.

Volunteers

As the art gallery re-opened to the public we welcomed back most of our regular older volunteers. Many had helped at the previous outdoor events but contact had been sporadic so it was great to see people regularly. The whole period had also brought new people to us to help with events who were on furlough or working flexibly. This made a huge difference to the Easter Trail when our own staff were mostly furloughed or focussed on generating hire income, and also for the outdoor events which require extensive staffing.



Volunteer opportunities for young people had been limited during Covid but we offered a weekly placement to a student working towards her Duke of Edinburgh award and hope to open up opportunities in 2021/22.

In the meantime, it felt very special to have our first staff, volunteer and freelancer gathering since January 2020 in September.

Risk Management

The Council of Management actively reviews the major risks which the charity faces, and it monitors what controls are in place for its key financial systems, on a regular basis. The Council also reviews the charity's annual provision policy, to ensure reserves provide sufficient resources in the event of adverse conditions.

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

Reserves & Designated Funds

We were fortunate in March 2020, when the pandemic struck, to have built up a reasonable level of reserve, and the combination of cost saving, grants and government support in 2020/21, plus the Cultural Recovery Fund grant this year, has meant we end 2021/22 with an unrestricted reserve of £375,511. Of this, £23,940 is designated for our Building Repair Fund 1 and £100,000 for our Building Repair Fund 2, which cover lease obligations.

Under the terms of our lease we are responsible for the full internal and external repair and maintenance of the House. The Building Repair Fund 1 referred to above covers 'smaller' repair and maintenance costs which arise every 2 to 3 years such as electrics, gutting, drainage, ventilation, heating, etc plus ongoing internal redecoration which is required to maintain competitiveness in the private hire market. The Building Repair Fund 2 covers major periodic repairs such a redecoration the exterior of the House and repair of historic pillars in 2023/24.

We therefore had £251,571 free reserve at the end of March 2022. This is just over the 6 months' turnover, recommended by the majority of charity and government funders throughout the Covid period. When set against our key risk areas – hire income, ticket sales, café income, unexpected building repairs, support of the outreach and education programme 'in between' grants and cashflow – this is a reasonable target.

The majority of the £136,337 restricted reserve funds relate to the final apportionment of the capital element of Lauderdale Transformed referred to in note 14. It also includes funds to support our Secondary schools programme and outreach work with the Fresh Youth Group.

Management Costs

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



Financial Reporting

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

Statement of the Council of Management's Responsibilities

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

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

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

Structure

Lauderdale House Society is a registered company limited by guarantee. The directors are the trustees of the company, elected by the members at the Annual General Meeting with one third retiring by rotation (who may stand for re-election) each year. Between Annual General Meetings trustees may be appointed by the existing Board and their appointment ratified by the Members at the next Annual General Meeting. The Board of Trustees is called the Council of Management and usually meets 5 to 6 times per year. During 2021/22 the Council met formally on 8 occasions with email updates and correspondence in the interim to ensure speedy response to the change in circumstances as we emerged from the pandemic. The Council takes all the major decisions and reviews and approves all operating policies including finance, safeguarding, GDPR, risk management, health and safety and equality, diversity and inclusion. It employs a Director to run the House and the Director is responsible for hiring and managing other staff, and is accountable to the Council of Management.

Independent examiner's report to members of Lauderdale House Society

We report to the members on our examination of the accounts of the Society for the year ended 31 March 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Archer Associates

Dated

8/3/23

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

Lauderdale House Statement of Financial Activities

(incorporating an income and expenditure account)

For the year ended 31 March 2022

	Note	Restricted	Unrestricted	Total 21/22	Total 20/21
INCOMING RESOURCES					
Activities in furtherance of the charities objects					
Art & education	2	88,710	152,394	241,104	286,287
Preservation & maintenance building		0	0	0	0
Recreation, leisure & community	3	0	310,516	310,516	17,218
Total incoming Resources		88,710	462,910	551,620	303,505
RESOURCES EXPENDED					
Charitable expenditure					
Art & education		0	164,390	164,390	133,178
Preservation & maintenance building		0	72,276	72,276	66,935
Recreation, leisure & community		0	107,129	107,129	85,010
Governance		0	8,056	8,056	12,619
Total Resources Expended		0	351,851	351,851	297,742
Net Income	5	88,710	111,059	199,769	5,763
Transfer between funds	12	-67,706	67,706	0	0
Net movement in funds for the year		21,004	178,765	199,769	5,763
Total funds brought forward 1/4/20		115,333	196,746	312,079	306,316
Total funds carried forward 31/3/21	12	136,337	375,511	511,848	312,079

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

Balance Sheet as at 31 March 2022

	Note	Restricted	Unrestricted	Total 21/22	Total 20/21
Fixed Assets					
Tangible Fixed Assets	8	49,557	0	49,557	49,838
Current Assets					
Stocks		0	250	250	250
Debtors	9	0	127,073	127,073	63,701
Bank & Cash	10	135,496	512,613	648,109	430,872
		135,496	639,936	775,432	494,823
Liabilities					
Creditors: Amount falling due within 1 year	11	0	264,425	264,425	193,866
Net current assets		135,496	375,511	511,007	300,957
Net Assets		185,053	375,511	560,564	350,795
Funds					
Revaluation reserve		48,716	0	48,716	48,716
Restricted funds	12	136,337	0	136,337	105,333
Unrestricted		0	375,511	375,511	196,746
Total funds		185,053	375,511	560,564	350,795

For the financial year ended 31 March 2022 the Company was entitled to exemption from audit under section 477 Companies Act 2006 relating to small companies.

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

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

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

Approved by the Board for issue on 6/3/23

By Anna Haworth

Anna Haworth, Director

Registered Number 1352278

Charity Number 275502

Notes to the Financial Statements

1. Accounting Policies

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

Incoming resources

Grants

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

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

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

Interest receivable

Interest is included when receivable by the charity

Resources expended

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

Tangible fixed assets and depreciation

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

- Leasehold property 25 years
- Office equipment 3 years

Stocks

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

Fund Accounting

Funds held by the charity are either:

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

2. Incoming Resources: Arts & Education

	Restricted Projects	Unrestricted	Total 21/22	<i>Total 20/21</i>
INCOMING RESOURCES				
Grants:				
LB Camden Covid Business Grant	0	12,000	12,000	<i>40,572</i>
NLHF Emergency Covid Grant	0	0	0	<i>47,800</i>
DCMS Cultural Recovery Fund	48,510	0	48,510	<i>93,100</i>
FRESH (Young Camden Foundation)	1,200	0	1,200	<i>0</i>
HMRC Coronavirus Job Retention Scheme	0	39,367	39,367	<i>28,075</i>
John Lyon's Charity	29,000	0	29,000	<i>6,042</i>
Anonymous	10,000	0	10,000	<i>10,000</i>
Lady Gould's Charity	0	0	0	<i>6,931</i>
Other:				
Lettings (concerts, exhibitions and classes)	0	50,590	50,590	<i>16,900</i>
Activities (performances, classes and events)	0	45,323	45,323	<i>29,696</i>
Friends & Donations	0	5,114	5,114	<i>7,171</i>
	88,710	152,394	241,104	<i>286,287</i>

Lauderdale House Society Limited
(Limited by Guarantee)**Notes to the Financial Statements** *Continued***3. Incoming Resources: Preservation & Maintenance of the House**

	Restricted	Unrestricted	Total 21/22	Total 20/21
INCOMING RESOURCES				
Lettings	0	310,516	310,516	17,218
	0	310,516	310,516	17,218

4. Resources Expended

	Art	House	Community	Governance	Total 21/22	Total 20/21
Expenditure						
Lettings	9,158	0	18,075	0	27,233	1,420
Activities	33,233	0	0	0	33,233	66,795
Special Costs covered by drawdowns	17,876	2,465	2,465	0	22,806	0
Staff Costs	83,807	37,705	64,120	8,056	193,688	176,461
Gas & Electricity	0	21,317	0	0	21,317	13,760
Repair & Maintenance	10,232	7,588	10,237	0	28,057	10,789
Stationery & Photocopying	792	0	792	0	1,584	1,923
Marketing	2,560	0	4,708	0	7,268	6,123
Communications	3,812	0	3,812	0	7,624	12,920
Other Costs	2,920	2,920	2,920	0	8,760	7,270
Depreciation & Amortisation	0	281	0	0	281	281
Total Resources Expended	164,390	72,276	107,129	8,056	351,851	297,742

In order to simplify the presentation, all drawdowns and spending of Restricted Funds are dealt with as a single line item on the Statement of Financial Activities under the description "Transfer between funds", Note that in 2020/21 'special costs covered by drawdowns' were included in the 'activities' figure. These have been separately stated in 2022/23 for additional clarity.

5. Net (Outgoing) / Incoming Resources before Gains & Transfers

	2021/22	2020/21
	£	£
This is stated after charging		
Depreciation	281	281

6. Staff Costs & Numbers

Staff costs were as follows:		
	2021/22	2020/21
Wages & salaries	173,613	157,934
Pension costs	4,790	4,576
Social security costs	15,285	13,951
	193,688	176,461

The average number of persons employed by the Society during the year was 6 (2021: 7)

None of the council members received any emoluments or reimbursement for their expenses during the year (2021 - £nil).

7. Taxation

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

8. Tangible Fixed Assets

	Leasehold		Office		
	Property		Equipment		Total
	£		£		£
<u>Cost or valuation</u>					
At 1 April 2021	55,736		42,598		98,334
Revaluation	0		0		0
Additions during the year	0		0		0
At 31 March 2022	55,736		42,598		98,334
<u>Depreciation</u>					
At 1 April 2021	5,898		42,598		48,496
Charge for Year	281		0		281
At 31 March 2022	6,179		42,598		48,777
<u>Net Book Value</u>					
At 31 March 2022	49,557	**	0	*	49,557
At 31 March 2021	49,838		0		49,838

All tangible fixed assets are used for charitable purposes. There were no capital commitments contracted for as at 31 March 2022. (2021 - £nil).

Confirmation of the value of the short leasehold property was received from the Property Services Division of Camden Council on the basis of a 25 year lease at peppercorn rent, at open market value, from March 2000.

On an historical cost basis, short leasehold property would have been included as follows:

			<u>2021/22</u>		<u>2020/21</u>
			£		£
Cost			7,020		7,020
Accumulated depreciation			6,179		5,898
Net book value			841		1,122
* Unrestricted					
** Restricted					

9. Debtors

	2021/22	2020/21
Sales Ledger	125,828	62,156
Prepayments	1,245	14
Sundry Debtors	0	1,531
	127,073	63,701

10. Bank and Cash

	2021/22	2020/21
Lloyds Business Account	169,438	43,680
Lloyds Business Bank Instant Account	408,479	317,000
COIF	69,530	69,530
Petty cash	662	662
Total cash	648,109	430,872

11. Creditors: amount falling due within one year

		2021/22	2020/21
Sales prepayments 21/22	*	208,161	104,544
Purchases & Sundry		32,413	61,730
Accruals		2,000	2,300
NI/PAYE		21,851	15,292
		264,425	193,866

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

12. Restricted Funds

	Unspent Grants 01/04/2021	Incoming Resources	Outgoing Resources	Closing Position 31/03/22
Restricted Funds For Projects excluding Lauderdale Transformed and Fresh				
DCMS Cultural Recovery Fund	10,000	48,510	52,296	6,214
John Lyon's Charity (Artists Added value 21/22)	0	29,000	1,530	27,470
Anonymous (Education & Outreach)	0	10,000	10,000	0
The Sigrid Rausing Trust	1,449	0	0	1,449
Subtotal	11,449	87,510	63,826	35,133
Grants for Fresh				
Hollick Family Foundation (Fresh)	4,500	0	253	4,247
CIL (Fresh)	3,102	0	3,102	0
Young Camden Foundation (Fresh)	0	1,200	0	1,200
Camden Council (Fresh)	525		525	0
Subtotal	8,127	1,200	3,880	5,447
Grants For Lauderdale Transformed (Capital/Education))				
City Bridge Trust	50,000	0	0	50,000
LT Restricted	44,507	0	0	44,507
Chapman Charitable Trust (Induction Loop)	1,000	0	0	1,000
Company of Art Scholars	250	0	0	250
Subtotal	95,757	0	0	95,757
GRAND TOTAL RESTRICTED	115,333	88,710	67,706	136,337

Lauderdale Transformed was a major combined capital and outreach programme which has been funded by a combination of grants from charitable trusts, the Heritage Lottery Fund, Camden Council, events and individual giving. It ran as a partnership between Lauderdale House Society and Camden Council. Grants from charitable trusts and donations from individuals were paid directly to Lauderdale House and are detailed above. Lauderdale House paid the costs of the outreach programme, some small internal improvements, heritage interpretation and also the costs of keeping the organisation going during the closure of the building. Camden Council received the funds directly from the Lottery Heritage Fund as the building contract was placed with Camden Council which paid those costs. Once the final costings of the building work have been agreed with the builders and Lauderdale House has signed a new lease with Camden Council it is anticipated that Camden Council and Lauderdale House will review costs and income of the entire project and will calculate a final apportionment.