

MEETING: 25/07/2019

Ref: 15054

ASSESSMENT CATEGORY: Bridging Divides - Connecting the Capital

The Horse Rangers Association (Hampton Court) Limited

Adv: Claran Rafferty

Amount requested: £109,025

Base: Richmond

Benefit: Richmond

Amount recommended: £109,000

The Applicant

The charitable company that is the Horse Rangers Association (HRA) was established in 1954 and occupies 2 sites in the vicinity of Hampton Court Palace (including the Royal Mews). Their original patron was HRH Princess Margaret and today is HRH Princess Michael of Kent. In 1975 the organisation became a member group of Riding for the Disabled Association. The aim of the charity is to help people to develop life and leadership skills through learning to ride and to look after horses, with a significant proportion of its work targeting disabled people.

The Application

For historical reasons the charity calls the groups it works with "Squadrons". This application is for work with Squadron 6 which, along with Squadron 7, are those groups which deliver the RDA programmes for disabled people. Squadron 6 operates in term time and works closely with local SEND schools (delivering a developmental curriculum but not a statutory educational one) and care homes to provide opportunities for people to develop self-confidence, horse-riding and husbandry skills, wider social networks and increased independence. Although well established, there is demand for Squadron 6 to be extended and to include more people – hence this application to support that group's growth at c 25% per year.

The Recommendation

The model of engagement by HRA is very effective at reaching a wide and diverse audience. Although located in a more affluent part of London the charity includes very many people from disadvantaged backgrounds, whether as horse-riding participants or within the army of volunteers needed to make everything work at an affordable level. For those young and old and from low income households the organisation will actively seek funds to subsidise their participation and to make it possible. Squadron 6 has a large waiting list which, if you agree a grant, will be reduced considerably over the next three years. The request is tapered upwards over the period to support managed growth and is recommended:

£109,000 over three years (£19,000; £36,000; £54,000) towards the costs of growing the Squadron 6 programme for disabled people.

Funding History

None

Background and detail of proposal

HRA has been running very successfully for many years, largely on the strength and direction of its founder until his passing. In more recent times it has brought in new staff at management level who are now on a course to broaden the income base of

the charity and to ensure that the range of programmes and people served is as wide and inclusive as possible. It has been a regular member of the RDA programme, delivering very effective opportunities for disabled people of all ages and from all backgrounds to enjoy the physical, social and emotional benefits of horse-riding and husbandry. Currently, the Squadron 6 group provides for 50 disabled people and 70+ volunteers per year (some of whom are also disabled). With the additional funding at the heart of this request the charity feels it will be able to grow these numbers by 25% each year – the demand is there. The benefits from participation have been documented effectively by the charity and include: physical improvement; greater confidence; greater communication; enjoyment; horsemanship skills; improved relationships with others. Horse-riding also provides therapeutic benefits for those who may need them.

Financial Information

Most of the organisation's income to date has been unrestricted and has relied on donations and fees. The new management team is now targeting trusts and foundations, legacies and alumni in an effort to broaden income sources and thereby make the charity more financially sustainable. A full-cost-recovery approach is made to those funders who will consider this. (Interestingly, the costing model is calculated on the ratio of the numbers of horses involved in each activity and their relative costs – so it might be better described as a “full-horse-recovery” model!)

Audited accounts for the year ended 31st March 2018 show unrestricted free reserves equating to approximately 7 months' expenditure. Although not excessive they do include provision for the costs of a potential move from the Royal Mews premises to a single site in Bushey Park, which would make their operation more effective.

Year end as at 31 March	2018 Audited Accounts	2019 Draft	2020 Budget
Income & expenditure:			
Income	549,122	565,309	797,349
- % of Income confirmed as at 20 May 2019		100%	0%
Expenditure	(602,809)	(655,037)	(700,980)
Total surplus/(deficit)	(53,687)	(89,728)	96,369
Split between:			
- Restricted surplus/(deficit)	2,480	55,884	28,203
- Unrestricted surplus/(deficit)	(56,167)	(145,612)	68,166
	(53,687)	(89,728)	96,369
Cost of Raising Funds	31,188	10,340	18,000
- % of Income	5.7%	1.8%	2.3%
Operating expenditure (unrestricted funds)	565,388	641,404	684,979
Free unrestricted reserves:			
Free unrestricted reserves held at year end	344,440	198,828	266,994
No of months of operating expenditure	7.3	3.7	4.7
Reserves policy target	250,000	250,000	250,000
No of months of operating expenditure	5.3	4.7	4.4
Free reserves over/(under) target	94,440	(51,172)	16,994