

Knowle West Media Centre

(A registered charity and a company limited by guarantee)

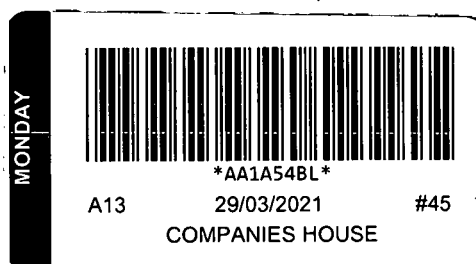
incorporating Leinster House Partnership

(a company limited by guarantee)

Report and Financial Statements for the Year Ended 31 March 2020

**Charity number 1092375
Company number 4358350**

**Leinster House Partnership Limited
Company number 4866786**



Knowle West Media Centre

(A registered charity and a company limited by guarantee, incorporating

Financial Statements

For the Year Ended 31 March 2020

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KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

1. Our Purpose and Activities

Our mission is to benefit the people of Knowle West by delivering local social, cultural and economic development through creative opportunities in media arts. We believe that involving people in creative projects allows us opportunities to reach many who feel disempowered and unable to enact either personal or societal change.

The formal objects of Knowle West Media Centre in its Articles of Association are as follows:

a) To utilise the power of technology, media and the arts to develop the capacity and skills of people in socially and economically disadvantaged communities, with a focus on working directly with those living in Knowle West and South Bristol.

b) To promote social inclusion for the public benefit by preventing people from becoming socially excluded, and assisting them to integrate into society. For the purpose of this clause 'socially excluded' means being excluded from society, or part of society, as a result of being a member of a socially and economically disadvantaged community.

KWMC works to achieve these aims by delivering a programme that supports:

- Digital inclusion and creativity as a force for change and route into education and employment.
- Equipping young people with skills and tools to become the next generation of creatives and social justice campaigners.
- Environmental action: building local awareness and actions that lead to positive global change.
- Enterprise: developing opportunities for new businesses and employment.
- Making new futures, through providing access to technology.
- Experimenting with new ideas with citizens to shape how we could live in the future.
- Celebrating the creativity of communities and providing opportunities for people to engage in cultural and arts activity.

The charity is organised into 6 programmes:

Creative Programme: Supporting creative enquiry and new ways of thinking and doing

We Can Make: Working with the community to create affordable homes at 'point of need' by unlocking micro-sites for development.

Young People's Programme (Jump Studios): Equipping the next generation of creatives and campaigners

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Neighbourhoods Programme (Living Lab): Harnessing the potential of technology to address local needs

'KWMC: The Factory': Making new futures through manufacturing and business

Knowle West Alliance: Building a collaborative partnership of local residents, businesses and organisations to support positive action in Knowle West. (A joint initiative with Filwood Community Centre, The Park, Re:work and Knowle West Health Park.)

2. Values

Our work is underpinned by five values, which guide our decision-making and behaviour as individuals and as a team:

- **Integrity:** behaving in a way that's honest and fair, and being prepared to be held accountable for your actions
- **Imagination:** looking beyond the way things are or have been done, and imagining new, creative approaches
- **Collaboration:** working together towards a common goal, valuing the contribution and expertise that each individual brings
- **Equity:** recognising that in order for everyone to have an equal opportunity to succeed, some people may need additional support
- **Resilience:** persevering with a task but having the flexibility to adapt to change

3. Achievements and performance

3.1 Key statistics

In 2019-2020:

- we worked with over 7700 people;
- 760 of whom were young people under 25;
- we offered 718 informal learning sessions;
- we delivered over 50 projects;
- 47 people volunteered with us;
- we engaged the services of 95 freelance creatives and artists;
- we hosted 2 paid internships;
- 22 school pupils gained work experience;
- 13,638 people attended our exhibitions and events;
- Our YouTube content attracted 34,400 views.

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3.2 Projects

Between 1 April 2019 and 31 March 2020 we delivered the following projects:

Jump Studios Young People's Programme

- Eight creative agency
- After-school sessions: Creative Hub, Control-Alt-Delete, Maker City
- Sound Wave music production sessions
- Maker City
- Future Legacy project
- Youth equity and STEM
- Making Spaces
- Holiday activities: Jump into...music, sound, photography and technology
- Music Studio tuition and support
- Work experience placements

Case study: Future Legacy Project

In partnership with London-based organisation Stemettes, our Jump Studios team supported 20 young women aged 16-18 to develop a range of technical skills and use them to create a social action campaign about an issue they felt strongly about. Young women from London and Bristol attended a residential retreat in February 2020 where they learned a variety of Science, Technology, Engineering and Maths (STEM) skills, including web development, photography, video production, animation and product design, and met women working in STEM industries.

Following the retreat, the young women worked in groups to develop their campaigns, with mentoring from industry professionals. Campaign topics included clean energy and climate change, diversity in the workplace, reducing car traffic, and mental health support.

Future Legacy Project is funded by the Curiosity grant, which is awarded by BBC Children in Need and Wellcome.

"It's just so positive when you can get so many young, creative people together [...] I think what I've learned is how to really use what I know, and my confidence, on something that I care about, and being able to share my passion and my views." Ellie, participant

Case study: Creative Workforce for the Future

Our creative agency, Eight, is currently supporting two trainees through the Creative Workforce for the Future scheme. A partnership between KWMC, Spike Island, Watershed, Creative Youth Network / The Station, Bristol City Council and UWE Bristol, the scheme is designed to enable talented young people to gain the experience to sustain a creative career, and support creative companies to make their workplaces and working practices more inclusive.

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Our placement at Eight focused on film production and was specifically for young women, as women are consistently under-represented in roles behind the camera: in a review of feature films produced up to 2017, the BFI found that fewer than 1% of films have crews that are more than 50% female.

Two trainees, Dee and Mevis, joined the Eight production team in January 2020 and began a practical programme to develop their filmmaking skills. Due to the COVID-19 lockdown and the temporary closure of the KWMC building, we had to revise many of the activities planned for their placement and explore how training, learning and filmmaking can happen at home!

This began with a filmmaking challenge: to plan, shoot and edit a two-minute film inside their homes on the theme of 'isolation'. Just a few months later, they had each researched, planned, filmed and edited a short documentary for a community initiative in Bristol. As 2020 draws to a close, we are continuing to support them as they undertake placements with Aardman Animations, A Productions and Encounters Film Festival.

Creative Workforce for the Future is funded by the West of England Combined Authority (WECA) and the European Social Fund (ESF) programme.

"I got all the skills I need to be a successful freelance filmmaker during my time at KWMC and I was exposed to innumerable creative opportunities."

Dee, trainee

"I was able to learn and gain the skills needed to pursue a career as a freelance filmmaker, from pitching a project to delivering the finished desired project to the client." Mevis, trainee

Neighbourhoods Programme

- REPLICATE: international partnership project exploring how digital technologies can improve quality of life in cities
- Our Digital City: training and support for community organisations across Bristol
- ParCos
- Cando Bristol
- Bristol Social Action Festival
- SPHERE
- ECOSCIM Mexico
- 'Say It' Speech and Language Therapy
- Have Your Vision Realised
- Audio Lates music production course
- Respires
- SHINE HIT
- Knowledge Newsletter
- Community journalism training
- Silver Screen older people's film club

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Case study: How do you move?

In collaboration with the National Institute for Health Research Applied Research Collaboration West (NIHR ARC West), we worked with community groups from across Bristol to explore the UK Chief Medical Officer's guidelines on physical activity.

- What do they mean?
- How can we apply them?
- Are they communicated in ways that are relevant, accessible and understandable?

This included running interactive events to discuss the guidelines with young people, older people, and community groups, and supporting four people – Abiir, Ben, Lesley and Vince – to create short films telling their stories about exercise, active travel and physical activity.

The finished films were screened in January 2020 and the participants pooled their expertise to create short films telling their stories about active travel and physical activity.

How do you move? is supported by the Brigstow Institute, University of Bristol.

"Filming and seeing the other participants' short films and the event was so empowering. I really loved the whole project from the storyboarding to watching the films. It was very positive and inspiring It made me have more confidence."

Abiir, participant

Case study: ParCos (Participatory Communication of Science)

In 2020 we began a collaborative research project exploring how people communicate and understand stories about science. ParCos is a three-year EU-funded project that will support people to collect scientific data, interpret it, and share it with others using creative tools.

We will also be exploring the issue of misinformation and how scientific data and research can be distorted or misrepresented when they are shared. There are three pilot programmes taking place across Europe – the UK pilot is based in Knowle West and will begin in autumn 2020.

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 872500.

Creative Programme

100 Years of Knowle West Style
Not Green
Living, working, making together
Whose intelligence is it anyway?/AI for Good
Forms of Intelligence

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Case study: 100 Years of Knowle West Style

Having been based in the Knowle West community for over twenty years, we know that the area is full of stories and characters that can sometimes be overlooked by the wider city. From April to November 2019 we worked with local people and artists to explore, share and celebrate Knowle West's heritage.

Artists Holly Beasley-Garrigan and George Lovesmith collaborated with residents to produce new work inspired by these unheard stories. Holly's audio-visual piece I, OBJECT was temporarily installed in two residents' homes and featured reflections and memories of 11 people ranging in age from 6 to 90. George worked with the local sewing group to create an embroidered curtain which was illuminated in an empty shop on Filwood Broadway.

Five people received training as walk leaders, and guided visitors around Knowle West on sold-out tours they had designed themselves, while others shared memories and memorabilia for a final exhibition at KWMC that opened in November. In collaboration with Gary Thompson of Cables & Cameras, we also hosted the 'Homecoming' music event to explore the impact of artists from South Bristol and Knowle West on British music, which featured well-known artists Krust and DJ Bunjy alongside emerging Knowle West talent.

100 Years of Knowle West Style was part of "Homes for Heroes 100" – a programme of city-wide projects marking a century of council housing coordinated by Bristol Cultural Development Partnership.

Homes For Heroes 100 is supported by the National Lottery Heritage Fund and Bristol City Council.

"Rooted in their local [Working Class] community. Go above & beyond to improve access to art making for WC artists & public. Brilliant (& accessible!) resources, approachable, flexible & genuinely care."

@Holly_BG [Holly Beasley-Garrigan, commissioned artist]

Case study: Not Green

We first collaborated with artist Richard Layzell in 2011. Back in Knowle West in 2019-2020 for his fourth project, Richard worked with us to stage two events exploring the connections between urban environments and the natural world. Prior to the events, Richard spent time with a broad range of people, from the church warden to the local Tree Champion, schoolchildren and their teachers.

In February 2020 he staged Not Green – a walking tour and live storytelling event taking in hidden green areas in Knowle West. He also performed his work 'How to Name a Tree' as part of the Back to Nature event, which explored how we can 're-nature' our neighbourhoods and nurture plants and wildlife in urban spaces.

Richard's projects not only highlight what we can learn from the natural world, but demonstrate the impact on artists and communities when artists spend time immersing themselves in an area - building relationships, talking and listening, and understanding what's important to people.

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"The landscape of the place on the hill in Bristol BS4 is always with me. I've spent long enough to get under its surface and be inside its weather. I've walked those streets, all of them, seen the sun rise and set, explored the wilderness at the back of Greenfield School with the kids."

Richard Layzell, from The Data Says It All

Case study: Forms of Intelligence

In early 2020 we began a collaboration with the Digital Cultures Research Centre at the University of the West of England. Forms of Intelligence investigates different forms of animal and plant intelligence – from swarms of bees to the connections between trees – and explores what we could learn from these ways of being and knowing, especially when we create new technologies and tools.

In the summer of 2020 we supported an intern to interview experts from Knowle West, Bristol and beyond, then edit the recorded conversations into a series of podcasts. Contributors included the local Tree Champion, birder and environmentalist Mya-Rose Craig (known as 'Bird Girl'), and a researcher into Swarm Engineering. Thanks to digital meeting technologies, participants were able to meet each other during the interview process despite being on different continents!

We then commissioned artist Kaajal Modi to design a creative resource to share provocations from the experts and encourage others to consider these different forms of intelligence during the making or creation process.

"I've gained so much from this. Confidence, new skills and a newfound passion. I've met so many great people and learned so much [...] My kids and social circles have benefited from this new found information as I'm now constantly talking about trees, technology and nature!"

Tatiana, project intern

We Can Make Programme

Since it began in 2016, our collaborative housing initiative has been working with local people, architects and planning experts to devise new ways to build affordable and environmentally -friendly homes in Knowle West. We Can Make operates against the backdrop of a city- and nation-wide housing crisis but its local focus enables it to meet the specific needs of families that are affected.

In 2019 the We Can Make team worked with local people to prepare a Community Design Code that outlines the principles to guide housing development in the area: houses that are affordable and sustainable, with low running costs and are designed with neighbours and neighbourliness in mind. We also worked with No Bindings and a host of illustrators and poets from across Bristol to create a series of podcasts and postcards to share residents' perspectives on the housing crisis and illustrate how communities are adapting, experimenting and, quite literally, building outside the confines of a housing system that doesn't meet their needs.

We Can Make is an ongoing initiative; in July 2020 we worked with two families and applied for planning permission to build the first two We Can Make homes. Construction is due to begin in early 2021.

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We Can Make is supported by Nationwide Foundation and Homes England.

Case study: Making Together

In February 2020 we launched Making Together in collaboration with Automated Architecture (AUAR) Labs from The Bartlett School of Architecture at University College London (UCL), exploring what communities could make if they could access digital design and construction tools.

Originally planned to take place during face-to-face workshops, Making Together was redesigned to take place online due to the COVID-19 lockdown introduced in March 2020. Ten Knowle West residents aged 18 to 76 took part in workshops between April and July. This included working collaboratively with online programmes and mini construction kits that were posted to their homes, and getting involved in group projects using online meeting software.

Participants' experiments with the online tools inspired the design of Block West, an outdoor pavilion that was constructed outside KWMC by a team of 27 people in September. The pavilion uses a system called Block Type A (designed by AUAR) so it can be broken down into blocks and re-assembled into benches, planters, and other useful items for community use.

Making Together is a collaboration with Automated Architecture Labs (AUAR), funded by Transforming Construction Network Plus.

"It has been amazing to be involved with every stage of this project – from using the design app on Zoom to learning to cut the parts in KWMC The Factory to being onsite making the pavilion. I've never done or seen anything like this in my life. I can't wait to do it again – we could do so much for the community: building homes, workspaces, all sorts..."

John, participant

KWMC: The Factory

Network for Creative Enterprise

Making It community-based manufacturing sessions

OPCR capital investment programme

Filwood Fantastic Interactive Signage

Filwood Fantastic Key Spaces

Design and making courses, including laser-cut jewellery, Christmas decorations, and gifts

Business support and training with Outset Bristol

INSPIRE Talks programme

Machine inductions: laser-cutter, CNC router, 3D printer

Membership scheme

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Case studies: Making It & From Her Digital

In summer 2019 we ran two intensive training programmes to support women to develop new skills in digital design and digital manufacturing so they could access a broader range of roles, freelance projects and enterprise opportunities in a job market that increasingly requires digital skills.

We know that women are particularly under-represented in the digital sector: in 2017 the WISE campaign reported that although the number of women working in STEM (Science, Technology, Engineering and Maths) had increased, women made up only 23% of the STEM workforce. Equity is one of our core values and we believe that in order for everyone to have an equal opportunity to succeed, some groups and individuals may need additional support.

Through the Making It and From Her Digital courses we supported women from a range of ethnic, social and professional backgrounds. Many participants were over the age of 40 – a group less likely to have been taught digital manufacturing and design at school. In addition to running introductory sessions in community venues and workshops in Virtual Reality, Augmented Reality and other specialist topics, which reached 193 people between them, 11 women took part in the Making It course at KWMC The Factory, learning how to use digital design software, follow a design process, and operate machinery including laser cutters and 3D printers.

Each participant applied their new skills to make a prototype of their own design, from delicate laser-cut chocolate boxes to a chest of drawers made from nearly 150 pieces. 10 women took part in From Her Digital, run by our creative agency Eight, learning skills including web design and coding, social media marketing and branding.

Both courses were designed to support participants to develop skills that would complement their existing abilities and enable them to be more versatile in the digital sector – equipped to apply for, and obtain, more professional opportunities.

Both courses were part of Women into Digital Jobs, Education and Training (WIDJET) – a West of England Combined Authority project funded by the Department of Digital, Culture, Media & Sport.

"I needed digital technologies to keep up in my industry. I am now already using what I've learnt in my freelance work. I can now take on work that I wasn't able to before."

Charlotte, participant

"I want to carry on making designs and using these techniques for my products – both for the packaging and for stalls. I'm one step closer to making my business a reality and opened it up to a whole new market."

Kathryn, participant

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Case study: Filwood Fantastic - The Walk of Hearts & Stars

A collaboration with Filwood Community Centre, Filwood Fantastic is a long-term programme that aims to showcase and nurture the creativity of Knowle West residents, and create improvements to local spaces. In 2019 KWMC The Factory supported 11 residents to design a statement piece of artwork for the exterior of Filwood Community Centre.

This work continues in 2020, as The Factory has joined forces with the residents behind local awards ceremony Hearts & Stars to devise a public memorial to recognise the contributions of local volunteers and remember residents who died during the COVID-19 lockdown.

In September 2020 The Factory worked with artists from Art & Energy to run an online making workshop: participants were sent star-shaped craft kits in advance and could log in to a digital space to talk to the technicians and artists as they worked. 28 stars were decorated by participants and in November they were installed in the courtyard at Filwood Community Centre, fitted with solar lights so they can be seen in the dark.

Filwood Fantastic is funded by Creative Civic Change.

4. How our activities deliver public benefit

Trustees and staff are aware of the public benefit requirement for charities and take this into account when developing strategy and planning activities.

Knowle West Media Centre supports people to create positive change in their lives and communities, using technology and the arts to make it happen. Our vision for Bristol is a city of inclusive growth, where different perspectives are valued and everyone has the opportunity to develop their skills, creativity and confidence, so they can take the next step in their own journey and work collectively with others to create a fair, diverse and inclusive society.

Knowle West Media Centre supports people in three different ways:

- 1) Building confidence and networks
- 2) Developing skills and ideas
- 3) Enabling innovation and change

Knowle West Media Centre enables community-led change: using our resources and expertise to amplify voices that aren't often heard in decision-making processes, bring people together, and support them to develop creative solutions to the challenges that affect them.

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Locally, we are an active member of the local Knowle West Alliance, a collective of organisations and local people working together to create positive change through shared projects and endeavours and by supporting residents to have greater influence in the decisions affecting their area. Our work supports many of the aspirations outlined in the Bristol One City Plan, such as ensuring everyone is 'well connected with digital services,' 'can play their part in powerful, connected, inclusive neighbourhoods' and gain 'the support and skills they need to thrive and prosper.'

We know that the challenges affecting Knowle West, such as unaffordable housing, barriers to accessing education and employment opportunities, digital and social exclusion, and now the COVID-19 pandemic, are not isolated issues: they impact communities around the UK and the world.

As the Bristol Living Lab, we're committed to sharing our experiences, tools and processes with others regionally, nationally and globally, as part of a movement that values local knowledge and expertise, and practices collaboration to tackle the enormous challenges we face. Our aims align with many of the United Nations' international Sustainable Development Goals (SDGs), including making cities 'inclusive, safe and resilient,' providing 'equitable quality education' and 'life-long learning opportunities' and 'fostering innovation.'

5. Financial Review

Total income was £1,563,374 in 2019/20, an increase of **39%** over 2018/19. Grant income increased across all programmes, with funding for *KWMC:The Factory* increasing by 176% and the Young People's Programme achieving an increase of 75%. Funding for the Factory included a grant of over £300,000 (part of a larger grant of £700,000) from Bristol City Council's OPCR fund (Open Programmable City Region) for building improvements and new digital manufacturing equipment at the Factory's units at Filwood Green Business Park.

Overall KWMC achieved **breakeven** in 2019/20. The final weeks of the financial year were severely disrupted by coronavirus and the start of the lockdown. In May 2020 KWMC made a successful bid to the Arts Council England Recovery Fund. Part of this funding was used to prevent the deficit and loss of reserves at the 2019/20 year-end which the disruption would otherwise have caused. Reserves therefore remain unchanged at £105,712.

Restricted funds increased by £210,000 overall. Restricted funds are made up of the depreciation reserve and grant income carried forward. £84,000 of the depreciation reserve was utilised during the year to fund annual depreciation, including depreciation of the Media Centre premises (£50,000). Grant income carried forward increased by £240,000, as advance funding was received from Bristol City Council, the European Union (EU), Homes England and other funders. See the 'carried forward' column of Note 10 for a full breakdown.

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Income from charitable activities increased by £441,000 (45%) to £1,423,960. Bristol City Council was the single largest funder at £476,000. The other funders providing over 5% of total income were Arts Council England (£152,000), the EU (£135,000), the West of England Combined Authority (£101,000) and Homes England (£88,000). Note 10 to the accounts contains a complete list of all restricted funds and grant funders.

Two programmes are analysed separately in the accounts for the first time in 2019/20. *We Can Make*, a citizen-led housing project, was previously managed within the Creative Programme, but as of April 2020 has a separate programme manager. A new Community Interest Company was set up in July 2020 (after the year-end) as a vehicle for *We Can Make*. *Knowle West Alliance* is also shown separately, with funding in year of £76,330. The Alliance was formed in 2018 by five local organisations with the aim of creating a collaborative partnership of active and connected local residents, businesses and organisations to build and support positive action in Knowle West.

Trading income was slightly down on 2018/19 levels (by 5% to £137,838), with trading generating 9% of total income. Rent income from room lettings increased by 19% to £62,717, with all seven managed workspaces occupied by the end of the financial year. Income from Factory trading (including manufacturing, paid-for training and the new membership scheme) increased by 21% to £41,155.

Income generated by the *Eight* creative agency was however sharply down on 2018/19, by 45% to £25,902. The main reason for this was a change in strategy to include grant-funded training programmes (both funded by the West of England Creative Partnership) in the 'offer' to young creatives mentored by *Eight*, as well as paid experience through commissions. Also work in progress in March was delayed past the year-end by the first lockdown.

Eight was unable to fully cover its costs, recording a deficit of £9,269. Overall however, the charity's trading arm **Leinster House Partnership Ltd** achieved a greatly increased **surplus of £54,543** (2019: £7,561), which was transferred to the charity as Gift Aid.

6. Financial outlook and going concern

The budget for 2020/21 which was approved by trustees in March 2020, showed that KWMC had secured 80% of the income needed to cover budgeted expenditure, giving a breakeven target of £385,000. This compared favourably with the target of £488,000 at the start of 2018/19 financial year.

The position was transformed by the Covid-19 pandemic and lockdown, which severely limited our ability to trade and to raise the required additional grant funding. KWMC was faced with a deficit of £160,000 in the first half of the financial year. As this exceeds the current level of reserves, it would have required a devastating programme of redundancies.

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To avoid this, the management team drew up a plan which involved using the government's Job Retention Scheme for up to 20 posts which were not already funded, and managers agreed to take a 20% hours and pay cut between April and July. Other staff took a 10% pay cut for the same period. We received strong support from our funders, who agreed to support us while we switched to an online delivery model.

We also received emergency funding from Arts Council England (£91,915), Power to Change (£30,000), Esmée Fairbairn Foundation (£10,000), Youth Music (£8,355) and BBC Children in Need (£2,572). We are also grateful for the support of our tenants, all but one of whom stayed with us throughout the lockdown and the reduced opening which followed. Together these measures have reduced the financial impact of Covid-19, and at the time of writing (November 2020) the breakeven target stands at £20,000. Our risk assessment shows that this target will be met by March 2020.

Much of our fundraising and income generation takes place in year (rather than in advance, however over £500,000 has been secured for 2021/22 as at November 2020 and £300,000 for the following year. Arts Council England has recently announced that the 'National Portfolio' funding will be extended by a further year to 2022-23, and our strategy is to target longer term multi-year funding where possible

The earning capacity of *KWMC:The Factory* should be transformed by the improvement works which are currently in progress. A higher specification and much faster CNC router has already been purchased using the OPCR funding mentioned above, and the building alterations will make the factory a more attractive venue when face-t-face training resumes.

The *We Can Make* housing programme is also potentially transformative for KWMC as it moves beyond the development phase to the construction of homes. Planning permission has been sought for the first two homes which represent the 'pilot' phase of *We Can Make*.

This rapid growth has brought with it the need to strengthen management and core support. Three programme director roles have been created to share the strategic management role with the Director, and an additional finance manager is currently being recruited to support the financial management of programmes. A separate management committee, which includes KWMC trustees, has been created to oversee *We Can Make* Knowle West CIC.

Having reviewed the charity's prospects for the remainder of 2020/21 and the next financial year, the trustees take the view that the charity and group are a going concern.

7. Risk Management

Risks are managed through the Media Centre's risk policy alongside further policies that address risk in specific areas, such as the health and safety guidance, the child protection policy and the manual of financial procedures. Policies are reinforced by staff training.

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A risk register is maintained which evaluates risks according to likelihood of occurrence and severity in the following categories: Governance, Operational, Financial, External and Regulatory risks. A 'traffic light' system of red, amber and green is used to indicate high, medium and low risks respectively. The main risks are described by the Director in her reports to trustee meetings.

Programme managers report using this 'red/amber/green' format to monthly management team meetings, highlighting the level of risk in specific aspects of their programmes, such as finance and delivery.

8. Reserves Policy

The Reserves Policy states that the unrestricted general fund should be equivalent to one quarter of total expenditure planned in the current year's budget, to allow the charity to fund its day-to-day activities without recourse to short-term borrowing. Based on the 2020/21 budgeted expenditure of £2.1 million, this gives a target of £525,000. The general fund stood at £105,712 at March 2019, and the policy states that if possible the fund should be increased by £20,000 pa until the target is met.

The 'reserves target' is however based on the assumption that all funding will be received quarterly in arrears, whereas in practice this is not the case; in fact most funding is received in advance. The cash balance at the time of writing is £757,000, which exceeds the reserves target and is a multiple of 7.2 of the current general fund.

A review of the reserves policy is therefore needed to determine a realistic level of reserves, which takes into account other potential uses of the reserves besides supporting cash flow, and future changes to the mix of income, such as a continuing increase in the proportion of trading income. The review will be undertaken by the Finance Sub-Committee in advance of the 2021 AGM.

9. Investment Policy

Cash flow fluctuations prevent the Media Centre from making use of long-term investments, and the return on instant access bank accounts is very low at present. The Investment Policy requires the Finance Manager to seek the best terms that are available from a bank that shares the charity's ethical principles.

Knowle West Media Centre's current banker is Triodos Bank, a Bristol-based ethical bank. Triodos fits KWMC's ethical criteria as it only invests in organisations that benefit people and the environment, and publishes details of every organisation it lends to. The bank also pays interest (currently 0.45%) on instant access deposit accounts.

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10. Our Plans for the Future

The organisation's strategic aims are as follows:

- To achieve excellence and lead in the UK, and internationally, in the area of socially engaged arts practice.
- To ensure that community engagement, inclusion and co-design practice remains at the centre of the organisation's work, and that local people are involved in all aspects of the organisation.
- To develop our work with young people providing opportunities for them to participate in inspiring media, technology and arts programmes.
- To provide a range of learning opportunities, ensuring that we value diversity and provide access for all to participate.
- To demonstrate the difference KWMC makes, backed up by evidence using our evaluation tools and methodologies.
- To ensure the organisation's sustainability: financial, environmental, programme and community.
- To work collaboratively and build relationships across the city, regionally and internationally to ensure we share our practice with the aim of increasing the impact of our work.

Objectives for 2020-23

- We will grow our organisation's core capacity and improve the ways in which we demonstrate the impact of our work.
- To ensure our core services have the capacity to support the increased project activity and that we adapt our skills and processes to manage this change, we will undertake a review of processes, with the help of specialist consultants and other organisations such as Real Ideas Organisation (RIO).
- We will increase our impact by improving the quality (rather than the quantity) of our engagement. We will do this through focussing on projects that develop new models and new ways of doing things to achieve positive change.
- Our Living Lab, which is our community of Knowle West, will be the testing space for new ideas and delivering tangible outcomes or real change whether that be through skills development, new products and services, new business models, or new homes.
- We will seek to secure funding or income streams that sustain longer term, collaborative projects where we can focus our energies on project activity rather than fundraising.

KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

- We will continue to develop and share our approach to learning and skills development, that makes clear our role and value in the wider education and skills ecosystem in Bristol. Our focus is to ensure that we offer inclusive, inspiring and accessible learning programmes that create more opportunities for individuals and helps build thriving communities.

Specific programme objectives:

Creative Programme

The arts programme will continue to test new ideas exploring social change and the challenges and opportunities communities such as Knowle West face. During 2020/21 KWMC will re-model the existing "Test Space" in the studio and across our sites, so we have more flexible and adaptable opportunities to showcase our practice and live projects from across the organisation.

Young People's Programme: Jump Studios

We will shape our schools work and the Maker City Programme around 'making' and using new technologies. Our aim is for young people to increase their self-esteem, self-confidence and to improve their wellbeing and mental health. We will support young people to become active citizens, and to be able to earn a living. We will develop a programme to enable young people to progress into employment in the creative and cultural industries, and achieve artistic excellence.

Neighbourhoods and Bristol Living Lab

We will aim to build upon our existing research relationships and to forge new research collaborations with other universities (both UK and international), local authorities, businesses and not for profit organisations.

We will develop the 'Bristol Approach Roadmap 2020/23' working in collaboration with the Arts, Young People and The Factory Teams. This roadmap will be a strategic plan for how we want to develop the Bristol Approach including the types of projects we want to develop locally, who we might collaborate with and how we can secure funding.

We will build on our approaches to engaging citizens by co-designing technology e.g. The Bristol Approach to Citizen Sensing, sharing this learning with the city and beyond, and developing services and products to contribute to income generation.

KWMC The Factory

We will manage the implementation of the capital investment project including redesigning the space, and utilising a new connection to Bristol is Open, a high-speed Research and Development network, both funded through Open Programmable City managed by Bristol City Council.

We will ensure the successful delivery of 'MADE in South Bristol', a 3-year enterprise support programme.

KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

We will be developing a new strand of activity with We Can Make prototyping and fabricating homes for Knowle West.

We Can Make

Having set up a new Community Interest Company to manage the delivery of the programme, our focus will be to ensure that capacity, skills and good governance are in place to manage this transition and to ensure we manage any risk to the Media Centre.

We will apply our community design, planning, and development tools to a first set of micro-sites in Knowle West, working with up to 16 local families in housing need.

We will continue to manage the process of securing planning permission and construction finance to build the homes. Our aim is to create a sustainable business model that can be scaled up in Knowle West and replicated in other similar high-disadvantage low-density estates in Bristol and beyond.

The project will be transferred to a Community Benefit Society (Bencom), which is a recognised form for a community land trust. The aim is for We Can Make Knowle West to operate as a Community Land Trust, holding land and homes to ensure they are affordable in perpetuity.

11. Structure, Governance and Management

11.1 Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 22/01/2002 and registered as a charity on 10/06/2002. The company was established under a Memorandum of Association, which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

11.2 Recruitment and Appointment of Management Committee

The directors of the company are also charity trustees for the purposes of charity law and under the company's Articles are known as members of the Management Committee. Under the requirements of the Memorandum and Articles of Association, the members of the Management Committee are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The Management Committee seeks to ensure that the needs of all user groups are appropriately reflected through the diversity of the trustee body. To enhance the potential pool of trustees, the charity has, through networking with local people and locally based organisations, and media and arts organisations across the city, sought to identify individuals who would be willing to become members of the centre and use their own experience to assist the charity.

KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

A broad range of skills are represented on the Management Committee, including expertise in regeneration, the arts, law, marketing, financial management and construction management.

11.3 Trustee Induction and Training

Many trustees are already familiar with the practical work of the charity having been encouraged to attend one of the 'open' events run by the charity annually to showcase work produced through the work undertaken by the centre, or having been a participant in one of the charity's projects.

Prospective trustees are invited to attend board meetings prior to joining, and meet both the Chair and Director to gain awareness of the charity's aims, organisation, strategy, financial position and programme of work. New trustees are also mentored by more experienced board members during their first year.

11.4 Organisational Structure

The Knowle West Media Centre has a Management Committee which meets 6 times a year, and which is responsible for the strategic direction and policy of the charity.

A Human Resources working group, made up of management committee members and appropriate staff, meets when required and makes recommendations on issues within its remit. All recommendations made by the working group are discussed and must be ratified by the management committee itself.

A Finance Sub-Committee, made up of two trustees (the Chair and treasurer), the Director and the Finance Manager, meets before board meetings to consider financial issues, reports and budgets in depth. The Sub-Committee's terms of reference include the following:

- Reviewing the long-term plan and advising the Board on its approval.
- Reviewing annually the funding and reserves position of the organisation.
- Governance of the annual budget process.
- Reviewing annually the organisation's standing orders.
- Advising the Board on the financial impact of new accounting policies, laws and regulations.
- Measuring the performance of the auditor and making an annual recommendation on reappointment.
- Reviewing the annual report and accounts for consistency with financial information reviewed by the Committee during the year and advising the Board on any differences.
- Reviewing annually with management the efficiency and effectiveness of financial systems and controls.
- Reporting to the Board on governance and financial matters relating to trading activities and the trading subsidiary.

KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

Eight authorised signatories are registered with the bank: four trustees, the Director, Assistant Director, Finance Manager and Operations Manager. Any two of the signatories may make payments on behalf of the company in accordance with the financial limits set out in the Financial Standing Orders.

A scheme of delegation is in place and day-to-day responsibility for the provision of the services rests with the Director, Carolyn Hassan. The Director is responsible for ensuring that the charity delivers the services specified in funding agreements and contracts and that key performance indicators are met. The Director has responsibility for the day-to-day operational management of the Media Centre, individual supervision of the staff team and ensuring that the team continue to develop their skills and working methods in line with good practice.

The staff team was organised into six programmes during the year:

- Creative Programme
- We Can Make
- Young People
- Neighbourhoods
- KWMC: The Factory
- Knowle West Alliance

Each programme is led by a manager reporting to the Director. The activities of the programmes during the year are summarised in section 3 above. The project programmes receive managerial, administrative and financial support from the 'core' central services department, which is managed by the Director.

12. Related Parties

There were no transactions with related parties during the year, other than between the charity and its trading subsidiary, **Leinster House Partnership Limited** (LHP Ltd). LHP Ltd is a not-for-profit company limited by guarantee and has been controlled by KWMC since 22 September 2006. These financial statements consolidate the results of KWMC and LHP Ltd on a line-by-line basis. The trustees of the Media Centre, are all also directors of LHP Ltd, and vice versa.

Leinster House Partnership was formed for the purpose of redeveloping Leinster House. Since the completion of the new Media Centre in 2008, LHP Ltd has acted as the trading arm of Knowle West Media Centre, handling non primary purpose trading and rental income from the Media Centre. LHP Ltd donates its surpluses to the charity.

KNOWLE WEST MEDIA CENTRE**Report of the Management Committee for the year ended 31 March 2020****13. Reference and Administrative Information**

Charity Name: Knowle West Media Centre

Charity registration number: 1092375

Company registration number: 4358350

Registered Office and
Operational Address: Leinster Avenue
Knowle West
Bristol
BS4 1NL

Management Committee

Ms H Bream	Chair	
Mr O Callaghan	Treasurer	
Mrs K Chaplin		Resigned 16/03/2020
Mr R Fisher		
Mr M Little		
Mr E Boal		Resigned 16/03/2020
Ms I Partridge		
Ms PA Davis		
Ms MA Venner		Appointed 26/11/2019
Ms JR Bunyan		Appointed 26/11/2019

Senior Manager

Ms C Hassan, Director

Auditors

Burnside Chartered Accountants, 61 Queen Square, Bristol BS1 4JZ

Bankers

Triodos Bank, Deanery Road, Bristol BS1 5AS

Solicitors

Stephenson Law, 4 Colston Yard, Bristol BS1 5BD

KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

14. Responsibilities of the Management Committee in Relation to the Financial Statements

The Management Committee (who are also the directors of Knowle West Media Centre for the purposes of company law) are responsible for preparing a trustees' annual report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Management Committee to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable group for that period. In preparing the financial statements, the management committee are required to:

- select suitable accounting policies and then 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;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue on that basis.

The Management Committee are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to 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 the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Management Committee are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement as to disclosure to our auditors

In so far as the management committee are aware at the time of approving our management committees' annual report:

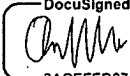
- there is no relevant information, being information needed by the auditor in connection with preparing their report, of which the group's auditor is unaware, and

KNOWLE WEST MEDIA CENTRE

Report of the Management Committee for the year ended 31 March 2020

- the trustees, having made enquiries of fellow directors and the group's auditor that they ought to have individually taken, have each taken all steps that he/she is obliged to take as a director in order to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Approved by the Management Committee on 8 December 2020 and signed on its behalf by:

DocuSigned by:

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Mr O Callaghan (Treasurer) & TRUSTEE

Date: 29 January 2021

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2020

OPINION

We have audited the financial statements of Knowle West Media Centre (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2020 which comprise the consolidated Statement of Financial Activities, the consolidated Balance Sheet, the charitable company Balance Sheet, the consolidated Statement of Cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015); and
- have been prepared in accordance with the requirements of the Companies Act 2006.

This report is made solely to the company's members, as a body, in accordance with Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members 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 parent charitable company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

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 and the parent charitable company 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 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

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE
(LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2020 (continued)**

the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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; or

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2020 (continued)

- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

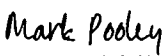
As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees directors 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 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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditors-responsibilities. This description forms part of our audit report.

DocuSigned by:

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MARK POOLEY (Senior Statutory Auditor)

**For and on behalf of
Burnside Chartered Accountants & Statutory Auditor
61 Queen Square
Bristol
BS1 4JZ**

Date: 29 January 2021

Knowle West Media Centre**Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2020**

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	2019 £
INCOME from:					
Donations & legacies					
Donations		478	644	1,122	980
Other trading activities					
Sales		74,945	-	74,945	92,589
Rent income		62,716	-	62,716	51,295
Charitable activities					
Grants and contracts		118,194	1,278,341	1,396,535	982,388
Investment income					
Interest receivable		631	-	631	47
Total income	10	<u>256,964</u>	<u>1,278,985</u>	<u>1,535,949</u>	<u>1,127,299</u>
EXPENDITURE on:					
Raising funds		105,475	1,368	106,843	151,961
Charitable activities		154,316	1,022,399	1,176,715	960,208
Governance costs		14,833	-	14,833	11,371
Depreciation of building		-	50,230	50,230	51,080
Total expenditure	11	<u>274,624</u>	<u>1,073,997</u>	<u>1,348,621</u>	<u>1,174,620</u>
Net incoming (outgoing) resources before transfers		(17,660)	204,988	187,328	(47,321)
Reconciliation of funds					
Transfers between funds	10	17,660	- 17,660	-	-
Net movement in funds		-	187,328	187,328	(47,321)
Total funds brought forward		<u>105,712</u>	<u>2,216,777</u>	<u>2,322,489</u>	<u>2,369,810</u>
Total funds carried forward		<u>105,712</u>	<u>2,404,105</u>	<u>2,509,817</u>	<u>2,322,489</u>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 10 to the financial statements.

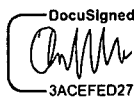
Knowle West Media Centre**Company no 4358350****Balance sheet as at 31 March 2020**

		The Group		The Charity	
		2020	2019	2020	2019
	Notes	£	£	£	£
Fixed assets					
Tangible assets	3	2,023,478	2,066,896	83,496	76,684
Long-term investments		50	50	50	50
Current assets					
Debtors and prepayments	4	229,086	207,467	275,591	235,289
Stock		676	317	-	-
Cash at bank and in hand		397,820	165,661	349,509	132,746
		627,582	373,445	625,100	368,035
Current liabilities					
Creditors: amounts falling due within 12 months	5	(141,293)	(117,902)	(140,210)	(113,892)
Net current assets		486,289	255,543	484,890	254,143
Net assets		2,509,817	2,322,489	568,436	330,877
Funds					
Unrestricted funds	10				
General fund		105,712	105,712	104,313	104,313
Designated funds		-	-	-	-
		105,712	105,712	104,313	104,313
Restricted funds					
Media projects		380,627	149,881	380,627	149,880
Depreciation reserve		2,023,478	2,066,896	83,496	76,684
Restricted funds		2,404,105	2,216,777	464,123	226,564
Total funds		2,509,817	2,322,489	568,436	330,877

The financial statements have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the trustees on 8 December 2020

Signed on behalf of the trustees by:

DocuSigned by:

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Oliver Callaghan (Treasurer & Trustee)

Date 29 January 2021

Knowle West Media Centre**Company no 4358350****Consolidated Cash Flow Statement for the year ended 31 March 2020**

	Notes	2020 £	2019 £
Cash used in operating activities		268,367	- 36,427
<i>Cash flows from investing activities:</i>			
Proceeds from sale of fixed assets		-	-
Purchase of fixed assets	2	(36,208)	(3,889)
Increase/(decrease) in cash and cash equivalents		232,159	- 40,316
Cash & cash equivalents at start of year		165,661	205,977
Cash & cash equivalents at end of year		397,820	165,661

Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Notes	2020 £	2019 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		187,328	(47,321)
<i>Adjustments for:</i>			
Depreciation charges	2	79,626	80,406
Decrease/(increase) in debtors	3	(21,619)	- 80,951
Decrease/(increase) in stock		- 359	53
Increase/(decrease) in creditors	4	23,391	11,386
Net cash used in operating activities		268,367	- 36,427

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2020

1. Principal accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below and have remained unchanged from the previous year.

a) Basis of accounting

The financial statements have been prepared in accordance with Accounting & 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.

Knowle West Media Centre 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 note (s).

Preparation of the accounts on a going concern basis

In preparing the accounts, the trustees have considered the next 12 months from the date of signing the accounts, and based on budget projections we believe that the charity is a going concern.

b) Fund accounting

[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

[ii] Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.

[iii] Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

c) Income

Income is recognised in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

[i] Grants, donations and gifts are included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

[ii] Donated services and facilities are included at the value to the charity where this can be quantified.

[iii] The value of services provided by volunteers has not been included in these accounts.

[iv] Investment income is included when receivable.

[v] Incoming resources from charitable trading activity are accounted for when earned.

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2020

1. Principal accounting policies (continued)

- [vi] Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.
- d) **Expenditure and irrecoverable VAT**
Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered.
 - [i] Expenditure on raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.
 - [ii] 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.
 - [iii] Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the reporting accountant's fees and costs linked to the strategic management of the charity.
 - [iv] All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.
- e) **Fixed assets**
Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method for all items costing over £250.
- f) **Group financial statements**
These financial statements consolidate the results of the charity and its wholly owned subsidiary Leinster House Partnership Limited on a line by line basis.

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****2. Prior period comparison****Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2019**

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
INCOME from:			
Donations & legacies			
Donations	346	634	980
Other trading activities			
Sales	92,589	-	92,589
Rent income	51,295	-	51,295
Charitable activities			
Grants and contracts	143,879	838,509	982,388
Investment income			
Interest receivable	47	-	47
Total income	288,156	839,143	1,127,299
EXPENDITURE on:			
Raising funds	134,302	17,659	151,961
Charitable activities	148,242	811,966	960,208
Governance costs	11,371	-	11,371
Depreciation of building	-	51,080	51,080
Total expenditure	293,915	880,705	1,174,620
Net outgoing resources before transfers	(5,759)	(41,562)	(47,321)
Reconciliation of funds			
Transfers between funds	(2,272)	2,272	-
Net movement in funds	(8,031)	(39,290)	(47,321)

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****3. Tangible Fixed Assets**

	Subsidiary equipment £	Subsidiary land and building £	Office fittings and equipment £	Total £
COST				
At 1 April 2019	206,039	2,538,218	370,802	3,115,059
Additions in Year	-	-	36,208	36,208
Disposals in Year	-	-	-	-
At 31 March 2020	206,039	2,538,218	407,010	3,151,267
DEPRECIATION				
At 1 April 2019	205,841	548,204	294,118	1,048,163
Charge for the Year	66	50,164	29,396	79,626
Disposals in Year	-	-	-	-
At 31 March 2020	205,907	598,368	323,514	1,127,789
NET BOOK VALUE				
At 31 March 2020	132	1,939,850	83,496	2,023,478
At 1 April 2019	198	1,990,014	76,684	2,066,896

All tangible fixed assets are used to fulfil the charity's objects.

	The Group		The Charity	
	2020	2019	2020	2019
	£	£	£	£
4. Debtors and prepayments				
Sundry debtors and prepayments	77,523	51,286	59,964	42,589
Inter company	-	-	64,207	36,520
Grants receivable	151,563	156,181	151,420	156,180
	229,086	207,467	275,591	235,289
5. Creditors				
Falling due within 12 months				
Sundry creditors and accruals	112,218	57,358	95,607	45,649
Inter company	-	-	26,603	24,747
Deferred income (note 6)	29,075	60,544	18,000	43,496
	141,293	117,902	140,210	113,892

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****6. Deferred income**

	Opening balance at 1 April 2019	Amount released to income in year	Deferred in year	Closing balance at 31 March 2020
Esmee Fairbairn Foundation - Grant for 2019/20 Quarters 1 & 2	20,000	-	20,000	-
UWE - Network for Creative Enterprise, April to June 2019	10,896	-	10,896	-
Bristol City Council - Full page advert in Knowledge newsletter issue 84 (May 2019)	500	-	500	-
Bristol City Council - Advertisement on KWMC website from 5 April 2019	50	-	50	-
Bristol City Council - Incomplete feasibility study of amended design of Filwood Community Centre	12,050	-	12,050	-
Esmee Fairbairn Foundation - Grant for 2020/21 Quarters 1 & 2			10,000	10,000
Bristol City Council - Promotion of 'Year of Can Do' in 2020/21			8,000	8,000
Sub-totals: Charity	43,496	-	43,496	18,000
Eight commissions in progress	10,044	-	10,044	7,025
Factory commissions in progress	708	-	708	4,050
Fees for training courses delivered in 2019/20	3,957	-	3,957	-
Rent and service charges for April, May & June 2019	2,339	-	2,339	-
Group totals	60,544	-	60,544	29,075

7. Capital commitments and contingent liabilities

There are no capital commitments or contingent liabilities.

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****8. Employee information**

	2020	2019
Number of employees	29.6	27.3

The average weekly number of employees during the year was calculated on the basis of full time equivalents.

No employee received emoluments of more than £60,000.

	2020	2019
	£	£
Salaries and wages	810,854	731,595
Social security costs	61,849	59,790
Employer pension contributions	<u>25,818</u>	<u>13,500</u>
	<u>898,521</u>	<u>804,885</u>

The key management personnel of the group comprises the trustees, the Director, the Assistant Director, the Finance Manager, the Operations Manager and the 4 Programme Managers. The total employee benefits of the key management personnel of the group were £240,520 (2017: £251,634).

9. Trustee information

	2020	2019
	£	£
Trustees remuneration and expenses	43	24

The trustees received no remuneration in the year, other than payments to one trustee of travel expenses to two management committee meetings.

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****10. Movements in Funds**

	At 1 April 2019	Received in year	Utilised in year	Transfers in year	At 31 March 2020
	£	£	£	£	£
Restricted Funds:					
Creative Programme					
Arts Council England (NPO)	-	53,022	(52,168)	(854)	-
Arts Council England (Catalyst Evolve)	1,368		(1,368)	-	-
Bristol City Council	-	35,700	(35,700)	-	-
Local Trust	-	8,250	(8,250)	-	-
National Lottery Heritage Fund	-	17,200	(16,300)	(900)	-
University of the West of England	-	3,800	(3,800)	-	-
We Can Make (Homes)					
Homes England		88,424	(34,004)	-	54,420
Nationwide Foundation	75,966	68,610	(143,209)	(1,367)	-
Young People/Education					
Arts Council England	-	37,500	(37,500)	-	-
BBC Children in Need	-	52,339	(51,449)	-	890
Bristol City Council	-	1,962	(1,962)	-	-
Comino Foundation	4,350	35,192	(39,542)	-	-
Local Trust		9,071	(6,371)	-	2,700
University College London	-	20,227	(20,227)	-	-
University of Bristol		631	(631)	-	-
West of England Combined Authority	-	36,940	(34,663)	(2,277)	-
Youth Music	4,893	49,908	(52,258)	(1,139)	1,404
Neighbourhoods & Living Lab					
Bristol City Council	14,000	86,917	(100,917)	-	-
European Union	2,386	134,824	(40,634)	-	96,576
HMRC	-	7,611	(7,611)	-	-
Quartet Community Foundation	-	200	(200)	-	-
University of Bristol	-	1,582	(1,582)	-	-
West of England Combined Authority	-	10,000	(10,000)	-	-
KWMC:The Factory					
Bristol City Council	-	318,494	(133,394)	(29,312)	155,788
Esmee Fairbairn Foundation	-	30,000	(30,000)	-	-
European Union	200		(200)	-	-
Local Trust	-	26,700	(26,700)	-	-
University of Bristol	-	843	(843)	-	-
University of the West of England	50		(50)	-	-
West of England Combined Authority		53,697	(53,697)	-	-

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020**

	At 1 April 2019	Received in year	Utilised in year	Transfers in year	At 31 March 2020
Knowle West Alliance					
Bristol City Council	35,000	38,530	(36,626)	(359)	36,545
Local Trust	-	3,000	(1,405)	-	1,595
Quartet Community Foundation	10,707	34,800	(15,779)	-	29,728
Other project grants	-	12,367	(12,367)	-	-
Restricted donations	961	644	(624)	-	981
	<u>149,881</u>	<u>1,278,985</u>	<u>(1,012,031)</u>	<u>(36,208)</u>	<u>380,627</u>
Depreciation fund	76,684	-	(29,396)	36,208	83,496
Restricted funds in subsidiary	-	-	-	-	-
Subsidiary depreciation fund	1,990,212	-	(50,230)	-	1,939,982
Inter company	-	-	17,660	(17,660)	-
Total Restricted Funds	<u>2,216,777</u>	<u>1,278,985</u>	<u>(1,073,997)</u>	<u>(17,660)</u>	<u>2,404,105</u>
Unrestricted Funds:					
Designated Funds					
Creative Programme	-	14,140	(5,567)	(8,573)	-
Young People/Education	-	1,286	(174)	(1,112)	-
Neighbourhoods	-	54,090	(24,799)	(29,291)	-
KWMC:The Factory	-	18,004	(7,245)	(10,759)	-
Total designated funds	<u>-</u>	<u>87,520</u>	<u>(37,785)</u>	<u>(49,735)</u>	<u>-</u>
	£	£	£	£	£
General fund	104,313	95,861	(145,596)	49,735	104,313
General fund in subsidiary	1,399	156,252	(156,252)	-	1,399
Inter company	-	(82,669)	65,009	17,660	-
Total general funds	<u>105,712</u>	<u>169,444</u>	<u>(236,839)</u>	<u>67,395</u>	<u>105,712</u>
Total Unrestricted Funds	<u>105,712</u>	<u>256,964</u>	<u>(274,624)</u>	<u>17,660</u>	<u>105,712</u>
Total Funds	<u><u>2,322,489</u></u>	<u><u>1,535,949</u></u>	<u><u>(1,348,621)</u></u>	<u><u>-</u></u>	<u><u>2,509,817</u></u>

Restricted funds

The purpose of the funds is detailed in the achievements and performance section of the Trustees' Report

Transfers

£854 of funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of fixed assets purchased using the grant.

£900 of funding from the National Lottery Heritage Fund was transferred to the depreciation reserve to cover future depreciation of 3 video projectors purchased using the grant.

£1367 in funding from Nationwide Foundation was transferred to the depreciation reserve to cover future depreciation of a MacBook Pro laptop purchased using fee income.

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2020

£2277 in funding from the West of England Combined Authority was transferred to the depreciation reserve to cover future depreciation of 2 MacBook Pro laptops purchased using the grant.

£1139 of funding from Youth Music was transferred to the depreciation reserve to cover future depreciation of a MacBook Pro laptop purchased using the grant.

£29,312 of funding from Bristol City Council (Open Programmable City Region fund) was transferred to the depreciation reserve to cover future depreciation of digital manufacturing equipment purchased using the grant.

£359 of funding from Quartet Community Foundation was transferred to the depreciation reserve to cover future depreciation of a Lenovo laptop purchased using the grant.

£17,660 was transferred from restricted to unrestricted funds to purchase room hire and to fund the share of Factory premises costs incurred by the Factory grant-funded programme.

£49,735 was the surplus on unrestricted project funds transferred to the General Fund

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****11. Resources expended**

	2020	2019
	£	£
Wages and salaries	898,521	804,886
Other direct costs		
Audit costs	8,807	6,645
Bad debt	155	-
Bank charges	534	674
Catering costs (for resale)	2,582	1,386
Depreciation	79,626	80,406
Equipment rental	42	-
Expensed equipment	4,886	3,045
Freelance associates	184,464	144,786
Fundraising	489	596
Grants to groups	4,623	200
Heat and light	9,679	7,203
Insurance	11,221	10,471
IT consumables and repairs	30,607	9,646
Legal and professional fees	1,939	4,698
Materials	15,782	17,678
Miscellaneous	238	323
Other project costs	704	439
Packaging and delivery	62	347
Postage	340	1,417
Printing (commissions)	5,811	6,543
Project premises	11,439	11,122
Publicity and recruitment	3,957	5,537
Rates and water rates	4,802	4,772
Recycling and waste collection	1,268	1,167
Redundancy payments	-	-
Refreshments	4,249	2,600
Repairs and maintenance	8,867	10,948
Research and development	1,310	714
Security	3,382	3,629
Selling fees	387	418
Stationery and photocopying	2,777	3,256
Subscriptions	5,291	1,927
Subsistence	15,289	8,895
Telephone/mobile	595	1,460
Trainee fees	4,326	-
Training and workshops	5,969	5,115
Travel	12,897	9,729
Venue hire	641	1,686
Volunteers expenses	63	256
Sub-total: Other direct costs	450,100	369,734
Total resources expended	1,348,621	1,174,620

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****12. Analysis of expenditure by programme**

	Direct staff costs 2020 £	Other direct costs 2020 £	Total direct costs 2020 £	Total direct costs 2019 £
Expenditure on raising funds	58,359	48,484	106,843	151,961
Charitable activities				
Core	80,620	77,316	157,936	200,347
Creative programme	88,900	29,267	118,167	88,148
We Can Make (Homes)	82,576	94,929	177,505	87,773
YP/Education	167,943	72,635	240,578	146,885
Neighbourhoods & Living Lab	167,202	17,322	184,524	237,741
KWMC:The Factory	204,771	39,645	244,416	180,220
Knowle West Alliance	42,150	11,439	53,589	19,094
Total charitable activities	834,162	342,553	1,176,715	960,208
Governance costs	6,000	8,833	14,833	11,371
Subsidiary activities (building fund)		50,230	50,230	51,080
Total resources expended	898,521	450,100	1,348,621	1,174,620

13. Analysis of group net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed Assets	-	-	2,023,528	2,023,528
Current Assets	105,712	-	521,870	627,582
Current Liabilities		-	(141,293)	(141,293)
Net Assets at 31 March 2020	105,712	-	2,404,105	2,509,817

Knowle West Media Centre**Notes to the accounts for the year ended 31 March 2020****14. Group company**

Leinster House Partnership Ltd is the subsidiary company of the charity. A summary of its operations follows:

Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2020

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	2019 £
Income from:				
Donations	50	-	50	13
Other trading activities:				
Rent receivable	67,288	-	67,288	51,295
Other income	88,788	-	88,788	108,210
Charitable activities:				
Grants and contracts	-	-	-	8,995
Investment income:				
Interest receivable	126	-	126	-
Total incoming resources	156,252	-	156,252	168,513
Resources expended				
Administrative expenses	156,252	50,230	206,482	219,329
Total resources expended	156,252	50,230	206,482	219,329
Net incoming / (outgoing) resources before transfers	-	(50,230)	(50,230)	(50,816)
Reconciliation of funds				
Transfers between funds	-	-	-	-
Total funds brought forward	1,399	1,990,212	1,991,611	2,042,427
Total funds carried forward	1,399	1,939,982	1,941,381	1,991,611

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2020

15. Charges on property of subsidiary company

Charges on the building are held by the South West of England Regional Development Agency (SWERDA) and Bristol City Council, with SWERDA ranking higher according to a deed of priorities dated 4 July 2007. SWERDA was dissolved in 2011 and its assets inherited by the Homes and Communities Agency, which was in turn replaced by Homes England in January 2018.

The charges would be enforced in the event of the insolvency of Leinster House Partnership Ltd, and are equivalent in value to the grants made to the Archimedia project by the above organisations.

The values of the charges are:	Homes England	£ 1,320,000
	Bristol City Council	500,000