

# **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 2018**

**Charity number 1092375  
Company number 4358350**

**Leinster House Partnership Limited  
Company number 4866786**

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**Knowle West Media Centre**

(A registered charity and a company limited by guarantee, incorporating  
**Leinster House Partnership**, a company limited by guarantee)

**Financial Statements**

**For the Year Ended 31 March 2018**

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**Knowle West Media Centre**  
**Report of the Management Committee for the year ended 31 March 2018**

The Management Committee presents its report and audited financial statements for the year ended 31 March 2018.

**1. Our Purpose and Activities**

The formal objects of Knowle West Media Centre are 'to develop the capacity and skills of the members of the socially and economically disadvantaged community of Knowle West in such a way that they are better able to identify and help meet their needs and participate more fully in society'.

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. We understand that working with a community to experiment with ideas, and produce visible evidence of this process, is a powerful way of gathering momentum for widespread change, providing evidence to support new ways of doing things, and empowering citizens.

Whilst KWMC's focus is working directly with the community of Knowle West, we have created the Bristol Living Lab and are an active member of the European Network of Living Labs. The 'Lab' is a model that provides us with a framework for experimentation, innovation and learning. It allows us to try small-scale innovation based on adaptation, evolution and improvement of ideas with citizens often working alongside 'experts'.

There are 4 main strands to our work:

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

We work with artists on many of our projects and our socially engaged arts practice underpins everything we do. This practice focuses on supporting people to develop creative ideas, opportunities and solutions that are based on their priorities, and questioning ideas about who makes art - why, where and how.

***Young People's Programme:*** Equipping the next generation of creatives and campaigners

We know that many young people have great talent and potential but haven't had the 'break' or opportunity to demonstrate it; others have experienced barriers to pursuing their goals, such as challenging personal circumstances or discrimination. By supporting young people to develop the skills and confidence to enter new industries and act as agents of positive change, we hope to see the development of places and cultures that are more diverse and value the voices, perspectives and contributions of young people.

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***Neighbourhoods Programme: Harnessing the potential of technology to address local needs***

As the Bristol Living Lab, we bring people from different backgrounds together to test creative solutions to the challenges that affect them in a 'real world' setting. In order to ensure that our work, and especially any technology we develop, addresses local needs and interests, we follow a process called The Bristol Approach, which was developed with Ideas for Change and Bristol City Council. Central to the Bristol Approach is starting not with a predefined idea but with people, problems and potential, then working together to see what comes next.

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

Through our making space KWMC: The Factory we enable people, from seasoned entrepreneurs to brand-new makers, to access the opportunities offered by digital manufacturing, whether that's developing new business ideas, expanding existing DIY skills or experiencing the joy of creating something bespoke for yourself. We're keen to explore the meaning of making physical objects in an increasingly digital world, and find ways to 'upcycle' old objects, reduce waste and create new sustainable processes.

## **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 coming up with 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**

- 5 exhibitions staged
- 10 schools worked with us
- 13 young people completed their Bronze Arts Award
- 15 students had work experience placements
- 28 artists were commissioned
- Over 100 visitors stayed overnight in the We Can Make test home
- 190% increase in the number of people engaging in our work (since 2014)
- 1,323 young people aged 25 and under engaged with us
- 6,892 people engaged with us in total

#### **3.2 Participation statistics**

	2016-17	2017-18	Percentage change in 2017/18 compared with 2016/17
Attendances <sup>1</sup>	12,856	11,962	7% decrease
Attendees <sup>2</sup>	10,143	9,733	4% decrease
Unique Participants <sup>3</sup>	6,516	6,892	6% increase

#### **Definitions:**

<sup>1</sup> Attendances: The number of times someone has attended an event lasting 4 or fewer hours. One person attending 2 all-day events = 4 attendances.

<sup>2</sup> Attendees: The number of people attending any event; the same person attending two events counting twice. One person attending 2 all-day events = 2 attendees.

<sup>3</sup> Unique participants: The number of different individuals who have attended at least one event at KWMC, regardless of how many events. One person attending 2 all-day events = 1 unique participant.

#### **3.3 Projects**

Projects delivered between 1st April 2017 and 31st March 2018:

*Supporting creative enquiry and new ways of thinking and doing*

- *We Can Make* – community-led housing development
- *The Artist Hotel* – the launch of the new Transportable Accommodation Module (TAM) at Filwood Community Centre with artists staying overnight
- *Women, Data & The Future*
- *The South West Graduate Photography Prize*
- *Would Like To Meet* networking events
- Artist development and artist-led workshops
- *Grandmothers' Footsteps*: project for grandparents and grandchildren by artist Pippa Robinson

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*Equipping the next generation of creatives and campaigners*

- After-school sessions: *Creative Hub* (photography, film), *Control-Alt-Delete* (programming and robotics), *XLR* (music)
- *Eight* creative agency
- Training for women in the creative industries: *From Her POV* (film), *From Her Focus* (photography)
- Creative leadership programme: Change Creators - The XLR Collective
- *The Male Room* - Creative course for young men:
- Creative courses: Manga illustration and Journalism
- Holiday activities including music, photography, animation, music, technology, skateboard design and puppet making
- *The South West Gaming & Anime Expo* – two days of workshops in game design, illustration, animation and programming
- Arts Award support, including Gold Arts Award for Stefan Clatworthy's film 'Slopes of Inspiration' about inclusive skiing
- Music Studio tuition and support
- Work experience placements
- *Maker Lab in a Box* programme of digital skills teaching in schools
- Partnering for Equitable STEM Pathways for Underrepresented Youth: a partnership project exploring how to increase access to the STEM subjects (Science, Technology, Engineering and Mathematics) for young people

*Harnessing the potential of technology to address local needs*

- *Our Digital City* – supporting people in south Bristol, Lawrence Hill, Ashley, Easton, Southmead and Lockleaze to gain digital and communication skills and access information and services
- *The Bristol Approach to Citizen Sensing* – piloting a new approach to sensing and 'smart city' projects – putting people and issues at the heart of innovation and creating a new 'city commons' of shared resources and tech tools
- *SPHERE* – (Sensor Platform for Healthcare in a Residential Environment): five-year collaborative project developing home sensor systems to monitor the health and wellbeing of people living at home (with University of Bristol)
- *REPLICATE* – A five-year European project that aims to improve quality of life in the Ashley, Easton and Lawrence Hill area by working with people to explore how technology could help
- *The Knowledge* – free quarterly newsletter delivered to 5,500 homes

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- Digital Skills workshops
- Community Journalism classes
- Women of Knowle West
- *Celebrating Age* – activities for older people
- *Silver Screen* film club for older people
- *Productive Margins* – research programme at University of Bristol

*Making new futures through manufacturing and business*

- *Network for Creative Enterprise* – incubating small artist businesses through investment in sustained development of digital and business skills
- *Scape 'Make It in Business'* – Digital making courses including jewellery-making, homewares, Christmas gifts and product design

*We also offered*

- Professional training courses
- A range of tours, consultancy sessions, workshops and presentations
- 'Hot desk' facilities for visiting professionals
- Internships

**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.

**Building tools, skills and places that will support positive social change**

*Our Digital City* aims to make sure that everyone can access the benefits of technology and that tech initiatives focus on what's needed at community level, not just what it's possible to create. For us, a 'smart city' is a place where people have the skills and confidence to use technology to improve their lives and communities and influence the development of city infrastructure – shaping what happens in the future and not just reacting to it. We are currently collaborating with groups and organisations within Knowle West and across Bristol to share the tools and knowledge we've developed over the years and support them to create the facilities and opportunities that best suit their communities.

Between 2017 and 2018, *Our Digital City* supported a voluntary group in Easton to get a women's computer class up and running. The team are currently working with WECIL (The West of England Centre for Inclusive Living) to support disabled people to develop tools and projects based on their needs and interests, including a filming project highlighting accessibility needs in Bristol and digital art workshops using 3D and 2D software.

## Knowle West Media Centre

### Report of the Management Committee for the year ended 31 March 2018

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By providing inspiring experiences, training, coaching and support, our *Jump Studios* programme supports 10-25 year olds to develop the skills and confidence to take their next step – whether that's developing a creative hobby or moving into work. Many of our programmes are specifically designed for young people who have experienced barriers to accessing the support and opportunities that are more easily available to others: our creative agency *Eight* operates a traineeship scheme that enables junior creatives to earn and learn as they work on commissions ranging from photo shoots to web design projects. This approach recognises the talent the creatives already possess and provides mentoring to help them hone their craft further.

The *Artist Hotel* experience created new places where artists and communities could meet and discuss how they might work together to reshape the models of 'regeneration' that are often imposed on estate communities like Knowle West and create something of equal benefit to artists and the area. In September 2017, Filwood Community Centre was transformed into a hotel: over two days 20 artists shared in a discussion about where artists live, work and make in the city. This informed the development of our 2018 residency programme *Living, Working, Making Together*, which has seen five artists work with the Community Centre and local groups to develop new ways to animate the building – from crafting local souvenirs decorated with residents' artwork to supporting the creation of a kitchen garden.

*"[I learned] a lot about project management, organisation and leadership. Without this course, I'd just still have a part time job and be doing the odd gig every now and again. It wouldn't have given me all these ideas for what I want to do in the future."*

Will, musician and campaigner  
Change Creators: The XLR Collective

*"After each project I can see the growth of my skill and it's so fulfilling. I've learnt so much in a short time. I came to Eight as a graphic designer, and now I'm a web designer and junior web developer."*

Mica, freelance creative  
Eight creative agency

*"I never used to go out anywhere. I wouldn't have the confidence to ask people about designs or show people my work. I never thought I was creative and now I think I am. I've gained more friends that I also speak to outside the group – my confidence has grown a lot."*

Hayley, maker and local resident  
Product Design course at KWMC: The Factory

### Experimenting with new ideas to shape how we could live in the future

Through *We Can Make* we are working with White Design Architects and Knowle West residents to explore new approaches to creating affordable housing when and



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where communities need it, using local materials and expertise where possible. The straw-bale We Can Make test home was constructed in just 10 weeks in the summer of 2017 and has hosted over 300 people to test what it would be like to live in. In 2018 the initiative was named by Nesta and The Observer New Review as one of 50 'New Radicals' – a list of individuals, organisations and initiatives from around the UK "developing creative ways of tackling society's biggest challenges."

Using *The Bristol Approach™ to Citizen Sensing* we continue to support people to work together to create and test new tools that could help to tackle local issues, by mixing sensor technology, creativity and local knowledge. *The Bristol Approach™* has already been used in pilot projects in East Bristol exploring the problems of damp homes and poor air quality and in 2017 was awarded the international URBACT Good Practice status.

Our digital manufacturing space KWMC: The Factory is currently supporting 25 people to turn their creative ideas into small businesses through the *Network for Creative Enterprise*, as well as ensuring that residents of Knowle West and South Bristol have access to free training in using technologies and techniques that are becoming more widespread in manufacturing, such as laser-cutting and computer-aided design.

*"I loved staying in the [We Can Make test home]. It was so cosy and warm. At the moment I have a three-bedroom house. It's too big for me. And so many people are looking for accommodation, it will be good if I can rent it out to a family that needs it but still know I have somewhere for me to stay and I can support myself in my retirement. This gives me real choices."*

Femi, local resident  
We Can Make

*"I was looking around for technology projects to get involved in and I came across an advert from KWMC, running a citizen sensing project. We had a brainstorming session where we looked at all different ways in which technology could be applied to solve problems that existed in the community [...] From there I started off my own little project."*

Sam, Air Apparent UK  
The Bristol Approach to Citizen Sensing

### **Celebrating the creativity of communities**

Our *From Her...* programmes continue to provide opportunities for young women to develop skills in a range of creative disciplines and share the work they produce with others. *From Her POV* (point of view) was devised in response to the under-representation of women in the film industry to support women to take their next career step – whether entering the industry for the first time or returning after a break.

*From Her Focus* aimed to support women to develop their enterprise skills and feel confident in the value of their work, as a recent survey found that female freelancers

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are more likely to be asked to work for free than men – and also to accept. These courses were followed by From Her Tracks in 2018, which focused on music production. All of the women involved in the programmes had the opportunity to share and celebrate their work, from film screenings at Arnolfini and Encounters Short Film Festival to exhibitions and 'live lounge' performances at KWMC. Several participants have remained in touch with KWMC and now act as freelancers in our creative agency Eight.

*"I've formed a really close-knit sisterhood with some of the other participants. I came out of the retreat with so much more clarity of what I needed to do. I really focused...without fear. Everything has changed."*

Anya, musician and songwriter\*  
From Her Tracks

## **5. Financial Review**

Knowle West Media Centre achieved **total income** of £1,008,893 in 2017/18, a decrease of £71,596 (7%) compared with 2016/17. If a one-off capital grant of £153,000 (received last year from Arts Council England) is excluded however, income increased by £81,404. Sales and Rent income both increased year on year, which meant that overall income from 'Other Trading Activities' rose from £87,297 to £106,174 (an increase of 22%).

Sales from 'KWMC: The Factory' at Filwood Green Business Park declined during the year, although the number of commissions actually increased (from 58 to 78). The Factory Manager left in April 2017 and the post was not replaced on a like-for-like basis, which reduced the resources available for sales and marketing. The situation was reviewed at the year-end (see Financial Outlook). The Eight creative agency continued to grow, doubling sales to external clients for the second year in succession. Overall 20% of income was earned from lettings, sales and fees (2016/17: 17%).

KWMC achieved a surplus of £1,944 in the year, the general fund increasing to £112,400. Designated funds reduced from £4,500 to £1,343, as less unrestricted income for commissions in progress was carried forward at the year-end than at the end of 2016/17.

**Restricted funds** decreased overall, £82,149 of the depreciation reserve being utilised during the year to fund annual depreciation. The other element of restricted funds is grant income carried forward. This element increased by £63,839 to £112,654, as advance funding was received from the Youth Music and other funders. See the 'carried forward' column of Note 8 for a full breakdown.

**Grant income** (including unrestricted Core grants, which are part of the General Fund) decreased by £99,000 to £804,000 (but as noted above, last year's total included a one-off capital grant of £153,000). Bristol City Council was the single largest funder at £322,578. As in 2016/17, the two other funders providing over 5% of total income were Arts Council England (£116,444) and the European Union (£101,884). Note 8 to the accounts contains a complete list of all restricted funds and grant funders.

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**Expenditure** was very similar to the level recorded in the previous year, rising by £4,026 to £1,028,416. Expenditure on the Neighbourhoods (formerly Engagement) programme increased from £197,242 to £247,115 due to the start of the *Our Digital City* project in July 2017. Expenditure on raising funds increased by £1,701 to £91,924. This represents the charity's total fundraising costs which helped to secure its charitable funding and not just trading income. Two of the charity's trading activities, *KWMC: The Factory* and the *Eight* creative agency recorded a deficits during the year.

Room lettings generated a surplus, which exceeded the *Eight* deficit and enabled the trading company KWest to achieve an overall surplus of £10,707 (2016/17: £5,010). This was transferred to the charity as Gift Aid. Non-primary-purpose trading within the charity remained below the £50,000 threshold, but to avoid any risk of this limit being breached, the Factory trading has been transferred to Leinster House Partnership Ltd from 2018/19.

Salary costs remained by far the largest element of expenditure at 70% (2016/17: 69%). 2017/18 was the first full year of the new automatic enrolment rules for pensions, with KWMC paying the minimum employer contribution of 1% to all participating staff (the overwhelming majority of employees). The total cost of employer pension contributions in 2018/19 was £6,000, and as the minimum contribution rate rises from 2% in 2018/19, and to 3% in 2019/20, pensions are becoming an increasingly significant cost.

## **6. Financial outlook and going concern**

The **outlook** for 2018/19 remains challenging: the charity began the financial year with secured income of £541,000 compared with committed expenditure (including salaries) of £995,000. It is normal for there to be a fundraising target at the start of the year, but the situation was exacerbated this year by a reduction in funding from Bristol City Council of £192,000 (to £131,000).

This funding must be replaced in order to maintain the current level of activity, and KWMC has two main strategies, the first being to diversify its funding base. This includes partnerships with the Bristol universities and University College London and developing relationships with new funders, such as the Nationwide Foundation, Power to Change and the Comino Foundation.

The second approach is to increase income from trading in order to reduce the charity's overall dependence on grants, and trading income is currently at record levels. A full-time manager is in place at *KWMC: The Factory*, and sales in the first half of 2018/19 have already exceeded the total for all of 2017/18. The income generating potential of The Factory will be further improved by an investment of £586,000 from the Open Programmable City Region fund. This will include manufacturing equipment and building improvements.

Our creative agency Eight secured £45,000 of commissions in the first half of 2018/19. As at November 2018 Eight needs to generate £72,000 to cover its committed costs, and the business is being kept under close review.

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The overall position at November 2018 is that £225,000 of additional income is still to be secured in order to break even for the year. Potential income has been assessed by level of risk of not securing the income, and of the £225,000 target, £72,000 is assessed as 'low risk' and the remainder as 'medium risk'. While the main objective is to secure this new income, an element of cost cutting (and consequent reduction in activity) may be unavoidable.

The Media Centre's cost structure limits its flexibility to reduce costs quickly, as salaries (mainly for permanent posts) make up 70% of all costs. This increases the risk of a financial shortfall but it is mitigated by a frequently updated assessment of the charity's income prospects and the adjustment of expenditure commitments accordingly.

The position for 2019/20 is that £514,000 has been secured as at November 2018, with £600,000 in additional contribution required to break even for the year. It is probable that additional income will be secured before the year-end, and that the position at the start of 2019/20 will be similar to that at the start of the current year.

On the basis that the expected fundraising target will be challenging but achievable, 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 comprehensive manual of financial procedures. Policies are reinforced by staff training, such as safeguarding training for all staff in November and December 2017.

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 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 2018/19 budgeted expenditure of £1.3 million, this gives a target of £325,000. The general fund stood at £112,400 at March 2018, and the policy states that if possible the fund should be increased by £20,000 pa until the target is met.

The policy does however give the management committee the option to allocate funds instead to designated project reserves or to 'projects for which no (or insufficient) funding is available but which the trustees consider essential for the achievement of the charity's objects'.

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The policy further provides that once the general fund target has been achieved, any excess funds should be allocated to an asset replacement reserve, up to the replacement value of furniture and equipment held. Any further excess should be released to unfunded projects defined above.

## **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 Knowle West Media Centre's ethical principles.

The charity's banking provision was reviewed during 2017/18, resulting in a switch to Triodos Bank in April 2018. 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 switch was driven by 2 main factors:

- i) Financial: KWMC's existing bankers, Unity Trust Bank, had ceased payment of interest and introduced banking charges, whereas Triodos offers a no-notice deposit account paying interest of 0.45%. The reduced costs and additional income would give a combined benefit of over £800 pa on an average balance of £100,000.
- ii) Future partnerships: The UK headquarters of Triodos is in central Bristol, and the proximity gives the opportunity for closer partnership working. A meeting has already been held between KWMC's director and the bank chief executive to explore the potential for future investments.

## **10. Our Plans for the Future**

The organisation's strategic aims are as follows:

- To ensure the organisation's sustainability – financial, environmental, programme and community.
- To achieve excellence and lead in the UK, and internationally, in the area of socially engaged arts practice.
- To develop further the work of the organisation ensuring that community engagement 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 and provide a range of learning opportunities.
- To work collaboratively and build relationships to ensure maximum impact of KWMC's work, with specific focus on smart citizenship and digital inclusion.

### **Creative Programme**

During 2018-22 KWMC will deliver at least 12 residencies, 16 talks, and 9 exhibitions/live events to share and celebrate the processes and work produced through exceptional socially engaged arts practice, with the following outcomes:

- At least 60 artists will develop innovative practice and expand their horizons, developing work informed by dialogue with a broad range of experts, including local people, academics, policy-makers, architects and scientists.
- At least 30 artists will be supported to utilise opportunities presented by new technologies such as coding, Virtual Reality and use of open data.
- At least 40 artists will be supported to develop innovative artistic responses to issues facing individuals and communities.
- At least 60 artists will be supported to develop and share work that responds to non-city-centre, unconventional spaces.
- At least 60 artists will take part in sense-making sessions with members of the KWMC team, reflecting on practice and contributing to artists' CPD.
- Every exhibition/ live event/ residency will be supported to share its content in creative ways.
- Learning generated about arts and culture will be distributed digitally, via the KWMC website, apps and relevant platforms across KWMC's networks, to increase cultural knowledge and encourage people to take part.
- Deliver Arts Awards and ensure high quality participation of young people in all aspects of the arts programme.
- During 2018-22 KWMC will aim to maintain 'Good' status in demonstrating the Creative Case for Diversity ACE rating by reviewing practices and implementing an action plan.

### **Young People's Programme: Jump Studios**

Our work with young people will continue to be a core activity for the organisation. We will engage young people through our work in schools and other provision for children, young people and families in South Bristol.

We will provide an informal out of school programme through which we will support young people to participate in a high-quality media, arts and technology programme that will include learning digital media, making and technology (e.g. coding) skills.

We will shape our schools package around 'making' using new technologies. Working with teachers, artists, industry partners and creative coders we will ensure its unique relevance and effectiveness in enhancing delivery of the National Curriculum and teaching young people essential skills for the future job market.

We will work with young people to plan the programme through ongoing consultation and will support young people at all levels of our delivery to progress and build a portfolio of transferable skills for life.

Our aim is for young people to be active citizens, be able to earn a living, and live the lives they want. We will develop a programme to enable young people to progress into employment in the creative and cultural industries, and achieve artistic excellence. We

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will continue to work with the Bristol Music education hub, 'Bristol Plays Music', as part of our ongoing programme and further develop the use of our music studio and the new Jump Into... Music programme.

**Neighbourhoods Programme**

Our Digital City (ODC) is a new programme of digital engagement and inclusion, workshops, outreach, events and partnership projects which address priority issues within neighbourhoods and increase communication in and between communities. ODC is supported through Bristol City Council's VCS Impact funding for the next three years and aims to ensure that no one is digitally excluded and that citizens help to shape ideas and co-create new services making use of technology and creative media. The focus is on sharing learning between neighbourhoods and creating a 'city commons' whereby learning, skills, and tools can be shared widely.

Citizen engagement drives the Neighbourhoods work, which also includes Bristol City Council's EU Lighthouse Project REPLICATE and research projects such as SPHERE Next Steps.

Key features of the Neighbourhoods programme are delivering skills for the future, providing learning that's fun and accessible, recognising that we need different kinds of learning environments because people learn in different ways, and enabling active citizenship by providing volunteering opportunities, entry into employment and career development.

KWMC will deliver a programme of digital engagement and inclusion workshops, outreach, events and partnership projects that address priority issues within communities. The programme aims to create a truly inclusive 'smart city' where no one is left behind and everyone can access the benefits of technology.

We are developing innovative approaches to engaging citizens with co- designing technology e.g. The Bristol Approach to Citizen Sensing, and sharing this learning with the city and beyond.

We aim to inspire and enable everyone to have the skills to become active citizens and develop their full potential by providing skills training, volunteering opportunities, CV enhancing experiences for employment and career development, and access to information and meaningful data to enable informed decisions to inspire social change and support positive action.

We are developing sustainable models and opportunities to improve health and wellbeing and quality of life (for people and the planet), improve quality and access to homes, training, employment, alternative transport models, increased access to cultural and leisure activities, and opportunities for people to contribute to a more participatory city, such as through crowdfunding and volunteering.

Working closely with the arts and young people's programme and external partners, the ODC will connect skills for the future with creative practices to ensure learning that is fun and accessible.

### **KWMC The Factory**

Learning from the international Fab Labs and Maker movement, we are focused on developing the Factory to enable people to learn new skills in digital manufacturing and processes such as laser cutting and 3D printing. We will create opportunities for people to experiment, set up new businesses and prototype ideas, and we will support local manufacturing businesses to train the workforce they need in the future.

We currently have agreed capital funding of £586,000 to invest in new equipment in KWMC: The Factory, which will be delivered over two years from October 2018, and enable us to scale up our training and skills, enterprise and research work based around community-based digital manufacturing and citizen sensing.

The Factory consists of two units at Filwood Green Business Park and brings together digital fabrication technology and the community. During 2018/19 we will develop four strands of activity at KWMC: The Factory:

- Enterprise and business support for artists and the local community
- Training and skills in digital manufacturing
- Opportunities for innovation and prototyping: we will develop research projects in partnership with Universities and Living Labs
- Trading: providing opportunities for volunteering and work experience and developing income streams for KWMC

### **Bristol Living Lab Research Programme**

All of KWMC's work has a practice-led, action research approach. This means not just working with local people to find the answers to predefined questions, but working with local people to identify pertinent questions that demand interrogation. In this way the research focus is defined through exchange with local communities and therefore co-design of research is at the heart of all we do. In some projects the process and findings lead us to involve academics and their institutions

- to broaden the range of expertise involved;
- to enable a complex set of exchanges to develop, changing the usual power relationship between researcher and researchee and establishing an equality of input amongst all as co-researchers; and
- to ensure a diversity of perspectives and opinions are represented in academic circles and beyond.

In 2018-22 we will be contributing to the following research initiatives, with academic partners, and seeking new research funding:

- SPHERE, with University of Bristol, EPSRC
- University of Bristol, contributing to a new Institute of Digital Futures in Temple Quarter
- Contributing to UWE-led Creative Economy research programme
- Contributing to UKCRIC (national infrastructure development)
- REPLICATE, with University of Bristol, Bristol City Council, EU partners
- Contributing to the new Learning Emergence Laboratory (Sydney/Bristol)
- Securing at least two new research projects in partnership with Universities



## **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.

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**

Most 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 of up to 12 members who meet 5 to 6 times a year, and who are responsible for the strategic direction and policy of the charity.

## **Knowle West Media Centre**

### **Report of the Management Committee for the year ended 31 March 2018**

**(continued)**

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 every board meeting 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.

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 five programmes during the year:

- Creative Programme
- Young People
- Neighbourhoods
- Business (KWMC The Factory)
- Commissions and trading

**Knowle West Media Centre**  
**Report of the Management Committee for the year ended 31 March 2018**  
**(continued)**

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 directly 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.

**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**

Mrs SJ Chilcott	Chair	Resigned 23/10/2017
Mr O Callaghan	Treasurer	
Mrs K Chaplin		
Mr M Baker	Acting Chair	
Mr R Fisher		
Mr M Little		
Mr E Boal		
Ms I Partridge		
Ms S Venn		Resigned 23/10/2017
Ms H Bream	Appointed 23/10/2017	
Ms PA Davis	Appointed 21/11/2017	

**Knowle West Media Centre**  
**Report of the Management Committee for the year ended 31 March 2018**  
**(continued)**

**Senior Manager**  
Ms C Hassan, Director

**Auditors**  
(Auditors) Pootley Chartered Accountants, Bramford House, 23 Westfield Park,  
(Burnside Chartered Accountants, 61 Queen Square, Bristol. BS1 4JZ

**Bankers**  
Unity Trust Bank, Nine Brindleyplace, Birmingham B1 2HB

**Solicitors**  
Gregg Latchams Solicitors, 7 Queen Square, Bristol BS1 4JE

**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.

**Knowle West Media Centre**

**Report of the Management Committee for the year ended 31 March 2018**

**(continued)**

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
- 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 20 November 2018 and signed on its behalf by:



**Mr O Callaghan (Treasurer)**

Date: 18. 12. 18

## **INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2018**

### **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 2018 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 2018 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
- 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.

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2018**  
**(continued)**

**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
- 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.

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2018**  
(continued)

**RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the trustees' responsibilities statement set out on page 19, 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/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our audit report.



**MARK POOLEY (Senior Statutory Auditor)**  
For and on behalf of  
**BURNSIDE**  
Chartered Accountants  
& Statutory Auditor

**61 Queen Square**  
**Bristol**  
**BS1 4JZ**

Date: 28/12/2018



**Knowle West Media Centre**

**Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2018**

	Notes	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	2017 £
<b>INCOME from:</b>					
<b>Donations &amp; legacies</b>					
Donations		771	1,033	1,804	1,260
<b>Other trading activities</b>					
Sales		58,779	-	58,779	57,671
Rent income		47,395	-	47,395	29,626
<b>Charitable activities</b>					
Grants and contracts		279,248	621,665	900,913	991,835
<b>Investment income</b>					
Interest receivable		2	-	2	97
<b>Total income</b>	10	<u>386,195</u>	<u>622,698</u>	<u>1,008,893</u>	<u>1,080,489</u>
<b>EXPENDITURE on:</b>					
Raising funds		85,516	6,408	91,924	90,223
Charitable activities		301,903	572,737	874,640	872,030
Governance costs		10,838	-	10,838	11,123
Depreciation of building		-	51,014	51,014	51,014
<b>Total expenditure</b>	11	<u>398,257</u>	<u>630,159</u>	<u>1,028,416</u>	<u>1,024,390</u>
<b>Net outgoing resources before transfers</b>		(12,062)	(7,461)	(19,523)	56,099
<b>Reconciliation of funds</b>					
Transfers between funds	10	10,849	- 10,849	-	-
<b>Net movement in funds</b>		(1,213)	(18,310)	(19,523)	56,099
Total funds brought forward		<u>114,956</u>	<u>2,274,377</u>	<u>2,389,333</u>	<u>2,333,234</u>
<b>Total funds carried forward</b>		<u>113,743</u>	<u>2,256,067</u>	<u>2,369,810</u>	<u>2,389,333</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 8 to the financial statements.

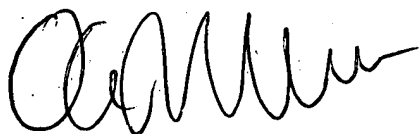
## Balance sheet as at 31 March 2018

		The Group		The Charity	
	Notes	2018 £	2017 £	2018 £	2017 £
<b>Fixed assets</b>					
Tangible assets	3	2,143,413	2,225,562	102,385	133,520
Long-term investments		<u>50</u>	<u>50</u>	<u>50</u>	<u>50</u>
<b>Current assets</b>					
Debtors and prepayments	4	126,516	153,400	150,542	175,137
Stock		370	213	370	213
Cash at bank and in hand		<u>205,977</u>	<u>85,839</u>	<u>180,756</u>	<u>80,415</u>
		<u>332,863</u>	<u>239,452</u>	<u>331,668</u>	<u>255,765</u>
<b>Current liabilities</b>					
Creditors: amounts falling due within 12 months	5	<u>(106,516)</u>	<u>(75,731)</u>	<u>(106,720)</u>	<u>(93,443)</u>
<b>Net current assets</b>		<u>226,347</u>	<u>163,721</u>	<u>224,948</u>	<u>162,322</u>
<b>Net assets</b>		<u>2,369,810</u>	<u>2,389,333</u>	<u>327,383</u>	<u>295,892</u>
<b>Funds</b>					
<b>Unrestricted funds</b>	10				
General fund		112,400	110,456	111,001	109,057
Designated funds		<u>1,343</u>	<u>4,500</u>	<u>1,343</u>	<u>4,500</u>
		113,743	114,956	112,344	113,557
<b>Restricted funds</b>					
Media projects		112,654	48,815	112,654	48,815
Depreciation reserve		<u>2,143,413</u>	<u>2,225,562</u>	<u>102,385</u>	<u>133,520</u>
<b>Restricted funds</b>		<u>2,256,067</u>	<u>2,274,377</u>	<u>215,039</u>	<u>182,335</u>
<b>Total funds</b>		<u>2,369,810</u>	<u>2,389,333</u>	<u>327,383</u>	<u>295,892</u>

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 20 November 2018

Signed on behalf of the trustees by:



Oliver Callaghan (Treasurer)

Date 18.12.18

**Consolidated Cash Flow Statement for the year ended 31 March 2018**

	Notes	2018 £	2017 £
Cash used in operating activities		123,131	48,363
<i>Cash flows from investing activities:</i>			
Proceeds from sale of fixed assets		-	-
Purchase of fixed assets	2	- 2,993	- 153,000
Increase/(decrease) in cash and cash equivalents		120,138	- 104,637
Cash & cash equivalents at start of year		85,839	190,476
Cash & cash equivalents at end of year		205,977	85,839

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

	Notes	2018 £	2017 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	-	19,523	56,099
<i>Adjustments for:</i>			
Depreciation charges	2	85,142	97,623
Decrease/(increase) in debtors	3	26,884	- 42,439
Decrease/(increase) in stock	-	157	- 213
Increase/(decrease) in creditors	4	30,785	- 62,707
Net cash used in operating activities		123,131	48,363

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2018

#### 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 2018**

#### **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 2018**

**2. Prior period comparison**

**Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2017**

	Unrestricted funds 2017 £	Restricted funds 2017 £	Total funds 2017 £
<b>INCOME from:</b>			
<b>Donations &amp; legacies</b>			
Donations	811	449	1,260
<b>Other trading activities</b>			
Sales	57,671	-	57,671
Rent income	29,626	-	29,626
<b>Charitable activities</b>			
Grants and contracts	314,583	677,252	991,835
<b>Investment income</b>			
Interest receivable	97	-	97
<b>Total income</b>	<u>402,788</u>	<u>677,701</u>	<u>1,080,489</u>
<b>EXPENDITURE on:</b>			
Raising funds	84,938	5,285	90,223
Charitable activities	322,904	549,126	872,030
Governance costs	11,123	-	11,123
Depreciation of building	-	51,014	51,014
<b>Total expenditure</b>	<u>418,965</u>	<u>605,425</u>	<u>1,024,390</u>
<b>Net outgoing resources before transfers</b>	(16,177)	72,276	56,099
<b>Reconciliation of funds</b>			
Transfers between funds	20,604	(20,604)	-
<b>Net movement in funds</b>	<u>4,427</u>	<u>51,672</u>	<u>56,099</u>

**Knowle West Media Centre**

**Notes to the accounts for the year ended 31 March 2018**

**3. Tangible Fixed Assets**

	<b>Subsidiary equipment £</b>	<b>Subsidiary land and building £</b>	<b>Office fittings and equipment £</b>	<b>Total £</b>
<b>COST</b>				
At 1 April 2017	205,775	2,538,218	364,184	<b>3,108,177</b>
Additions in Year	-	-	2,993	<b>2,993</b>
Disposals in Year	-	-	-	-
At 31 March 2018	<u>205,775</u>	<u>2,538,218</u>	<u>367,177</u>	<u><b>3,111,170</b></u>
<b>DEPRECIATION</b>				
At 1 April 2017	204,075	447,876	230,664	<b>882,615</b>
Charge for the Year	850	50,164	34,128	<b>85,142</b>
Disposals in Year	-	-	-	-
At 31 March 2018	<u>204,925</u>	<u>498,040</u>	<u>264,792</u>	<u><b>967,757</b></u>
<b>NET BOOK VALUE</b>				
At 31 March 2018	<u><b>850</b></u>	<u><b>2,040,178</b></u>	<u><b>102,385</b></u>	<u><b>2,143,413</b></u>
At 1 April 2017	<u>1,700</u>	<u>2,090,342</u>	<u>133,520</u>	<u>2,225,562</u>

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

	<b>The Group</b>		<b>The Charity</b>	
	<b>2018 £</b>	<b>2017 £</b>	<b>2018 £</b>	<b>2017 £</b>
<b>4. Debtors and prepayments</b>				
Sundry debtors and prepayments	97,725	60,833	80,852	55,158
Inter company	-	-	41,599	31,226
Grants receivable	28,791	92,567	28,091	88,754
	<u><b>126,516</b></u>	<u>153,400</u>	<u><b>150,542</b></u>	<u>175,138</u>
<b>5. Creditors</b>				
<b>Falling due within 12 months</b>				
Sundry creditors and accruals	77,613	45,912	59,362	38,744
Inter company	-	-	31,419	27,392
Deferred income (note 6)	28,903	29,819	15,939	27,307
	<u><b>106,516</b></u>	<u>75,731</u>	<u><b>106,720</b></u>	<u>93,443</u>

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2018

### 6. Deferred income

	Opening balance at 1 April 2017		Amount released to income in year	Deferred in year	Closing balance at 31 March 2018
Factory commissions in progress	1,649	-	1,649	755	755
UWE - Network for Creative Enterprise, April-June 2018	-	-	-	9,701	9,701
KWHA - Plot to Plate, April 2018	-	-	-	250	250
Knowle West Health Park - Prepaid newsletter advertising	1,350	-	1,350	-	-
University of Bristol grant for event in spring 2018	-	-	-	3,500	3,500
Esmee Fairbairn Foundation grant for period 01/04/2015 to 22/10/2015	22,575	-	22,575	-	-
St Peters School - Payment for Term 3	1,733	-	1,733	1,733	1,733
<b>Sub-totals: Charity</b>	<b>27,307</b>	<b>-</b>	<b>27,307</b>	<b>15,939</b>	<b>15,939</b>
Eight commissions in progress	2,512	-	2,512	11,388	11,388
Interserve rent for April 2018	-	-	-	401	401
Training commission, May 2018	-	-	-	1,175	1,175
<b>Group totals</b>	<b>29,819</b>	<b>-</b>	<b>29,819</b>	<b>28,903</b>	<b>28,903</b>

### 7. Capital commitments and contingent liabilities

There are no capital commitments or contingent liabilities.

### 8. Employee information

	2018	2017
Number of employees	25.6	25.6

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.

	2018 £	2017 £
Salaries and wages	659,748	646,178
Social security costs	55,612	53,272
Employer pension contributions	6,046	2,588
	<u>721,406</u>	<u>702,038</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).



# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2018

### 9. Trustee information

	2018	2017
	£	£
Trustees remuneration and expenses	19	-

The trustees received no remuneration in the year, other than a payment of travel expenses to a management committee meeting.

### 10. Movements in Funds

	At 1 April 2017 £	Received in year £	Utilised in year £	Transfers in year £	At 31 March 2018 £
<b>Restricted Funds:</b>					
<b>Creative Programme</b>					
Arts Council England (NPO)	-	53,022	(50,732)	(2,290)	-
Arts Council England (Catalyst Evolve)	26,862	25,922	(33,757)	-	19,027
Bristol City Council	-	41,984	(41,984)	-	-
Power to Change	-	31,300	(13,797)	-	17,503
University of Bristol	-	10,073	(10,073)	-	-
<b>Young People/Education</b>					
Arts Council England	-	37,500	(37,500)	-	-
BBC Children in Need	-	29,366	(29,366)	-	-
Bristol Plays Music	3,365	3,000	(3,033)	-	3,332
Comino Foundation	-	5,000	(1,000)	-	4,000
Creative Skillset	-	7,716	(7,716)	-	-
Quartet Community Foundation	-	1,500	(1,500)	-	-
Real Ideas Organisation	-	5,000	(5,000)	-	-
University College London	-	10,800	(10,800)	-	-
University of Bristol	-	10,603	(10,603)	-	-
Univ West of England	-	1,500	(1,500)	-	-
Young Bristol	-	1,380	(1,380)	-	-
Youth Music	16,621	52,900	(25,847)	-	43,674
<b>Neighbourhoods</b>					
Bristol City Council	-	71,469	(71,469)	-	-
Bristol Futures	-	2,970	(2,970)	-	-
European Union	-	101,884	(93,790)	-	8,094
Quartet C Foundation	557	5,600	(3,357)	-	2,800
University of Bristol	-	29,000	(24,000)	-	5,000
<b>KWMC:The Factory</b>					
Bristol City Council	-	50,125	(50,125)	-	-
Bristol Futures	-	225	(225)	-	-
Cadbury Foundation	-	7,500	-	-	7,500
Royal Bank of Scotland	-	11,983	(11,540)	(443)	-
Scape Group	-	10,500	(10,500)	-	-
University of Bristol	-	559	(559)	-	-

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2018

	At 1 April 2017	Received in year	Utilised in year	Transfers in year	At 31 March 2018
Other project grants	961	260	(297)	-	924
Restricted donations	449	2,057	(1,706)	-	800
	<u>48,815</u>	<u>622,698</u>	<u>(556,126)</u>	<u>(2,733)</u>	<u>112,654</u>
Depreciation fund	133,520	-	(34,128)	2,993	102,385
Subsidiary restr'd fund	-	7,009	(7,009)	-	-
Subsidiary deprec'n fund	2,092,042	-	(51,014)	-	2,041,028
Inter company	-	(7,009)	18,118	(11,109)	-
<b>Total Restricted Funds</b>	<b><u>2,274,377</u></b>	<b><u>622,698</u></b>	<b><u>(630,159)</u></b>	<b><u>(10,849)</u></b>	<b><u>2,256,067</u></b>
<b>Unrestricted Funds:</b>					
<b>Designated Funds</b>					
Creative Programme	-	3,599	(3,599)	-	-
Young People/Education	-	7,360	(7,360)	-	-
Neighbourhoods	4,500	48,372	(51,529)	-	1,343
KWMC:The Factory	-	63,795	(63,535)	(260)	-
Commissions	-	120	(120)	-	-
<b>Total designated funds</b>	<b><u>4,500</u></b>	<b><u>123,246</u></b>	<b><u>(126,143)</u></b>	<b><u>(260)</u></b>	<b><u>1,343</u></b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
General fund	109,057	223,265	(221,321)	-	111,001
General fund in subsidiary	1,399	92,481	(92,481)	-	1,399
Inter company	-	(52,797)	41,688	11,109	-
<b>Total general funds</b>	<b><u>110,456</u></b>	<b><u>262,949</u></b>	<b><u>(272,114)</u></b>	<b><u>11,109</u></b>	<b><u>112,400</u></b>
<b>Total Unrestricted Funds</b>	<b><u>114,956</u></b>	<b><u>386,195</u></b>	<b><u>(398,257)</u></b>	<b><u>10,849</u></b>	<b><u>113,743</u></b>
<b>Total Funds</b>	<b><u>2,389,333</u></b>	<b><u>1,008,893</u></b>	<b><u>(1,028,416)</u></b>	<b><u>-</u></b>	<b><u>2,369,810</u></b>

### Restricted funds

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

### Transfers

£2,290 of funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of fixed assets purchased using the grant.

£443 of funding from Royal Bank of Scotland was transferred to the depreciation reserve to cover future depreciation of a slide mitre saw purchased using the grant.

£260 in fee income was transferred to the depreciation reserve to cover future depreciation of a laser printer purchased using fee income.

£11,109 was the value of room hire and the services of Eight purchased from Leinster House Partnership by KWMC restricted funds.

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2018

### 11. Resources expended

	2018	2017
	£	£
Wages and salaries	721,406	702,038
<b>Other direct costs</b>		
Audit costs	5,967	6,347
Bank charges	1,023	961
Catering costs (for resale)	1,110	946
Depreciation	85,142	97,623
Equipment rental	923	62
Expensed equipment	3,816	1,320
Freelance associates	87,708	85,863
Fundraising	672	96
Goods for resale	728	2,264
Grants to individuals	135	1,491
Heat and light	7,675	7,672
Insurance	9,351	8,885
IT consumables and repairs	13,121	10,123
Legal and professional fees	1,363	478
Materials	14,200	14,705
Miscellaneous	298	238
Other project costs	1,361	1,795
Packaging and delivery	3,297	-
Postage	1,557	1,452
Printing (commissions)	7,591	10,672
Project premises	9,268	4,827
Provision for doubtful debts	37	191
Publicity and recruitment	4,221	2,883
Rates and water rates	4,517	4,893
Recycling and waste collection	1,170	1,235
Redundancy payments	6,215	11,026
Refreshments	3,967	6,315
Repairs and maintenance	6,355	7,758
Security	3,100	3,311
Stationery and photocopying	2,674	2,434
Subscriptions	842	682
Subsistence	2,113	4,819
Telephone/mobile	1,157	1,329
Training and workshops	5,863	3,701
Travel	6,765	12,477
Venue hire	1,199	1,429
Volunteers expenses	509	49
<b>Sub-total: Other direct costs</b>	<b>307,010</b>	<b>322,352</b>
<b>Total resources expended</b>	<b>1,028,416</b>	<b>1,024,390</b>

**Knowle West Media Centre**

**Notes to the accounts for the year ended 31 March 2018**

**12. Analysis of expenditure by programme**

	Direct staff costs 2018 £	Other direct costs 2018 £	Total direct costs 2018 £	Total direct costs 2017 £
Expenditure on raising funds	57,788	34,136	91,924	90,223
<b>Charitable activities</b>				
Core	178,502	85,263	263,765	316,654
Creative programme	75,912	42,835	118,747	110,392
YP/Education	100,455	21,787	122,242	127,040
Neighbourhoods	204,669	40,838	245,507	171,325
KWMC:The Factory	91,904	20,836	112,740	99,986
Other	7,331	4,308	11,639	46,633
<b>Total charitable activities</b>	<b>658,773</b>	<b>215,867</b>	<b>874,640</b>	<b>872,030</b>
Governance costs	4,845	5,993	10,838	11,123
Subsidiary activities (building fund)	-	51,014	51,014	51,014
<b>Total resources expended</b>	<b>721,406</b>	<b>307,010</b>	<b>1,028,416</b>	<b>1,024,390</b>

**13. Analysis of group net assets between funds**

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed Assets	-	-	2,143,463	2,143,463
Current Assets	112,400	1,343	219,120	332,863
Current Liabilities	-	-	(106,516)	(106,516)
<b>Net Assets at 31 March 2018</b>	<b>112,400</b>	<b>1,343</b>	<b>2,256,067</b>	<b>2,369,810</b>

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2018

### 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 2018

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	2017 £
<b>Income from:</b>				
Donations	-	-	-	-
<b>Other trading activities:</b>				
Rent receivable	58,504	-	58,504	50,830
Other income	33,977	-	33,977	20,797
<b>Charitable activities:</b>				
Grants and contracts	-	7,009	7,009	4,940
<b>Investment income:</b>				
Interest receivable	-	-	-	24
<b>Total incoming resources</b>	<b>92,481</b>	<b>7,009</b>	<b>99,490</b>	<b>76,591</b>
<b>Resources expended</b>				
Administrative expenses	92,481	58,023	150,504	127,604
<b>Total resources expended</b>	<b>92,481</b>	<b>58,023</b>	<b>150,504</b>	<b>127,604</b>
<b>Net incoming / (outgoing) resources before transfers</b>	<b>-</b>	<b>(51,014)</b>	<b>(51,014)</b>	<b>(51,013)</b>
<b>Reconciliation of funds</b>				
Transfers between funds	-	-	-	-
<b>Total funds brought forward</b>	<b>1,399</b>	<b>2,092,042</b>	<b>2,093,441</b>	<b>2,144,454</b>
<b>Total funds carried forward</b>	<b>1,399</b>	<b>2,041,028</b>	<b>2,042,427</b>	<b>2,093,441</b>

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2018

#### 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 and its assets inherited by the Homes and Communities Agency in 2011.

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 and Communities Agency	1,320,000
	Bristol City Council	500,000