

# **Knowle West Media Centre**

(A registered charity and a company limited by guarantee)

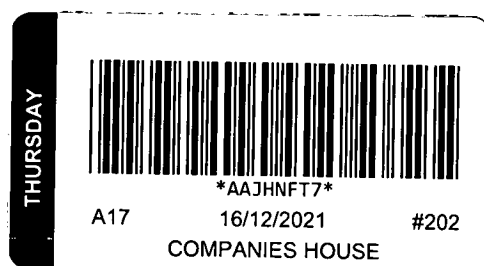
**incorporating Leinster House Partnership**

(a company limited by guarantee)

## **Report and Financial Statements for the Year Ended 31 March 2021**

Charity number 1092375  
Company number 4358350

**Leinster House Partnership Limited**  
Company number 4866786



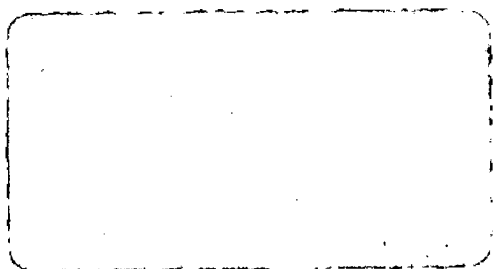
## **Knowle West Media Centre**

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

### **Financial Statements**

**For the Year Ended 31 March 2021**

<b>Contents</b>	<b>Page</b>
Report of the Management Committee	3
Auditor's report	29
Consolidated Statement of Financial Activities	32
Balance Sheets	33
Consolidated Cash Flow Statement	34
Notes forming part of the financial statements	35



The Management Committee presents its report and audited financial statements for the year ended 31 March 2021.

## 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

**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

The Covid-19 pandemic led to the cancellation of exhibitions and (during lockdowns) all face-to-face work, but online delivery was strengthened and broadened during the year. In 2020-2021:

- we offered 3,269 informal learning sessions (2019/20 = 718);
- we delivered over 60 projects;
- we created 67 online products, resulting in 4,317 known interactions (of which 424 were by young people);
- 10 people volunteered with us (2019/20 = 47);
- we engaged the services of 81 freelance creatives and artists (2019/20 = 95);
- 22 artists' commissions and 20 residencies were delivered;
- we hosted 2 paid internships (2019/20 = 2);
- 15 young people achieved Bronze Arts Awards;
- 12 school pupils gained work experience (2019/20 = 22);
- our social media channels attracted 18,534 followers;
- our YouTube and Vimeo content attracted 41,815 views (2019/20 = 34,400).

### 3.2 Organisational development

Delivering through the pandemic has shown us that there are many ways we can help people connect with each other, their neighbourhood and to the wider world. We have worked with people to develop new digital skills, nurtured others to increase their ability to use digital tools and express themselves creatively and offered activities and information which continue to be virtually accessible.

We achieved this by trialling activities using a blended mix of digital and real-world tools. These collective resources – and being able to distribute them in flexible ways - have been vital in maintaining and expanding access and engagement.

We undertook an **organisational review** with consultants Practical Governance, including financial management, and have implemented consent-based decision making within our team. We initially tested this approach as Covid-19 meant decisions needed to be made quickly and we identified that time pressured decisions meant that proposals may have to be good enough (not necessarily perfect) so that the team and organisation could move forward. We have found this approach to be of real value in improving communication and relationships within our team, increasing our team's confidence in governance, and improving the quality of decision making.

We have supported our team to undertake **coaching training**, and we are implementing a growth-mindset coaching approach using the GROW model whereby the coach acts as a facilitator and does not offer advice or direction, but instead fosters personal growth and development. We have found that this supports our team to adapt to change and as empowers them to identify and work towards goals. We are expanding this practice through our programme supporting artists, creatives and community members.

In the last year we have undergone training with Access and Inclusivity Matters and LGBTQIA+ training with Curious Arts to explore how we can make our spaces more welcoming to people with disabilities and people who are LGBTQIA+. We've also devised as an organisation a series of pledges that will help us to achieve this goal

### 3.3 Projects and Case Studies

Between 1 April 2020 and 31 March 2021 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
- Creative Workforce for the Future
- 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: Creative Workforce for the Future**

We met Dee when she joined *From Her Digital*, an intensive 8-week course that supported participants to develop the skills and knowledge they needed to embark on a digital career and apply for entry-level roles in the industry. She showed passion for the industry and came from a journalism background but was finding it hard to find the best route in, so was working at Bristol Airport in the meantime.

By keeping in touch, Dee found out about our WECA & ESIF funded *Creative Workforce for the Future* programme. This involved a 12-month placement, 6 months of this with Eight (our creative agency for emerging creatives) and 2 additional three-month industry placements with mentoring from the team at KWMC. We were able to design our placements to best suit our expertise, and so KWMC's placement focused on film production and was specifically for young women, as women are consistently under-represented in roles behind the camera.

After the placement, the team at KWMC made sure that Dee was supported into the next step, and worked with Dee to make sure that any opportunities that would suit her were sent in her direction and we supported her to apply. Through this, she is now a runner at a prestigious film production company.

### **Case study: Maker City**

The end of term Summer Showcase was a chance to celebrate the amazing creative work the young people have been doing despite going through a global pandemic. The young people we have worked with have shown immense resilience and ability to adapt and be flexible.

The showcased work was impressive, and the young people who attended were engaged and interested in other young people's work. We were able to invite the Comino Foundation (funders of Maker City) to come and view this year's projects. The Maker City projects demonstrated how important it is to young people to be able to amplify their voices on social topics that matter to them. Their ideas included wooden protest placards and 3D models of 'Clean up our Beaches' boxes.

J is part of our self-led Maker City group, who has also taken part in *Making Spaces*, our research project funded by University College London, and is now in the Maker City Industry cohort. J wants to be a fashion designer when she is older and for her pollution project J created a social action campaign called "Time is Running Out."

She made a protest plaque, dolphin badges and coasters with messages that read 'protect our oceans' to spread positive messages to people to work and campaign for cleaner oceans. As well as working on the project at Maker City, J continued her work at home, demonstrating her commitment. She turned an old pair of jeans into a bag and made a ring out of sea-glass she found on Clevedon beach.

Maker City provides young people with a space to nurture their creative skills, whilst being able to gain a deeper understanding and knowledge of social topics. Maker City encourages young people to take ownership of their projects and create objects that matter to them, giving them agency and a strong sense of self-belief through seeing their final products come to life and displayed at the summer showcase.

### **Neighbourhoods and Living Lab 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: Participatory Communication of Science
- Twenergy: Intelligent interconnection of prosumers in positive energy communities with
- twins of things for digital energy markets
- Year of Can Do
- TRU3D: Tackling Root Causes Upstream of Unhealthy Urban Development
- SPHERE: Sensor Platform for Healthcare in a Residential Environment
- BME Elders Project
- Air Quality Engagement
- Active in Lockdown
- West of England Future Transport Zone Living Lab Approach consulting
- Digital Exclusion Survey
- Knowledge Newsletter

### **Case study: Digital exclusion survey**

When the Covid-19 pandemic broke out last year, much of the world moved online at a pace never seen before, accelerating a digital transformation that has been slowly underway for decades. Faced with a future where jobs, education, health, public services and are social interactions are likely to be increasingly dependent on digital technologies than ever before we needed to better understand what is working well in our local community and where there are challenges, including how people who don't have digital devices are managing.

In Summer 2020, we partnered with the Bristol Digital Futures Institute at the University of Bristol to design a survey to help us better understand how residents use digital technologies. Then with the support of the Knowle West Alliance and local volunteers the surveys were sent to every home in Knowle West. The survey was completed by 275 households (885 individuals) and we worked together with the university researchers to analyse the results.

The findings revealed a complex picture; a high percentage of households (93%) had internet access, including a large proportion of older people and the internet was a valued resource. Yet there was evidence of local people experiencing multiple inequalities due to low income, precarious employment, health conditions, food poverty, and educational inequalities which were further hindered by digital disparities, particularly as access to vital services and information increasingly shifts online. The COVID-19 pandemic compounded these disadvantages and cut people off from their support networks. For example, half of the households who needed the internet for schoolwork did not have access to sufficient devices and there were issues around people lacking the skills and confidence to use the internet.

In March 2021, we ran a Community Digital Inclusion Workshop to bring together people who live and work in Knowle West who have an interest in increasing digital inclusion, access to technology, and digital skills in the local area. We shared the survey results with them and together we explored how we might share the findings more widely within the community to support action around improving digital inclusion.

We initially engaged people on phone calls and supported them to access the online video platforms. Once they accessed the platforms, we joined them on the video call, and gave them the space to explore and connect with their friends. We supported some to set up their tablets in other languages such as Punjabi and Urdu. For most of the group, this was the first time they had been able to spend time together since the pandemic started, and having the tablets and the confidence to use their new skills meant that some of the groups started to use digital connectivity in other areas of their lives.

We commissioned artist Radley Cook to work with the community to create a game to share the survey results in a fun and engaging way. Together we have created the 'Clickety Click' bingo game which can be played online and there is also a paper-based version of the game.

We also worked with the University of Bristol on the policy paper 'How wide is the divide? Assessing digital inequality in Knowle West'



The survey inspired work across our organisation, including supporting the Dhek Bhal Black and Minority Ethnic Elders group to use technology to connect with family and friends near and far. Prior to the pandemic many of the group members hadn't had the need to use digital technology as part of their daily lives. In 2020 we formed a new relationship with Dhek Bhal, who secured Lottery funding that enabled them to buy 24 tablets. Dhek Bhal were keen to use them to support their elders' group to remain connected.

### **Case study: Active in Lockdown**

We supported people from across the city to make films, using their phones, to document their increased physical activity during the lockdowns of 2020 and 2021. Sharing these stories in video format has not only increased the digital skills and confidence of attendees, but has also improved the overall self-esteem of participants, as Amie shares in her interview:

*"I have gained self-reflection, which has been really positive. Thinking about the joy that exercise brings me and opening up and talking about my body image and how I feel about exercising. It has pushed me to start running again after the winter and also, to start these conversations elsewhere and question people when they say negative, insensitive and inaccurate comments like 'being fat is unhealthy.'"*

### **Arts Programme**

- Filwood Fantastic
- Forms of Intelligence
- Control Shift
- Creativity and Care
- Market Garden commission
- Pavilion commissions
- Project Night
- Kitchen Circus 2020
- Extraordinary Bodies
- Knowle West Fest

We have been supporting participatory artists to explore and consider how they could alter their practice in the light of Covid-19 and by inviting inspirational speakers to our virtual events to share learning and best practice. We also delivered a series of training workshops for Diverse City about creative uses of technologies to create expanded hybrid events and experiences.

In collaboration with the people who built Block West (see below), artist and dancer Tim Lytc explored the concept of 'making spaces for being together' through the 'Occupy and Adapt' residency in Autumn 2020. Tim's movements are partly inspired by how the community members moved, worked together and used different tools during the construction process. Tim collaborated with Helena Middleton and Jack Offord to make the film and with sound designer Joseff Harris to compose the score.

We supported local visual artist and social maker Megan Clark Bagnall to develop work with local residents through lockdown to co-create a new Filwood mini golf course (through a mix of packages through the post and creative Zoom meetings) as part of the Filwood Fantastic project. People's designs were incorporated into a real mini golf course at Filwood Community Centre made by local people and Knowle West charity Re:Work.

The annual Knowle West Fest was one of the first times KWMC flexed its skills in delivering a hybrid, but mostly online, event packed with content from volunteers, local community members and KWMC staff. A series of activities were live-streamed, including music, interviews, stories about projects such as *We Can Make*, yoga, mini-golf with Megan and exciting things happening on the streets of the estate.

*Project Night* is a space for creatives working in and with communities to come together, share ideas and gain peer support. We held these fortnightly on Zoom (instead of every two months) during lockdown. We invited and paid freelancers to run sessions on subjects such as 'how to use digital tech creatively to connect' and turned these recordings into resources. As the sessions were online people were able to join from rural areas of the south west and also northern cities – connecting new people and creating exciting new opportunities.

In May, Claudia Collins, a local Knowle West artist, came to one of the first Project Nights. She shared her idea for a project called *Knowle West Beaches* – making sandcastles on the street near beach named streets: e.g Newquay Road. Makala Cheung, Creative Director of Filwood Fantastic loved the idea and was able to support it to become a reality through a small grant. This grew into a small commission to be creative support to another local more experienced artist and from there led to a 1-year employment opportunity to be creative engagement lead for Filwood Fantastic with training to become a local leader and creative champion.

### **Case study: Forms of Intelligence**

2020, with its change of pace, gave us an opportunity to reflect on the way we live and explore how we might do things differently. We took a moment and with the help of some community activists, artists, and researchers attempted to think through the perspective of other species and imagine new systems designed to benefit all living things. The group was split into pairs, each pair, armed with binoculars and magnifying glasses set off a series of creative challenges that helped them to explore 'intelligence' from a perspective they weren't familiar with. For example, birdwatchers learned about insect intelligence and tree champions about butterflies. The pairs also took part in some engaging interactive activities such as imagining they were another living thing, which gave a way of seeing from different perspectives and developing greater care for other species.

The insights from the co-creation activities were transformed into a beautifully illustrated set of inspiration cards for co-species care. The cards were designed by artist Kaajal Modi to help us think differently, see from different perspectives, and consider who or what is being impacted by our decisions.

### **We Can Make Programme**

- We Can Make Phase 2
- Innovate UK System Agnostic Factory/We Can Fab: Testing of Modern Methods of Construction
- Making Together (construction of Block West Pavilion)

We Can Make creates community-led affordable homes at the 'point of need' by unlocking micro-sites for development. We Can Make creates homes co-designed with people, supports them to thrive, creates new jobs, and nurtures economic and social regeneration. The homes will be:

- Genuinely affordable
- Affordable in perpetuity
- Truly additional
- Made locally

We Can Make Knowle West Community Interest Company was registered with Companies House on 30 July 2020. The CIC remains a subsidiary of KWMC whilst capacity, skills and governance are developed to manage the scaling-up to become an independent (but linked) community land trust that can develop and steward homes for long-term community benefit.

We Can Make now has a validated model for unlocking micro-sites for affordable community-led housing.

### **Case study: Making Together/Block West**

Making Together brought together a 'crew' of local people, artists and architects and technologists to explore what kinds of homes and shared spaces and places were missing in Knowle West. The crew, aged 17-76, were trained to use a digital design and modular construction kit. Together they designed, fabricated and made a practical, physical response to what they felt was missing.

The project was conceived pre-Covid, but began just as lockdown started in March 2020. We adapted quickly to retain our ethos of co-creation: we loaned laptops to people so they could still participate, developed online workshops, delivered physical kits to people's homes, set up a buddy system, and worked with graphic artists to help visualise the process and dissolve the barriers of distance and screens. The result was **Block West** - a Covid-safe community pavilion for hosting gatherings, artist performances, community events, and informal hang-out space- built by the crew in September 2020.

### **KWMC: The Factory**

- OPCR capital investment programme
- Block West Pavilion construction
- Filwood Fantastic - Reception Area
- Filwood Fantastic – Light Up Broadway
- 'MADE' (Make, Access, Develop, Enterprise) in South Bristol
- 'MADE' NatWest
- INSPIRE Talks programme
- WECA Creative Scale-up
- Positive Negative Positive
- Tips & Tricks for Responsible research and Innovation
- Bristol & Bath Creative R&D
- Manufacturing commissions

### **Case study: Positive Negative Positive**

*KWMC: The Factory* collaborated with local sculptural design studio Walter Jack Studio on this innovative public art project, which offered local makers and designers the opportunity to learn digital skills and develop their own product designs whilst contributing to a collaborative art piece on a new public building in Hengrove.

The 'negative' pieces created form a product or range of products which can then be sold by the participants or form the basis of a new creative business.

Through the consideration of materials as both positive (products) and negative (surrounding offcuts) we were able to introduce and enhance our participants' awareness of sustainability and circular economies within manufacturing whilst also creating both products and public design features for public benefit. These values are core to the ethos of The Factory and provided the catalyst for this unique collaboration with Walter Jack Studios.

The project was conceived pre-lockdown and therefore once the pandemic hit, we needed to rethink the workshop format and translate the activity to an online format. Together with Walter Jack Studio, The Factory provided design and software training, manufacturing expertise and creative support through a hybrid approach, mixing digital and physical elements including video tutorials and weekly virtual check-ins. Our Factory technicians worked 1 to 1 with participants at The Factory to prototype their panel pieces and product designs on the laser cutter in cardboard and wood, and participants then developed and finalised their designs remotely using the free open-source software Inkscape.

The final products were professionally laser cut from 1mm or 1.5mm brass sheet, creating the 'positive' for participants to keep and sell immediately or develop further into marketable products. The remaining 'negative' material forms the cladding for the new building, whilst acting as a billboard advertisement for the products.

In October 2021 the brass panels began their installation on-site in Hengrove Park, with a public celebration event due to take place in November which will showcase both the completed installation as well as the products created and the people (and stories) behind them.

Following on from their engagement in the project, several participants have already completed the Factory's enterprise support programme *MADE* (Make, Access, Develop, Enterprise). This programme gives emerging and existing creative businesses the tools and confidence they need to start or grow their businesses, including access to the Factory's growing range of technologies and expertise to support the prototyping and creation of new products and services.

### **Knowle West Alliance**

The Knowle West Alliance is a network of local residents, organisations, groups and businesses. We are a Founder Organisation, deeply connected and committed to collaboration. Over the last year we have continued to offer practical support to anyone isolating due to Covid-19, working in partnership with Public Health and Bristol City Council, connecting to local volunteers via a special app created by KWMC called To/Fro.

We partner on projects across the estate, offering support (via our Small Grants Scheme) and connections. A recent example is our local Food Network coming together to co-create a Food Action Plan, with residents and workers sharing ideas and pragmatic steps. We are building confidence and skills via a programme of training workshops for local volunteers, activists and workers. We continue to encourage resident voice and influence via the Knowle West Pre-Planning Protocol, which sets the expectation that developers will engage well with local residents as equal partners in creating change.

We are helping to keep people informed about what is happening and how to get involved, knowing that we achieve better outcomes when residents are at the centre of change. We are working with over 40 local groups/organisations around themes, ideas, challenges and opportunities that matter to them, we are bringing people together and we believe that these many actions are the catalyst for the deeper changes that people want to see.

#### **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:

- Building confidence and networks
- Developing skills and ideas
- 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.

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 are 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' 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**

### **5.1 Impact of Covid-19**

The financial year opened with the Media Centre closed and all staff working from home. Most of our main sources of trading income such as meeting room hire and Factory and Eight commissions were closed off, and the potential to secure grant income for delivery of new projects in a 'lockdown' environment was greatly reduced. KWMC was faced with a deficit of £160,000 in the first half of the financial year, which exceeded unrestricted reserves and would not have been survivable without a devastating programme of redundancies.

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

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 grateful for the support of our tenants, most of whom stayed with us throughout the lockdown and the reduced opening which followed. Together these measures helped the charity to survive the critical first few months of the financial year intact, and well placed to resume delivery of its programmes of work when the initial lockdown ended.

### **5.2 Grant funding**

Total income was £2,185,339 in 2020/21, an increase of 42% over 2019/20. The relative proportion of grant funding and trading income was affected by the pandemic and the recovery measures taken. Restricted (grant) income increased by 53% to £1,956,951, while unrestricted (trading and contract) income fell by 11% to £228,388. The percentage of trading income as a percentage of total income fell to 10.5% (2019/20: 17%).

The main factors behind the increase in grant funding were:

- the Covid support grants described above, plus a Covid recovery grant to Knowle West Alliance of £199,832 from the National Lottery;

- capital funding of £211,000 (part of a larger grant of £700,000 from Bristol City Council for building improvements and new digital manufacturing equipment at KWMC:The Factory);
- advance funding of £233,000 from the European Union;
- the rapid expansion of the We Can Make community-led housing development project as it moves towards the construction phase.

Bristol City Council was the single largest funder at £494,258 (24% of income). The other funders providing over 5% of total income were the European Union (£316,142), National Lottery (£199,832), Arts Council England (£189,986) and the Nationwide Foundation (£167,123). Note 10 to the accounts contains a complete list of all restricted funds and grant funders.

### 5.3 Trading income

Rent income from room lettings fell from £62,717 to £44,511. The combination of lockdowns and the ongoing advice to avoid meeting indoors reduced bookings for casual meeting room hire and associated catering to near zero, although income from managed workspaces held up well, as has been stated.

Income from Factory trading fell by 11% from £41,155 to £36,795. This was the result of a combination of reduced income from manufacturing commissions, and the closure of the Factory membership scheme due to Covid-19.

Income generated by the *Eight* creative agency fell by 19% from £25,902 to £21,014. On-site filming was suspended for much of the year, although some activities such as post-production and animation were able to continue remotely.

Overall, due to the income from managed workspaces, the charity's trading arm **Leinster House Partnership Ltd** was able to achieve a surplus of **£25,473** (down by 53% on the 2020 surplus of £54,543. The surplus was transferred to the charity as Gift Aid.

### 5.4 Surplus and reserves

KWMC achieved a surplus of **£25,269** in 2020/21, slightly more than the surplus target of £20,000 which is set in the reserves policy. The surplus would not have been achieved without the emergency salary and hours cuts accepted by staff, or the other measures taken in response to the Covid-19 pandemic.

The surplus increased unrestricted (free) reserves from £105,712 to £131,147 at 1 April, and reserves were further improved by the award of a Cultural Recovery Fund grant in quarter 1 of 2021/22 financial year, as this funding included £125,519 for the specific purpose of strengthening reserves.



**Restricted funds** increased by £480,000 to £2.9 million. Restricted funds are made up of the depreciation reserve (£2.1 million) and grant income carried forward (£815,656). The depreciation reserve increased by £45,000 during the year, as grant funding for assets acquired during the year was added to the reserve to cover future depreciation charges. Grant income carried forward increased by £435,000, as advance funding was received from Bristol City Council the European Union and other funders. See the 'Carried forward' column of Note 10 for a full breakdown.

## 5.5 Finance Team

The growth and added complexity of the charity's finances meant that the workload exceeded the capacity of a single Finance Manager. The role was therefore split into a full-time Head of Finance post and a 3-day Charity Finance Manager post. The existing Finance Manager wished to reduce his hours so took the part-time role, and a new Head of Finance was recruited in January 2021.

## 6 Financial outlook and going concern

Budgeted expenditure for 2021/22 is £2.2 million. Grants brought forward from the previous year totalled £815,656, and the charity was successful in its bid to Arts Council England for a Cultural Recovery Fund grant of £304,544. Together with other multi-year funds, and new funding secured this year, this funding has enabled KWMC to reach its fundraising target for 2021/22, and cover all budgeted expenditure. Fundraising efforts are now focussed on 2022/23 and beyond.

The recently completed re-development of KWMC: The Factory and the continuing investment in new Factory equipment (including a new laser cutter) greatly increase its potential as a maker space and training venue and increase its capacity to deliver manufacturing commissions.

The *We Can Make* housing programme is also potentially transformative for KWMC. Now that planning permission, grant funding and loan capital have been secured, the construction of the first two homes which represent the pilot phase of *We Can Make* is underway.

Having reviewed the charity's prospects for the remainder of 2021/22 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.

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 2021/22 budgeted expenditure of £2.2 million, this gives a target of £550,000.

As described in the Financial Review above, considerable progress has been made in strengthening reserves over the past year, which increased by 142% to £256,500 as of 30 June 2021. Despite this progress, the general fund is still approximately £300,000 below the reserves target, and the policy states that the fund should if possible 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 most funding is received in advance. The cash balance at the time of writing (November 2021) is £791,000, which exceeds the reserves target.

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 an increase in the proportion of trading income. The review will be undertaken by the Finance Sub-Committee in advance of the 2022 AGM.

## **9 Investment Policy**

Cash flow fluctuations prevent the Media Centre from making use of long-term investments, and the return on instant access deposit accounts is very low at present. The Investment Policy requires the Head of Finance 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.

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

### 10.1 **Strategic aims**

To renew the organisation and embed a strong sense of purpose and set of intentions.

- Achieve excellence and lead 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, tech and arts programmes.

To provide a range of learning opportunities, ensuring that we value diversity and

- provide access for all to participate.

- To develop new ways of demonstrating the difference KWMC makes.

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.

### 10.2 **Objectives for 2022-23**

We intend to focus our efforts over the next year on the following:

- Building tools, skills and places with people that support positive social change:

Reopening the refurbished *KWMC:The Factory* - a space for creative enterprise, tech

- innovation, skills and making.

Delivering a young people's programme that includes a wide range of arts and

- technology skills and learning projects, including leadership programmes and retreats.

Delivering the We Can Make Homes programme, creating new tools and opportunities

- for citizens to build sustainable high-quality homes that meet the community's needs.

Create a community based digital ecosystem that would include access to a high-speed R&D network, IOT sensors, open data sharing and visualisation, community-led use of digital tools and new opportunities for tech skills development. Develop through sharing and open protocols a digital "City Commons", working with the new Bristol City

- Digital Inclusion Board.

Shaping the way we live in the future through experimentation and sharing ideas with

- people:

- Exploring the role of artists in communities.

- Using citizen engagement and creative co-design approaches in all of our work.

Contributing to city-wide initiatives e.g. One City Plan, Connecting Bristol –

- the Smart City strategy, participating in the Digital Inclusion Board, and Culture Board.

Increasing access to digital manufacturing technology, skills and enterprise

- opportunities

- Sharing citizen-led housing practices including use of sustainable building materials.
- Making visible the cultural and creative wealth of communities:
- Working with people as co-creators of cultural experiences.  
Exploring local resources and skills that contribute to new approaches to urban planning, regeneration and building of new homes.
- Working with residents and other arts organisations to create co-produced new arts work.
- Supporting and presenting the work of young people and emerging artists.

### **10.3 Specific programme objectives:**

#### **Arts Programme**

The arts programme will continue to test new ideas exploring social change and the challenges and opportunities communities such as Knowle West face.

The 2022/23 arts programme will focus on the following themes:

Nurturing Artists / Creatives through regular meet-ups and *Creativity and Care*, a new co-created programme of mini-commissions designed to nurture and support creatives.

Modelling new ways of living better together, for example through an artist in residence in the new community led Market Garden project developing a new plant/wildlife/people sensor network and garden data sculptures to empower more people to make sense of data, develop new skills.

Embedding diverse storytelling

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

We will engage young people aged 10 - 30 through our work with our partners, in schools and other provision for children, young people and families in South Bristol.

Through COVID-19 we have developed a blended approach to engagement, which we will develop to expand our reach with young people.

We will provide an informal programme to support young people to build confidence in themselves and gain accreditations such as Arts Awards and new media, arts, music and making technology (digital fabrication) skills.

We will continue to strengthen our networks with schools by delivering our making and social action programme, Maker City, and music taster workshops as part of Sound Wave.

As part of our longer-term R&D work with universities we will deepen our understanding of how to make STEM and Maker Spaces more equitable for young people, showing them that their voice matters and will be listened to.

## **Neighbourhoods and Bristol Living Lab**

The team delivers a wide range of community based creative digital projects with a strong focus on action research.

In 2022/23 we will deliver projects which focus on increasing digital inclusion, health, wellbeing, and connection to local built and natural environments to amplify the voices from communities that experience high levels of deprivation and are often underrepresented.

The Sustainable Neighbourhoods team will work across the organisation ensuring collaboration and a Living Lab approach is integrated across the Arts, Young Peoples' and Factory programmes.

## **We Can Make**

For 2022/23 We Can Make is focusing on delivery and strengthening the model, including:

- Construction and completion of the first two affordable homes in Knowle West, and our first two families moving in by 2022.
- Securing planning and finance for the second batch of micro-sites and developing the pipeline for further micro-sites.
- Developing the business model for setting up a neighbourhood scale housing fabrication facility within South Bristol, with the aim of setting up the facility by 2023.
- Scaling and diversifying the We Can Make offer for serviced plots and larger developments.
- Supporting the development of the eco-system of services and products around We Can Make that help build community wealth and social value, including supporting a new market garden in Knowle West to supply the plants for the gardens in the new homes; developing a "kit of parts" product range (including bins, bike stores, benches etc);
- Developing the methodology for growth and replication through partnerships locally and nationally.

## **KWMC: The Factory**

The Factory programme for 2022/23 will include:

- Membership - develop a staged offer for facilities, equipment and community.
- Host a series of events, talks and meet-ups linking to the programme
- Building partnerships with academics, collaborating on research projects, targeting the intersection between technologies and communities.
- Exploring collaborative research e.g. into bio plastics.
- Life cycle assessment with the MADE programme to measure the impact of businesses and products.

MADE in South Bristol. A creative programme for residents and small businesses providing practice support to develop creative and technical digital ideas into

- economically sustainable businesses.

MADE for Her - Enterprise support and material and access bursaries aimed at

- womxn starting and developing early-stage businesses.

Maker City - Working with Young People's Programme to

- deliver an innovative programme of activities.
- Prototyping new building methods and processes with We Can Make
- Exploring the scale and environmental impact of common household
- waste material, and prototyping sustainable alternatives.

## **Knowle West Alliance**

Increase engagement of residents in planning the future of Knowle West.

Include more local residents of all ages in media arts, and cultural activities, including supporting the Creative Civic Change programme managed by Filwood Community

- Centre and facilitating the Public Art Working group.

Achieve greater adoption and inclusion of people in using digital technologies to enable better access online services, co-design purposeful digital services and tools,

- and increase employment opportunities.

Develop skills locally to enable better access to jobs (particularly in the creative industries) and enterprise for local people, such as through KWMC: The Factory and

- the We Can Make Homes programme and the new Kickstart programme.

Explore barriers to community empowerment and sustainability and work with Bristol

- City Council and the voluntary sector to address this issue.

Support the exchange of ideas between neighbourhoods and connect Bristol's diverse

- communities.
- Encourage community pride and be a catalyst for civic action.

## **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**

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.

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 Programme Director or Programme Manager. 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, supported by the Head of Finance and Operations Manager.

## 12 Related Parties

There were no transactions with related parties during the year, other than between the charity and its subsidiaries, **Leinster House Partnership Limited (LHP Ltd)** and **We Can Make Knowle West Community Interest Company (CIC)**.

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.

We Can Make Knowle West CIC was registered with Companies House on 30 July 2020 as a vehicle for community-led housing development in Knowle West and South Bristol. Knowle West Media Centre is initially the sole shareholder, holding 10 shares with an aggregate nominal value of £1. The CIC did not trade during financial year ended 31 March 2021.

### **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	Resigned 31/01/2021
Mr R Fisher		
Mr M Little		
Ms I Partridge		
Ms PA Davis		
Ms MA Venner		
Ms JR Bunyan		

#### **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

#### **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

Report of the Management Committee for the year ended 31 March 2021

- 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 12 November 2021 and signed on its behalf by:

Ms H Bream (Chair)   
(TRUSTEE)  
Date: 9/12/21.

## **NDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2021**

### **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 2021 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 United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

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 2021 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 United Kingdom Generally Accepted Accounting Practice; 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.

## **INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2021 (continued)**

### **CONCLUSIONS RELATING TO GOING CONCERN**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **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.

## **INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2021 (continued)**

### **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.

### **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.

**INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE  
(LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2021 (continued)**

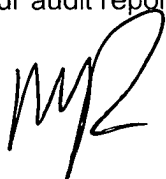
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

An understanding of the legal and regulatory framework applicable to the charitable company was obtained from management and those charged with governance of the charitable company, and the audit engagement team was confirmed to have the appropriate competence and capabilities to identify non-compliance with such a framework.

No significant instances of fraud, non-compliance with laws & regulations or other irregularities were communicated to the engagement team by management or those charged with governance, and no particular audit areas or legislation were identified that gave rise to any significant risks of material misstatement in respect of such irregularities.

Due to the size & nature of the charitable company, its susceptibility to material misstatement resulting from fraud, non-compliance with laws & regulations, or other irregularities is considered to be low, and the audit approach was appropriately planned so as to address this risk.

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](http://www.frc.org.uk/auditors_responsibilities). This description forms part of our audit report.



**MARK POOLEY (Senior Statutory Auditor) FCA**

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

**Date:** 14/12/21



**Knowle West Media Centre**

**Consolidated Statement of Financial Activities [including Income and Expenditure  
Account] for the year ended 31 March 2021**

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	2020 £
<b>INCOME from:</b>					
<b>Donations &amp; legacies</b>					
Donations		3,179	5	3,184	1,122
<b>Other trading activities</b>					
Sales		58,244	-	58,244	74,945
Rent income		44,511	-	44,511	62,716
<b>Charitable activities</b>					
Grants and contracts		121,577	1,956,946	2,078,523	1,396,535
<b>Investment income</b>					
Interest receivable		877	-	877	631
<b>Total income</b>	10	<u>228,388</u>	<u>1,956,951</u>	<u>2,185,339</u>	<u>1,535,949</u>
<b>EXPENDITURE on:</b>					
Raising funds		104,660	-	104,660	106,843
Charitable activities		94,913	1,416,457	1,511,370	1,176,715
Governance costs		13,724	-	13,724	14,833
Depreciation of building		-	50,230	50,230	50,230
<b>Total expenditure</b>	11	<u>213,297</u>	<u>1,466,687</u>	<u>1,679,984</u>	<u>1,348,621</u>
<b>Net incoming (outgoing) resources before transfers</b>		15,091	490,264	505,355	187,328
<b>Reconciliation of funds</b>					
Transfers between funds	10	10,178	- 10,178	-	-
<b>Net movement in funds</b>		25,269	480,086	505,355	187,328
Total funds brought forward		<u>105,712</u>	<u>2,404,105</u>	<u>2,509,817</u>	<u>2,322,489</u>
<b>Total funds carried forward</b>		<u><u>130,981</u></u>	<u><u>2,884,191</u></u>	<u><u>3,015,172</u></u>	<u><u>2,509,817</u></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.

## Balance sheet as at 31 March

		The Group		The Charity	
	Notes	2021 £	2020 £	2021 £	2020 £
<b>Fixed assets</b>					
Tangible assets	3	2,068,535	2,023,478	178,783	83,496
Long-term investments		<u>50</u>	<u>50</u>	<u>51</u>	<u>50</u>
<b>Current assets</b>					
Debtors and prepayments	4	302,611	229,086	370,012	275,591
Stock		1,105	676	-	-
Cash at bank and in hand		<u>755,832</u>	<u>397,820</u>	<u>685,486</u>	<u>349,509</u>
		<u>1,059,548</u>	<u>627,582</u>	<u>1,055,498</u>	<u>625,100</u>
<b>Current liabilities</b>					
Creditors: amounts falling due within 12 months	5	<u>(112,961)</u>	<u>(141,293)</u>	<u>(110,311)</u>	<u>(140,210)</u>
<b>Net current assets</b>		<u>946,587</u>	<u>486,289</u>	<u>945,187</u>	<u>484,890</u>
<b>Net assets</b>		<u>3,015,172</u>	<u>2,509,817</u>	<u>1,124,021</u>	<u>568,436</u>
<b>Funds</b>					
<b>Unrestricted funds</b>	10				
General fund		130,981	105,712	129,582	104,313
Designated funds		-	-	-	-
		<u>130,981</u>	<u>105,712</u>	<u>129,582</u>	<u>104,313</u>
<b>Restricted funds</b>					
Media projects		815,656	380,627	815,656	380,627
Depreciation reserve		<u>2,068,535</u>	<u>2,023,478</u>	<u>178,783</u>	<u>83,496</u>
<b>Restricted funds</b>		<u>2,884,191</u>	<u>2,404,105</u>	<u>994,439</u>	<u>464,123</u>
<b>Total funds</b>		<u>3,015,172</u>	<u>2,509,817</u>	<u>1,124,021</u>	<u>568,436</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 12 November 2021

Signed on behalf of the trustees by:

Helen Bream (Chair)  
(TRUSTEE)  
Date

*Helen Bream*  
9/12/21.

**Consolidated Cash Flow Statement for the year ended 31 March 2021**

	<b>Notes</b>	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
Cash used in operating activities		<b>513,892</b>	268,367
<i>Cash flows from investing activities:</i>			
Proceeds from sale of fixed assets		-	-
Purchase of fixed assets	2	<u><b>(155,880)</b></u>	<u>(36,208)</u>
Increase/(decrease) in cash and cash equivalents		<u><b>358,012</b></u>	<u>232,159</u>
Cash & cash equivalents at start of year		<u><b>397,820</b></u>	<u>165,661</u>
Cash & cash equivalents at end of year		<u><u><b>755,832</b></u></u>	<u><u>397,820</u></u>

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

	<b>Notes</b>	<b>2021</b> <b>£</b>	<b>2020</b> <b>£</b>
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		<b>505,355</b>	187,328
<i>Adjustments for:</i>			
Depreciation charges	2	<b>110,823</b>	79,626
Decrease/(increase) in debtors	3	<b>(73,525)</b>	- 21,619
Decrease/(increase) in stock	-	<b>429</b>	(359)
Increase/(decrease) in creditors	4	<u><b>- 28,332</b></u>	<u>23,391</u>
Net cash used in operating activities		<u><u><b>513,892</b></u></u>	<u><u>268,367</u></u>

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2021

#### 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 2019) - (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
- [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.

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2021

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

#### 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.

## Notes to the accounts for the year ended 31 March 2021

## 2. Prior period comparison

## Consolidated 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 £
<b>INCOME from:</b>			
<b>Donations &amp; legacies</b>			
Donations	478	644	1,122
<b>Other trading activities</b>			
Sales	74,945	-	74,945
Rent income	62,716	-	62,716
<b>Charitable activities</b>			
Grants and contracts	118,194	1,278,341	1,396,535
<b>Investment income</b>			
Interest receivable	631	-	631
<b>Total income</b>	<u>256,964</u>	<u>1,278,985</u>	<u>1,535,949</u>
<b>EXPENDITURE on:</b>			
Raising funds	105,475	1,368	106,843
Charitable activities	154,316	1,022,399	1,176,715
Governance costs	14,833	-	14,833
Depreciation of building	-	50,230	50,230
<b>Total expenditure</b>	<u>274,624</u>	<u>1,073,997</u>	<u>1,348,621</u>
<b>Net outgoing resources before transfers</b>	(17,660)	204,988	187,328
<b>Reconciliation of funds</b>			
Transfers between funds	17,660	(17,660)	-
<b>Net movement in funds</b>	<u>-</u>	<u>187,328</u>	<u>187,328</u>

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2021

### 3. Tangible Fixed Assets

	Subsidiary equipment £	Land, building and leasehold improvements £	Office fittings and equipment £	Total £
<b>COST</b>				
At 1 April 2020	206,039	2,538,218	407,010	3,151,267
Additions in Year	-	52,065	103,815	155,880
Disposals in Year	-	-	-	-
At 31 March 2021	206,039	2,590,283	510,825	3,307,147
<b>DEPRECIATION</b>				
At 1 April 2020	205,907	598,368	323,514	1,127,789
Charge for the Year	66	63,180	47,577	110,823
Disposals in Year	-	-	-	-
At 31 March 2021	205,973	661,548	371,091	1,238,612
<b>NET BOOK VALUE</b>				
At 31 March 2021	66	1,928,735	139,734	2,068,535
At 1 April 2020	132	1,939,850	83,496	2,023,478

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

	The Group		The Charity	
	2021 £	2020 £	2021 £	2020 £
<b>4. Debtors and prepayments</b>				
Sundry debtors and prepayments	198,172	77,523	213,922	59,964
Inter company	-	-	51,651	64,207
Grants receivable	104,439	151,563	104,439	151,420
	<u>302,611</u>	<u>229,086</u>	<u>370,012</u>	<u>275,591</u>
<b>5. Creditors</b>				
<b>Falling due within 12 months</b>				
Sundry creditors and accruals	102,396	112,218	86,568	95,607
Inter company	-	-	18,583	26,603
Deferred income (note 6)	10,565	29,075	5,160	18,000
	<u>112,961</u>	<u>141,293</u>	<u>110,311</u>	<u>140,210</u>

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2021

### 6. Deferred income

	Opening balance at 1 April 2020	Amount released to income in year	Deferred in year	Closing balance at 31 March 2021
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	-
Battersea Arts Centre - Fee to organise South West regional meetings in 2021/22	-	-	1,500	1,500
Axisweb - Fee for participation in Social ARTery trial in 2021/22	-	-	458	458
Badham Pharmacy - Half page advert in summer 2021 issue of Knowledge	-	-	250	250
Bridge Learning Campus - Quarter page advert in summer 2021 issue of	-	-	158	158
Comino Foundation - April element (25%) of grant covering January to April 2021	-	-	2,794	2,794
<b>Sub-totals: Charity</b>	<b>18,000</b>	<b>-</b>	<b>18,000</b>	<b>5,160</b>
Eight commissions in progress	7,025	-	7,025	-
UKCRIC - Delayed Factory commission	4,050	-	-	4,050
Supportive Parents - Eight commission in progress	-	-	1,355	1,355
<b>Group totals</b>	<b>29,075</b>	<b>-</b>	<b>6,515</b>	<b>10,565</b>

### 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 2021

#### 8. Employee information

	2021	2020
Number of employees	28.7	29.6

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.

	2021	2020
	£	£
Salaries and wages	836,414	810,854
Social security costs	69,086	61,849
Employer pension contributions	<u>23,068</u>	<u>25,818</u>
	<u>928,568</u>	<u>898,521</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

	2021	2020
	£	£
Trustees remuneration and expenses	-	43

The trustees received no remuneration in the year.

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2021

### 10. Movements in Funds

	At 1 April 2020 £	Received in year £	Utilised in year £	Transfers in year £	At 31 March 2021 £
<b>Restricted Funds:</b>					
<b>Core</b>					
Battersea Arts Centre	-	500	(500)	-	-
Esmee Fairbairn Foundn	-	6,000	(4,700)	-	1,300
Nationwide Foundation	-	2,000	(147)	-	1,853
University of Bristol	-	4,560	(4,560)	-	-
University of the West of England	-	4,220	(4,220)	-	-
<b>Creative Programme</b>					
Arts Council England (NPO)	-	52,688	(50,686)	(2,002)	-
Arts Council England (Other funds)	-	47,543	(10,171)	-	37,372
Bristol City Council	-	28,560	(28,560)	-	-
Local Trust	-	13,250	(13,250)	-	-
University of the West of England	-	1,860	(1,860)	-	-
<b>We Can Make (Homes)</b>					
Arts Council England (Other funds)	-	15,000	(15,000)	-	-
Automated Architecture	-	12,977	(12,977)	-	-
Homes England	54,420	88,424	(115,952)	-	26,892
Innovate UK	-	74,276	(74,276)	-	-
Nationwide Foundation	-	165,123	(123,044)	(1,144)	40,935
University College London	-	9,000	(9,000)	-	-
<b>Young People/Education</b>					
Arts Council England (NPO)	-	39,500	(39,500)	-	-
Arts Council England (Other funds)	-	14,655	(14,655)	-	-
BBC Children in Need	890	73,065	(48,639)	-	25,316
Comino Foundation	-	28,740	(28,740)	-	-
Esmee Fairbairn Foundation	-	1,700	(1,700)	-	-
HMRC	-	16,148	(16,148)	-	-
Local Trust	2,700	-	-	-	2,700
University College London	-	44,967	(10,696)	(2,518)	31,753
University of Bristol West of England	-	225	(225)	-	-
Combined Authority	-	40,884	(37,608)	(3,276)	-
Youth Music	1,404	8,355	(5,751)	(2,604)	1,404
<b>Neighbourhoods &amp; Living Lab</b>					
Arts Council England (Other funds)	-	8,600	(8,600)	-	-
Bristol City Council	-	95,356	(92,856)	-	2,500
Bristol Health Partners	-	4,732	(2,007)	-	2,725
European Union	96,576	271,736	(131,577)	(3,665)	233,070
HMRC	-	22,898	(22,898)	-	-
Open University	-	6,250	(6,250)	-	-
St Monica Trust	-	1,850	(1,850)	-	-
Scotland's Rural College (SRUC)	-	1,594	(1,594)	-	-
University of Bristol	-	6,225	(3,000)	-	3,225

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2021

	At 1 April 2020	Received in year	Utilised in year	Transfers in year	At 31 March 2021
University of the West of England	-	1,629	(1,629)	-	-
<b>KWMC:The Factory</b>					
Arts Council England					
(Other funds)		12,000	(12,000)	-	-
Bristol City Council	155,788	345,483	(35,490)	(127,900)	337,881
Esmee Fairbairn Foundation	-	18,300	(17,059)	(1,241)	-
European Union	-	44,406	(43,450)	(956)	-
HMRC	-	2,379	(2,379)	-	-
Local Trust	-	7,160	(3,660)	-	3,500
NatWest (Project North East)	-	10,000	(1,500)	-	8,500
Power to Change	-	30,000	(30,000)	-	-
University College London	-	17,745	(16,945)	(800)	-
West of England Combined Authority	-	20,473	(20,473)	-	-
<b>Knowle West Alliance</b>					
Bristol City Council	36,545	24,860	(18,491)	-	42,914
DEFRA	-	1,750	(1,750)	-	-
Local Trust	1,595	5,840	(3,100)	-	4,335
National Lottery	-	199,832	(198,462)	(1,370)	-
Quartet Community Foundation	29,728	1,628	(24,856)	-	6,500
Restricted donations	981	5	(5)	-	981
	<u>380,627</u>	<u>1,956,951</u>	<u>(1,374,446)</u>	<u>(147,476)</u>	<u>815,656</u>
Depreciation fund	83,496	-	(60,593)	155,880	178,783
Restricted funds in subsidiary	-	-	-	-	-
Subsidiary depreciation fund	1,939,982	-	(50,230)	-	1,889,752
Inter company	-	-	18,582	(18,582)	-
<b>Total Restricted Funds</b>	<u>2,404,105</u>	<u>1,956,951</u>	<u>(1,466,687)</u>	<u>(10,178)</u>	<u>2,884,191</u>
<b>Unrestricted Funds:</b>					
General fund	104,313	156,790	(123,117)	(8,404)	129,582
General fund in subsidiary	1,399	121,485	(121,485)	-	1,399
Inter company	-	(49,887)	31,305	18,582	-
<b>Total Unrestricted Funds</b>	<u>105,712</u>	<u>228,388</u>	<u>(213,297)</u>	<u>10,178</u>	<u>130,981</u>
<b>Total Funds</b>	<u>2,509,817</u>	<u>2,185,339</u>	<u>(1,679,984)</u>	<u>-</u>	<u>3,015,172</u>

### Restricted funds

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

### Transfers

£2,002 of funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of fixed assets purchased using the grant.

## Knowle West Media Centre

### Notes to the accounts for the year ended 31 March 2021

£1,144 in funding from Nationwide Foundation was transferred to the depreciation reserve to cover future depreciation of three water monitors and four Raspberry Pi 4 Model B starter kits.

£2,518 in funding from University College London was transferred to the depreciation reserve to cover future depreciation of two MacBook Pro laptops purchased using fee income.

£3,276 in funding from the West of England Combined Authority was transferred to the depreciation reserve to cover future depreciation of two Panasonic Lumix cameras and two Feiyu gimbals.

£2,604 of funding from Youth Music was transferred to the depreciation reserve to cover future depreciation of two MacBook Pro laptops purchased using the grant.

£3,665 of funding from the European Union was transferred to the depreciation reserve to cover future depreciation of three MacBook Air laptops and an LG monitor purchased using the grant.

£127,900 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 and leasehold improvements purchased using the grant.

£1,241 of funding from Esmee Fairbairn Foundation was transferred to the depreciation reserve to cover future depreciation of a MacBook Pro laptop purchased using the grant.

£956 of funding from the European Union was transferred to the depreciation reserve to cover future depreciation of a MacBook Air laptop purchased using the grant.

£800 of funding from University College London was transferred to the depreciation reserve to cover future depreciation of a Makita threaded rod cutter and two Dewalt nail guns purchased using the grant.

£1,370 of funding from the National Lottery was transferred to the depreciation reserve to cover future depreciation of a MacBook Pro laptop purchased using the grant.

£8,404 of unrestricted Core funding was transferred to the depreciation reserve to cover future depreciation of a PC, wi-fi access points and an air conditioning unit purchased using the grant.

£18,582 was transferred from restricted to unrestricted funds to purchase filmmaking by Eight (£8,682) and to fund the share of Factory premises costs incurred by the Factory grant-funded programme.

# Knowle West Media Centre

## Notes to the accounts for the year ended 31 March 2021

### 11. Resources expended

	2021	2020
	£	£
Wages and salaries	928,568	898,521
<b>Other direct costs</b>		
Audit costs	7,163	8,807
Bad debt	110	155
Bank charges	378	534
Catering costs (for resale)	83	2,582
Depreciation	110,823	79,626
Equipment rental	312	42
Expensed equipment	6,784	4,886
Freelance associates	130,478	184,464
Fundraising	635	489
Grants to groups	125,037	4,623
Heat and light	5,633	9,679
Insurance	12,056	11,221
IT consumables and repairs	19,181	30,607
Legal and professional fees (projects)	210,881	1,939
Materials	24,660	15,782
Miscellaneous	294	238
Other project costs	877	704
Packaging and delivery	188	62
Postage	334	340
Printing (commissions)	3,587	5,811
Project premises	10,991	11,439
Publicity	2,488	3,957
Rates and water rates	4,117	4,802
Recruitment and DBS fees	1,683	
Recycling and waste collection	709	1,268
Redundancy payments	3,459	-
Refreshments	641	4,249
Repairs and maintenance	3,760	8,867
Research and development	45	1,310
Security	6,051	3,382
Selling fees	26	387
Stationery and photocopying	738	2,777
Subscriptions	5,336	5,291
Subsistence	205	15,289
Telephone/mobile	9,869	595
Trainee fees	21,632	4,326
Training and workshops	17,313	5,969
Travel	1,473	12,897
Venue hire	1,386	641
Volunteers expenses	-	63
<b>Sub-total: Other direct costs</b>	<b>751,416</b>	<b>450,100</b>
<b>Total resources expended</b>	<b>1,679,984</b>	<b>1,348,621</b>

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2021

12. Analysis of expenditure by programme

	Direct staff costs 2021 £	Other direct costs 2021 £	Total direct costs 2021 £	Total direct costs 2020 £
Expenditure on raising funds	60,574	44,086	104,660	106,843
<b>Charitable activities</b>				
Core	5,365	111,146	116,511	157,936
Creative programme	72,319	37,358	109,677	118,167
We Can Make (Homes)	111,748	239,626	351,374	177,505
YP/Education	160,346	43,318	203,664	240,578
Neighbourhoods & Living Lab	303,658	3,562	307,220	184,524
KWMC:The Factory	126,201	49,926	176,127	244,416
Knowle West Alliance	88,357	158,440	246,797	53,589
<b>Total charitable activities</b>	<b>867,994</b>	<b>643,376</b>	<b>1,511,370</b>	<b>1,176,715</b>
Governance costs	-	13,724	13,724	14,833
Subsidiary activities (building fund)	-	50,230	50,230	50,230
<b>Total resources expended</b>	<b>928,568</b>	<b>751,416</b>	<b>1,679,984</b>	<b>1,348,621</b>

13. Analysis of group net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed Assets	-	-	2,068,585	2,068,585
Current Assets	130,981	-	928,567	1,059,548
Current Liabilities	-	-	(112,961)	(112,961)
<b>Net Assets at 31 March 2021</b>	<b>130,981</b>	<b>-</b>	<b>2,884,191</b>	<b>3,015,172</b>

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 2021**

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	2020 £
<b>Income from:</b>				
Donations	-	-	-	50
<b>Other trading activities:</b>				
Rent receivable	44,511	-	44,511	67,288
Other income	76,825	-	76,825	88,788
<b>Charitable activities:</b>				
Grants and contracts	-	-	-	-
<b>Investment income:</b>				
Interest receivable	149	-	149	126
<b>Total incoming resources</b>	<b>121,485</b>	<b>-</b>	<b>121,485</b>	<b>156,252</b>
<b>Resources expended</b>				
Administrative expenses	96,012	50,230	146,242	151,939
<b>Total resources expended</b>	<b>96,012</b>	<b>50,230</b>	<b>146,242</b>	<b>151,939</b>
<b>Net incoming / (outgoing) resources before transfers</b>	<b>25,473</b>	<b>(50,230)</b>	<b>(24,757)</b>	<b>4,313</b>
<b>Reconciliation of funds</b>				
Transfers between funds	-	-	-	-
Distribution to parent company charity	(25,473)	-	(25,473)	(54,543)
<b>Net movement in funds</b>	<b>-</b>	<b>(50,230)</b>	<b>(50,230)</b>	<b>(50,230)</b>
Total funds brought forward	1,399	1,939,982	1,941,381	1,991,611
<b>Total funds carried forward</b>	<b>1,399</b>	<b>1,889,752</b>	<b>1,891,151</b>	<b>1,891,151</b>

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