BS3 COMMUNITY DEVELOPMENT

England & Wales · Charity number 1000544

Details

Other names	SOUTHVILLE COMMUNITY DEVELOPMENT ASSOCIATION, SCDA
Status	Registered
Legal form	Charitable company
Company number	02542176
Registered	1990-10-09
Register	View on the Charity Commission register

Contact

Address	The Southville Centre Beauley Road Bristol BS3 1QG
Phone	01179231039
Email	info@bs3community.org.uk
Website	www.bs3community.org.uk

Activities

Objects: I) TO PROMOTE THE BENEFIT OF THE INHABITANTS, AND THOSE WORKING IN OR FREQUENTING THE NEIGHBOURHOODS COMPRISING THE POSTAL DISTRICT BS3 (HEREINAFTER CALLED “THE AREA OF BENEFIT”) WITHOUT DISTINCTION OF SEX OR OF POLITICAL, RELIGIOUS OR OTHER OPINIONS BY ASSOCIATION OF THE LOCAL AUTHORITIES VOLUNTARY ORGANISATIONS AND INHABITANTS IN A COMMON EFFORT TO ADVANCE EDUCATION AND TO PROVIDE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR RECREATION AND LEISURE-TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS AND THOSE WORKING IN OR FREQUENTING THE AREA OF BENEFIT. (II) TO ESTABLISH OR SECURE THE ESTABLISHMENT OF COMMUNITY CENTRES AND OTHER FACILITIES AND TO MAINTAIN AND MANAGE OR TO CO-OPERATE WITH ANY LOCAL STATUTORY AUTHORITY IN THE MAINTENANCE AND MANAGEMENT OF SUCH FACILITIES FOR ACTIVITIES PROPOSED BY THE CHARITY AND ITS CONSTITUENT BODIES IN FURTHERANCE OF THE CHARITY’S CHARITABLE PURPOSES.

Activities: BS3 Community Development Association (formerly Southville Community Development Association) is a local charity supporting community development, providing a nursery & pre-school,

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out-of-school clubs for children, toddler group, day opportunity service for older people, rooms available for clubs, classes, local business & others, a cafe & catering service.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment, Recreation, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- **Area of benefit:** NEIGHBOURHOODS COMPRISING THE POSTAL DISTRICT BS3
- Bristol City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£2,602,200	£2,554,409	£1,326,596	97
2024-03-31	£2,223,296	£2,292,350	£1,278,805	65
2023-03-31	£2,170,943	£2,155,032	£1,349,091	90
2022-03-31	£1,915,317	£1,936,963	£1,333,180	61
2021-03-31	£2,139,754	£1,635,163	£1,228,743	86

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Trustees

Name	Role	Appointed
Ediane Santana de Lima		2022-09-22
Elizabeth Normand		2020-11-26
Ellen Roberts		2023-12-07
Helen Donaldson		2023-03-16
Isabel Kearney		2020-05-14
Joanna Redman		2025-07-17
Katherine Elizabeth Collard		2025-11-13
Lara Vallence		2025-11-13
Mark Duppa-Ridgway		2023-09-28
Martin Rolph		2025-11-13
Matthew Innes		2023-12-07
Nicholas Carter		2025-07-17
Peter Phillips		2020-02-24
Sarah Hughes		2020-05-14

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BS3 COMMUNITY DEVELOPMENT

England & Wales - Charity number 1000544

Accounts

BS3 Community Development

Report and Audited Financial Statement

31 March 2025

BS3 Community Development Limited

The Southville Centre, Beauley Road, Southville, Bristol, BS3 1QG

Registered charity no: 1000544. Company limited by guarantee no. 2542176

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Reference & Administrative Details

Company number 02542176.

Charity number 1000544.

Registered office and operational address:

The Southville Centre, Beauley Road, Bristol BS3 1QG.

Trustees
Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Trustee/ Board member		**Post**
Pete Thomas Phillips		Co-chair
Isabel Katherine Sibley Kearney		Co-chair
Sarah Louise Hughes		Whistleblowing trustee
Elizabeth Jane Normand		Safeguarding/SENCo
Sharon Cowan		
Ediane De Lima		
Helen Donaldson		Ofsted contact
Mark Duppa-Ridgway		Treasurer
Ellen Roberts		
Matthew Paul Traill Innes		
Victoria Geraldine Newman	appointed 23/05/2024	resigned 16/07/2025
Kate Northstone	appointed 07/11/2024	resigned 11/08/2025
Nick Carter	appointed 17/07/2025	
Jo Redman	appointed 17/07/2025	

Company Secretary and Chief Executive Officer

Dr Simon Derek Hankins

Bankers

Co-operative Bank, PO Box 250, Delf House, South Way, Skelmersdale, WN8 6WT.

Lloyds Bank, 284 Wells Road, Bristol, BS4 2PY.

CAF (Charities Aid Foundation) Bank 25 Kings Hill Avenue West Malling Kent ME19 4JQ.

Auditors
Godfrey Wilson Limited, chartered accountants and statutory auditors.
5th Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD.

Chairs' Introduction

As joint Chairs of the Board-of-trustees, we are proud to present the Annual Report and Financial Statements describing BS3 Community Development's activities during 2024-25.

The charity exists to improve the health, wellbeing, happiness and sense of belonging to all those people living in, or regularly visiting, the BS3 postal area in South Bristol. The breadth of activities in this report demonstrates the many ways BS3 Community Development contributes to the lives of local people.

The organisation continues to innovate as we adapt our work to meet the increasingly complex needs arising, in part, from the cost-of-living crisis and the loneliness epidemic. The demand for our services such as BS3 Community Care, BS3 Community Connectors and the BS3 Community food-related work continues to rise, in addition to the developing BS3 Community Home Support Service.

The Southville Centre and the Chessel Centre continue to serve as hubs for the community. As well as providing numerous classes and having rooms for hire, the flourishing BS3 Community Café acts as a vibrant core meeting space for the area. During the year we have taken steps to improve the sustainability of our buildings and make them more comfortable for the people that use them.

We provide 162 nursery places for babies and children across both centres. The nurseries provide excellent opportunities for children to develop in their early years, and we continue to support the development of our staff to meet the changing needs of children in our care.

We would like to extend our heartfelt thanks to our dedicated team of 99 staff, 40 regular volunteers and 12 trustees. The majority of staff live either within BS3 or a neighbouring area.. The charity would not be able to provide our essential services to the community without the unwavering commitment of all our staff and volunteers. Thank you also to our donors and the local community for your ongoing support of BS3 Community Development.

Chief Executive Officer's Statement of Objectives and Activities

Change is a constant and inevitable; therefore, it is important for us to continually 'horizon scan' so that the changes that could potentially impact the charity are identified early to provide time for us to explore the possible consequences and adapt and evolve accordingly.

Change can be positive and a potential opportunity as well as challenging and a potential threat.

For instance, the NHS is undergoing a huge radical and very disruptive change, moving its focus from just treating ill health towards supporting the population to be, and stay, healthy. This provides us with a multitude of potential opportunities to engage with that shift in focus since the shift aligns with the charity's charitable objects, which are (in summary) to improve the wellbeing, health, happiness and sense of belonging to all those in the BS3 postcode area of South Bristol.

On the flip side, central government appears to be seeking to move pre-school childcare into primary schools, which is a potential threat to the charity's financial sustainability as our nurseries accounted for just over 75% of our income this financial year.

We have engaged with the changes that are happening within the NHS and local authority (LA) Adult Social Care with our CEO, Simon Hankins, being a co-Chair of the South Bristol Locality Partnership Board (SB-LP, *where multiple organisations and services engaged in NHS health and LA Social Care, including VCS organisations, meet to explore how to align and join-up services, make services more accessible to all and work towards supporting the shift to ill-health prevention*).

Our engagement with Bristol City Council, Adult Social Care, has enabled us to develop BS3 Community Care, and launch that new Social Enterprise in July 2024. This Introductory Agency, (*which, effectively matches local care seekers with local care providers*), was developed by Carla Snell, Care & Wellbeing Manager, who joined us in January 2024; Carla has been evolving, developing and growing this Community Business ever since.

We have also developed our BS3 Community Home Support Service in conjunction with Sirona care & health (*our local community health service provider*). We recruited Roisin Francis, Care & Wellbeing Worker, in March 2024. Roisin works with the Sirona Integrated Network Team (INT) in South Bristol and provides non-medical support to people who are discharged from hospital on 'Pathway One' (*those who need a level of continuing, but time-limited, clinical support at home*).

This innovative ‘test & learn’ approach has evolved tremendously since its initial inception. The work is now in its second year of development and is proving to be a highly effective way of working, enabling the strengths of both Sirona and BS3 Community Development to be realised for the benefit of those residents (of BS3) who engage with the new way of working.

We continue to provide BS3 Community Webs (a social prescribing service) as an integrated service with Bridge View Medical (BVM) Primary Care Network (PCN (and GP practice)). Because of the value that BVM PCN place on that service they have moved our contractual arrangements to a rolling continuous grant agreement rather than us having to renegotiate that agreement every few years. Celia Phipps, BS3 Community Webs, Lead Link Worker (who has been involved with the development of BS3 Community Webs from the start) stepped down from that service at the end of March 2025 – we would like to thank Celia for all that she has done in making this Social Prescribing service so highly valued by all. Leanne Purton, one of our BS3 Community Webs Link Workers, secured the role of Lead Link Worker.

We also continue to host and manage the BS3 Community Connectors on behalf of the SB-LP. The Community Connectors were working along the Marksbury Road in BS3; however, it proved impossible to use existing big data sets to seek to identify changes in wellbeing and health of the residents of Marksbury Road since the smallest unit of data are Lower Super Output Areas (LSOAs, *geographies of about 1,500-2,000 people*); Marksbury Road straddles four or five LSOAs. Therefore, as from April 2024, we moved the focus of the Community Connectors work to the Bedminster West LSOA.

Through our developed and developing networks in NHS health and LA Social Care other opportunities to develop new services that will benefit the residents of BS3 will emerge.

We have also been building on the diversification of income strategy that we started in 2023/24 (see Income Generation below).

Other key changes were that Emm Rodman, Head of Communities, left us October 2024. Karen Grounds was recruited as our new Head of Community Development and started with us in November 2024.

We also recruited a Centre Manager, Tom Collins, who started with us in March 2024. Tom manages both our Facilities and Front-of-House teams. In April 2024 we had a Victorian era, clay main sewer collapse in the courtyard in front of the Raleigh Nursery Room at the Southville Centre; Tom dealt with that whilst still in his probation period (and fortunately we’ve not had any other significant structural issues to deal with for either of our centres since).

We developed our new website and launched that in February 2025. Many thanks go to Nadine Bright, Communications & Events Assistant, Kate Wright, Family Services Manager, Nic Scott, Administrator EE&C, and others for their hard work to get the new website designed and launched.

There have been other developments and changes in 2024/25, most are highlighted in other parts of this annual review. There will certainly be many more changes to come as 2025 unfolds, and beyond into future years, we must therefore always stay vigilant and aware of what changes are looming and explore and decide how we should react to each as they are identified and arrive, especially since change is a known constant.

Achievements and Performance

Our buildings

This year, we've made progress in improving the comfort, functionality, accessibility, and sustainability of our buildings — particularly at the Chessel Centre.

We've continued our retrofit journey with support from Adapt Architects and Method Consulting, a specialist engineering and sustainability consultancy.

Key improvements include:

- Installation of solar window film on all windows at the Chessel Centre to enhance thermal comfort and reduce energy consumption.
- Expansion of solar pv panel capacity at the Chessel Centre, furthering our commitment to renewable energy.
- Ongoing retrofit of mechanical ventilation units at both centres, aimed at improving indoor air quality and energy efficiency.

In addition to environmental upgrades, we've reconfigured internal spaces to better support staff and community use:

- New staff offices were created in the Caretaker's Cottage at the Southville Centre, providing a more comfortable and functional working environment.
- The staff room at the Southville Centre was relocated, allowing the former space to be repurposed for community and events storage, which has improved accessibility in the lower ground corridors.
- Three rooms (an old office and two newly reclaimed ground floor rooms in the Caretaker's Cottage) were made available as hireable spaces, increasing our capacity to support local groups and activities.
- To further enhance safety, a lockdown procedure was developed and implemented, ensuring that our buildings are better prepared to respond swiftly and effectively in the event of an emergency.

We are also continuing our collaboration with Method Consulting and Adapt Architects to enhance both the insulation and structural integrity of the Southville Centre. Current work is focused on improving the building envelope — particularly the flat and pitched rooves and the windows to boost thermal performance, reduce energy loss, and ensure long-term resilience.

Our people

Staff experience and engagement in 2024/25, we continued our commitment to enhancing the experience of working at BS3 Community Development. Based on previous years, we introduced new workforce-friendly benefits, including additional holiday rights and extended discounted services for employees with over a year of service. These changes were a direct response to feedback gathered through our staff surveys, which remain a vital tool in shaping our priorities.

We also maintained our focus on improving working conditions and the overall staff journey. While we recognise that we may not be able to meet every individual expectation, we are dedicated to listening, learning, and making meaningful progress wherever possible. We understand the importance of fair pay and will strive to maintain this commitment going forward.

Survey feedback continued to inform our actions, with several outcomes reflected in our work under the “Our Buildings” initiative. From physical spaces to digital resources, we aim to create environments that support and empower our teams.

Monitoring evaluation & learning (MEL)

This year we also completed our Monitoring, Evaluation Learning (MEL) project with consultant Dr. Roz Stewart-Hall, who developed a bespoke evaluation framework that can be adapted across all our services. Dr Stewart-Hall also facilitated a ‘sense-making’ workshop at our September 2024 Community Wellbeing event, helping us better understand community priorities. Karen Grounds, Head of Community Development, developed and delivered MEL training to many staff from across the charity. Aspects of that training have been adopted for certain services and activities whilst other services have reviewed, and are reviewing, their own approaches to MEL.

Our annual *Your Voice in Your Community* survey received 200 responses, providing valuable insights to help inform our future work.

This is an area that requires further attention and will be picked up when the new Head of Community Development starts with us in early November 2026.

Open Minds: A fresh approach to Equality Diversity Inclusion & Belonging.

We’re excited to announce a new name for our EDIB (equality, diversity, inclusion & belonging) meetings: Open Minds. This change reflects a broader shift in how we approach these conversations — moving away from what may have felt like a ‘dry’ or formal topics, to creating a space that’s welcoming, engaging, and open to all voices. The new name is an invitation for staff to join us in meaningful discussions that help shape a more inclusive and supportive workplace.

To further promote awareness and engagement, we've introduced noticeboards in our Centres' dedicated to equality-related topics. These boards serve as a visual reminder of our shared values and provide updates, resources, and inspiration for staff and visitors alike.

We're proud of the continued growth of our Open Minds Working Group, which is driven by a passionate core of staff who volunteer their time and energy to move this work forward. Their commitment is matched by the support of our Senior Management Team, who are actively involved in implementing new practices and ideas.

Having signed-up to the Bristol Equalities Charter, we are working through our pledges to ensure that - whether as a service provider, an employer, or as individuals - we demonstrate exemplary behaviour and remain committed to learning and evolving.

Our Work

Early Education & Childcare (EE&C)

We provided a total of **162 nursery places** for children between the ages of **nine-months and five-years** at our Nurseries, at the Southville Centre and at the Chessel Centre in 2024/25.

Our mission is to provide a safe place with high-quality, inclusive care and education. We aim to support children in becoming active, inquisitive, and independent learners by providing exceptional care, opportunities for learning and educational plans based on individual needs. We strive to build secure attachments and support emotional wellbeing through positive, meaningful relationships with children, their parents, carers, and the wider family.

During the year April 2024 to March 2025 our priorities were to maintain high quality Early Years provisions, supporting our children, their wider families and expanding on our external activities.

Our Charity Nurseries have supported **47 children** in receipt of two-year entitlement funding and over **41 children** with additional needs. During August 2024, our SEND and Behaviour Department focused on children's self-regulation and TALK BOOST training for staff. This was delivered four times during this year. Our purpose was to provide our children with opportunities to develop their Personal, Social and Emotional Development (PSED) social skills and interactions.

We provided several staff training offers including, Makaton, Thrive in-house training, in-house SEND training, Pediatric First Aid training, Adult First Aid.

Four staff completed their Level 3 in Early Years qualification.

Our staff supported **56 children**, in small groups, with Forest Sessions throughout the year, we engaged with Kids Lingo for French and Spanish sessions with a total of **209 bookings**.

Over the year we supported **nine** Duke of Edinburgh students, **14 UWE** students, **six City of Bristol College** students, **six University of Bristol** Students and **eight Secondary work experience** students.

Spring/ Summer 2024

We held a BS3 Community Early Years jobs fair in the cafe on the 10th April 2024.

May 2024, we had Ofsted inspection at the Southville Centre and were rated **GOOD**.

A large family invitation to a Teddy Bear Picnic – based on the story 'We are going on a Bear Hunt', with art created by nursery and pre-school children from the Chessel Centre and the Southville Centre.

Our Forest School sessions started, and we supported the pre-school children to access Forest School sessions throughout the Summer. Our trustees were invited to visit our Centres to meet our team and observe. We undertook farm trips and visits to local amenities. Our Head of Early Education & Childcare applied for, and was successful in securing, a £50K grant to improve, alter and increase our childcare offer at the Chessel Centre.

In August, we held Induction Training, both at the Southville and Chessel Centres. This was for our new and unqualified EE&C team members, to induct them into Early Years and go through key aspects, such as Birth to Five Matters, SEND and Safeguarding.

We held open mornings at the Chessel Centre for parents to drop-in and ask questions about the works that would be starting in our Nursery Rooms.

The trial run for our teatime meals being provided in-house began putting our 'Tiny Teas' into place.

Works on the Chessel Centre began the w/c 19th August 2024. These included works to our under-two's Nursery Room, the garden and pre-school Nursery Room. The Pearl Nursery Room children moved to the Southville Centre while the works on their room were completed, and we put a 'walking bus' in place to support the families to get their children over to the Southville Centre safely each day, with no impact on the children's experiences.

Autumn/ Winter 2024

The South Bristol Arts Trail took place in early September 2024. Joanna Smith, Deputy (Nursery) Manager, the Southville Centre, visited all the Nursery Rooms and held art sessions where the children created their own tiles to display in the Arts Trail on the weekend at both Centres.

A sense of belonging - all children feel that they belong and are an important part of the setting.

The environment is emotionally safe for all children, including those with protective characteristics (eight to relate, Putting Connection at the heart of practice, Bristol City Council, Bristol Early Years, January 2024).

The works that were funded by the £50K grant from Bristol City Council began in the Chessel Centre kitchen, ready for our internally produced Nursery Afternoon Tea offering.

We had three staff start a career as Early Years Educators, Level 3 Apprentices. Two completed their second year of their apprenticeship.

In October 2024, four staff attended and completed PEEP (Personal Emergency Evacuation Plans) training.

In December 2024 the Early Years team held a wreath making evening, for all of the team members Christmas celebration and in memory of Linda Bayliss, a Nursery staff member who sadly died.

The Head of Early Education & Childcare provided a placement support talk to students at the University of Bristol to give students an overview of life at a nursery school for a placement for students. This included talking through a typical day in the nursery and the activities they might be expected to get involved with.

“Helping children to self-regulate their emotions” in-house training, Beth Benford and Joanna Smith delivered several training sessions for our staff members in winter 2024/ spring 2025.

Winter/ Spring 2025

Two team members enrolled onto Level 5 Leadership in the Early Years, supported by BS3 Community Development.

The Early Years team reflected on how the in-house produced ‘Tiny Tea’s’ were received by the Chessel Centre Nursery Rooms. Upon reflection, it was decided that we would return to having Nursery Teas provided by Early Years Catering.

The Bedminster Lantern Parade linked to some work of Banksy. Between December 2024 and January 2025 several art sessions happened at BS3 Community where we created one large, and many little, heart-shaped lanterns which were paraded with our families during the Lantern Parade.

We received our first certificate of achievement for ‘The Outdoor Learning Framework project’ as part of our Bristol Standard of achievement for Mental Health & Wellbeing pilot work. Two of our case studies will be documented and published in the new written framework within Bristol City Council’s quality improvement publishing.

We started the creation of our Nursery Allotments – the place we grow. Some of the produce is being used by our Café.

Community Development

BS3 Community Connectors

The weekly *Tuesday Club*, facilitated by Jas Tippett, Lead Community Connector, and Alice Barber, Community Connector, has gone from strength-to-strength since its launch in June 2024, welcoming 427 people through the doors. This figure includes attendees at our *Bedminster Bygones* sessions, three *Community Wellbeing* events, and a regular gentle exercise class. The Tuesday Club continues to provide a warm, welcoming environment offering conversation, digital support, and access to the affordable BS3 Community Food Cupboard. This year, we were also able to introduce a soup and bread lunch, further strengthening its role as a space for connection and wellbeing.

Food projects

Our food-related work (BS3 Community Food Club & Food Cupboards), remains one of the most in-demand areas of our activity, offering a lifeline to residents impacted by food poverty and the ongoing cost-of-living crisis.

Bountiful Bristol and BS3 Community Development are working together to connect allotments with community food projects through 'Growing Together'. Our recently acquired allotment plot is located just off Ashton Vale Drive (BS3) and is facilitated by Jackie Smith, Volunteer Support Worker, and Kineta Hill, Ashton Vale Community Cupboard Facilitator (Kineta runs our Ashton Vale BS3 Community Food Cupboard). The allotment provides opportunities for gardening therapy and can be referred into by our BS3 Community Webs Social Prescribing Link Workers and the wider Community Development Department Team. Produce grown in the allotment is harvested for the BS3 Community food projects, creating a sustainable cycle of food provision.

In addition, thanks to a Feeding Bristol grant, we provided 180 frozen meals to residents between January and March 2025 - particularly those experiencing food insecurity, those who were recently discharged from hospital (via our BS3 Community Home Support Service), or supported through our BS3 Community Care service. These meals offered both practical help and reassurance at times of real need.

Monday Club

The *Monday Club*, led by Adele Lippiatt, Monday Club Facilitator, and supported by several brilliant volunteers, has flourished over the past year, focusing on wellbeing and social connections for older members of our community. Activities have included Samba workshops, a bake-off competition, tennis, kurling, and even a day trip to Clevedon for a traditional fish and chip lunch. With attendance at an all-time high (average 24 people each week), the group has now outgrown our Southville Centre Café space and moved into the Milford Hall – a reflection of its growing popularity and importance.

Volunteers & Wider Community Support

We remain hugely grateful to our dedicated volunteers, without whom much of our work would not be possible. To recognise their contribution across Food Projects,

Toddler & Grandparent groups, Monday Club and Stroll & Chat, we hosted a volunteer thank-you party at British Road Methodist Church, complete with pizza and music.

Alongside this, we continued to host social mornings for the Centre for the Deaf in the BS3 Community Café, helping to maintain an inclusive and welcoming space. We also ran an Information Café to meet the rising demand for digital skills support – this has since been integrated into the Tuesday Club, making it more accessible as part of a broader offer of the BS3 Community Connecters.

BS3 Community Webs, Social Prescribing

The BS3 Community Webs Social Prescribing team has continued to support residents in the BS3 and surrounding areas in partnership with Bridge View Medical PCN (Primary Care Network). We have had an incredibly busy year, and demand for our service has been steady. The role of the Social Prescribing team continues to develop and grow, and we have risen to the challenge of supporting an increasingly diverse and complex case load.

We have continued to implement staff training to ensure we are meeting the needs of our clients, including Mental Health First Aid and Suicide Awareness training. The team were able to attend the Personalised Care Conference in Bristol in March 2025 and took the opportunity to knowledge-share and network with other teams across the region.

As a small team of four (one full-time Lead Link Worker and three part-time Link Workers), we have continued to work within the Bridge View Medical surgeries to offer face-to-face appointments with our clients, as well as offering flexibility through home visits, walking and telephone appointments.

We have had some great feedback this year, here is one of our favourite examples, sent through following the support of one of our Social Prescribing Link Workers.

“In each session I was given relevant information, guidance and support. I arrived to the sessions in despair but always left with reassurance and hope. My link worker listened to my concerns, struggles and my objectives, and made sure she was the person to support and encourage me to take on the required steps. I was signposted to several services which have all been beneficial and remain exactly what I need: I was helped with benefit entitlement, finding a carer, support worker, befriender, given the encouragement to leave the house to meet her, finding ways of connecting me to the community, and helped me find a suitable psychotherapist. My link worker always went above and beyond in every session, whether it was a telephone appointment, face-to-face appointment, or emails and text messaging to keep in regular contact so that I did not feel isolated. My link worker is friendly, professional, knowledgeable and determined to help where possible. I would not have made this much progress in such a short space of time if it weren't for her. Being referred to the social prescribing service has been extremely invaluable, and I am eternally grateful, so thank you to the GP who referred me and to my link worker who helped me greatly.”

In the year ahead we are looking at creative ways to promote wellbeing amongst not only those we work with but within the team. At the end of March 25, we implemented a new weekly team wellbeing meeting online, for those who would like to check in. We are soon to pilot a “Green Wellbeing” walk for clients and have been participating in sessions alongside the Health & Wellbeing Coaches (funded by the Robins Foundation and embedded in Bridge View Medical PCN) around chronic pain and managing menopause symptoms. We are also looking forward to taking part in an education event at Bridge View Medical where Leanne Purton, Lead Link Worker, will be answering questions from the Bridge View Medical clinical team about the BS3 Community Webs service and ideas for signposting.

BS3 Community Care

Launched in July 2024, BS3 Community Care is a new Social Enterprise Community Business that connects individuals needing care and support with independent local care professionals and PAs. Alongside this, we create employment opportunities and help people transition into self-employment.

In our first eight-months, we received 71 referrals, supported 16 local people to become self-employed care providers, who delivered almost 500 hours of care to BS3 residents.

Partnerships have been central to our success. We formed a fruitful partnership with the Bristol Business & IP Centre (BIPC), and together we hosted monthly information and support sessions for people exploring self-employment; plus, we delivered a bespoke workshop for Women’s Work Lab. We ran a peer-led “lunch & learn” session for care providers and offered one-to-one support at the local Job Centre, plus, attended community wellbeing events and jobs fairs. Throughout the year we collaborated closely with the Bristol City Council, South Locality, Adult Social Care teams, Bridge View Medical PCN, and other service providers to promote the service and take referrals.

In February 2025 we co-hosted a successful ‘BS3 Carers Day’ event in partnership with Sirona care & health, geared towards people who identify as informal or family carers. It was a huge success and served as a great opportunity to showcase what we offer through BS3 Community Care. Several self-employed care professionals and clients participated, as well as 19 partner organisations who shared information about services, offered advice and celebrated the vital role of informal and family carers.

Although still in its early stages, BS3 Community Care is showing steady income growth, with a clear upward trajectory and strong potential for further expansion. Our long-term objective is for the service to become financially self-sustainable and to achieve a surplus over-time, enabling us to reinvest back into the charity for the benefit of the local community.

Priorities for the coming year:

- Exploring opportunities to expand into new areas, such as Bristol City Council, Adult Social Care, Direct Payment support.

- Partnering with commissioned 'Help When You Need It' scheme providers to reduce waiting lists by connecting them with local care support professionals via our platform.
- Co-designing and delivering community care and self-employment training with the City of Bristol College and other training providers.
- Contributing to the BNSSG (Bristol, North Somerset, South Gloucestershire)-wide strategy for more personalised, flexible care in the community.
- Launching monthly peer support sessions for care providers.
- Establishing a Community Advisory Group to ensure our work remains rooted in lived experience and local needs.

BS3 Community Home Support Service

The BS3 Community Home Support Service is a Test & Learn development project, delivered in partnership with Sirona care & health and launched in April 2024. Its primary aim is to provide goal-oriented, outcome-focused support for BS3 residents on Sirona's Pathway 1 caseload (people discharged home from hospital with time-limited clinical needs that can be delivered in people's homes). The service is designed to help individuals regain independence, improve functional ability, stay, or re-establish connections with their community and enhance their overall wellbeing and quality-of-life.

The first phase of the project concentrated on developing and refining the model. Due to its success, the service has since expanded to also support residents on the Sirona Planned Therapy caseload.

Between April 2024 and March 2025, we received 95 referrals, with interventions covering a wide-range of needs – from practical home-based support, to health, transport, mobility and confidence-building, to social connection and community engagement.

This partnership is already demonstrating significant value. By working together, BS3 Community Development and Sirona can each play to their strengths: Sirona bringing clinical expertise, and BS3 Community Development providing trusted, community-based support. This integrated model ensures residents benefit from a more holistic approach than either partner could deliver alone, addressing not only clinical needs but also the wider determinants of wellbeing & health.

Looking ahead, priorities for the next phase include:

- Exploring opportunities to extend the model across additional Sirona pathways.
- Strengthening evidence collection and evaluation to capture impact and learning.
- Moving towards a fully integrated model embedded within Sirona, BS3 Community Development, and the wider VCSE sector.
- Longer-term, the vision is for the service to contribute to improved patient/ person wellbeing, reduce demand on mainstream health services, and result in fewer hospital re-admissions.

Community centres, cafe, room hire & events

As a charity, we are proud to deliver a wide range of services, activities and support for our local community. Over the past year we have continued to grow, not only through the projects highlighted, but also through our café, catering and community events – all focusing on bringing more people into BS3 Community Development's centres and creating fun and engaging events for local people.

In September 2024 we were part of the successful South Bristol Arts Trail, which contributed to a 21% increase in café sales compared with the previous year's event. Alongside our popular annual Festive Market at the Southville Centre, where we saw over 700 people come through our doors, we introduced new seasonal activities such as a *Cosy Christmas* event for families, film and supper club nights, and a Valentine's Day Afternoon Tea. Our café space was also hired for external workshops – including pottery, wreath making and candle making – boosting both community use and income. These efforts, together with a brand refresh from *The School Room Café* to *BS3 Community Café*, contributed to a 37% year-on-year growth in income for the café.

In early 2025, we further strengthened our brand and presence with the launch of our new charity website, designed to be more modern, vibrant and accessible.

Income Generation

Early Education & Childcare

Our nursery provision generates income via nursery spaces paid for by parents and through the delivery of government funded Free Early Education Entitlement (FEEE) spaces. We also receive additional income for children that are registered as SEN(D) (special education needs (& disability)). This income contributes toward supporting the running of the centres and the wider offer we can bring to the community in BS3.

Community centres, room hire & events

We run two community centres, the Southville and Chessel Centres; each have several rooms and other spaces that can be hired; however, both centres are very underused at times, especially during school holidays. In April 2025 we recruited Holly Oldfield to a new Community Events Manager role – Holly's role is designed to work with our community to identify what they would like to have available in our centres and then work to realise those to increase revenue and surplus generation whilst also meeting the needs and wishes of those that we are here for.

Grant writing

Lila Teasdale, Fundraiser Trusts & Foundations joined us towards the end of January 2024 and went on maternity leave in March 2025. We have recruited Patsy Newton, who joined us in February 2025, as maternity cover for Lila. We secured £167,046 in grants from 23 funders in 2024/25 (an increase of 110% in value compared to 2023/24) with a 55% success rate for the number of grants applied for (in 2023/24 our success rate was 37%). The focus of our grant applications has been to support our various services and activities, as well the retrofitting of our centres to make them more comfortable to be and work in.

Music Space sub-lease

We leased part of the Southville Centre to Music Space, a charity that provides music therapy to around 400 children, young people and adults each week across the Southwest for over 30-years. Unfortunately, due to financial difficulties, Music Space ended the sub-lease and vacated the Caretakers Cottage September 2024. That space has now been re-purposed for use by us (BS3 Community Development) for offices and a staff room, along with the creation of two hireable rooms on the ground floor.

Catering & Café

The BS3 Community Café (*in the Southville Centre*) continues to perform well. Becky Kay, Catering & Café Manager and team have been testing different offers and approaches to increase footfall into the café and turnover of the café - such as the themed dine and film nights, the arts and crafts offers in the café space and other initiatives. These and other offers have led to a significant increase in turnover (up 37% compared to 2023/24).

With the work that Holly will be doing, coupled with the continued initiatives that Becky and her team are undertaking, we expect that footfall into the café, and catering requests for parties, etc, will increase, further increasing the café turnover and reducing the loss.

BS3 Community Care

BS3 Community Care was developed between January and June 2024 and launched in July 2024. This is a Social Enterprise Community Business that was the result of our working with Bristol City Council, Adult Social Care and several larger VCSE organisations in Bristol over several years. BS3 Community Care has been developed around an introductory agency IT platform, created by a local IT developer, Tick Team, and adds significant value to both the care seeker and the care provider, providing a truly person-centred approach to care.

This new service has been developing extremely well over the past year and is currently at a point where we need to agree a way to provide the service beyond the BS3 post-code area.

Other fundraising activities

We have several grant agreements and other contracts with various organisations and agencies, including Bridge View Medical, Primary Care Network (GP practice) to deliver BS3 Community Webs Social Prescribing service; Bristol City Council's Better Care Fund, that is funding the BS3 Community Home Support Service that is integrated with the Sirona care & health South Bristol Integrated Network Team to support people discharged from hospital on Pathway 1 and via their Planned Therapy route; South Bristol Locality Partnership (SB-LP) to deliver the BS3 Community Connectors work, plus payments from Sirona and BNSSG (Bristol North Somerset South Gloucestershire) ICB (Integrated Care Board) for our engagement in the SB-LP Board.

We continued to receive donations from Bailey's of Bristol and are incredibly grateful for those as they have helped keep our much needed, and highly valued, BS3 Community Food Club and Cupboards going (*the Cupboards provide dried food products at highly discounted cost to those in need in areas of BS3 where people may struggle to get to the BS3 Community Food Club*).

Bristol Beer Factory also continued to provide free beer for us to sell at our various events, etc, as a donation to support our charity's work. This is an incredibly

generous offer, and we thank Sam Burroughs, Managing Director, and his team for their generosity.

We continued to receive pro-bono support from:

- **The Cranfield Trust**, who help charities unlock new levels of potential. The Cranfield Trust is the leading provider of pro-bono consultancy and management support for charities in the UK. Their network of highly skilled volunteer consultants and advisers helps charities succeed and thrive by offering mentoring, management consultancy, peer support, advice, training and information. They provided Rob Hollier who has provided marketing support for the BS3 Community Care service.
- **Bevan Brittan LLP**, a UK Top 100 law firm providing legal and advisory services advising businesses across construction, energy & resource management, higher education and financial services sectors, complementing the firm's market leadership within housing, local government and health and social care. Bevan Brittan had been supporting us to re-negotiate the lease agreement with Music Space.
- **Burgess Salmon LLP,** have a long-standing commitment to responsible business. Guided by the UN Sustainable Development Goals, they contribute to a fairer, more equitable and environmentally sustainable future, by aiming to set high market standards, foster an inclusive workplace, minimise environmental impacts, and drive community collaboration. They have been ranked as one of the leading law firms in the Lamp House ESG benchmark of UK, US and Canadian law firms. Through EcoVadis they are rated in the top 15% of organisational participants globally. Burgess Salmon have been supporting us with some pro-bono legal work.

Our Team

Our workforce

As of the end of the 2024/25 financial year, our charity employed a total of **99 individuals**, reflecting the continued growth of our team. This included **44 full-time employees, 53 part-time employees**, and **two employees working under casual contracts**. This diverse mix of working arrangements allows us to remain flexible and responsive to the needs of our services and community.

We are proud to be a local employer, with **39% of our workforce living** within the **BS3 postcode area**, and a further **26% residing in neighbouring communities**. This strong local representation reinforces our commitment to community-rooted service delivery.

We also celebrate significant long-service milestones. With **twenty** team members with over **five-year service**, **four** celebrating over **ten years**, **three** have marked over **fifteen years**, and **two dedicated individuals** achieving an incredible over **twenty** and over **twenty-five years** of service each. These milestones are a testament to the supportive and rewarding environment we strive to foster.

Trustees & volunteers

Our work is further strengthened by the dedication of our volunteers and trustees. Around **40 regular volunteers** contribute their time and energy across a range of services, most offering between **two and five hours per week**. Their commitment is invaluable and deeply appreciated.

Our governance is overseen by a board of **twelve trustees**, supported by **two probationary trustees**, the majority of whom are from the local area. Trustees play an active and engaged role in our organisation, not only through sub-committees and board meetings, but also by participating in various working groups.

We are grateful for the leadership and expertise of our trustees, including:

- Elizabeth Norman, who serves as our SEND and Safeguarding Trustee.
- Helen Donaldson, our Ofsted Trustee.
- Sarah Hughes, our Whistleblowing Trustee.
- Mark Duppa-Ridgway, who continues to provide financial oversight as our Treasurer.

Recruitment & values

We remain committed to recruiting individuals who are passionate, enthusiastic, and aligned with the values of our charity. Our recruitment processes are designed to promote equality, diversity, inclusion & belonging, and we continue to refine and develop these processes to ensure they are as inclusive and supportive as possible.

Training, development & apprenticeships

In 2024/25 we expanded our commitment to professional development by offering additional apprenticeship opportunities. We currently support three apprentices in partnership with City of Bristol College, providing them with hands-on experience, coaching, and access to our growing internal Training Hub.

We also support staff in their pursuit of formal qualifications. At present:

- Two employees are working towards their Early Years Level 3 certification.
- Two employees are undertaking Early Years Level 5.
- One employee is progressing through Early Years Level 6.

Our investment in professional development includes support for key certifications:

- Early Years Teacher Status (EYTS).
- Early Years Professional Status (EYPS).
- Early Years Level 3.
- Apprenticeships at Levels 2, 3 & 5.

In addition to these core qualifications, our team has undertaken a wide range of training to enhance their skills and ensure compliance with best practices. This includes:

- Data Protection Essentials
- Anti-Harassment and Bullying
- Adult and Paediatric First Aid
- Fire Marshal Training
- Child and Adult Safeguarding
- Mental Health First Aid
- Unconscious Bias Training
- THRIVE Wellbeing Training
- Personal Alcohol Licensing
- PAT Testing
- Management Training
- Prevent Duty Awareness
- ESOL Level 2 – Conversational and Written English
- EE&C Apprenticeships – Levels 3 and 5
- Preventing Sexual Harassment in the Workplace
- Marketing Strategy Training

We would like to extend our heartfelt thanks to all our staff, volunteers, and trustees for their unwavering commitment, flexibility, and mutual support throughout the challenges and achievements of 2024/25. Your dedication continues to drive our vision forward and make a lasting impact in the communities we serve.

Future Plans

Our future plans continue to align with our four key strategic areas of development.

1) Enhancing the overall wellbeing & health of BS3 residents.
   Through supporting people to address what matters to them, to include mental health, physical wellness, access to healthcare and to address the wider determinants of wellbeing & health.

2) Fostering happiness, a sense of belonging and social cohesion.
   By creating spaces and programmes that foster social interactions and inclusion.

3) Supporting a great start in life, supporting parents, improved educational and economic prospects for residents.
   Providing excellent childcare, enhancing educational resources, job training and employment opportunities.

4) Maintaining BS3 Community Development as a great place to work.
   Through continued investment in, and opportunities for, our staff and volunteers, including our trustees, through ensuring a clean, comfortable and accessible work environment and great internal communication.

Financial Review

Investment policy & performance

BS3 Community Development has a measured attitude to risk, consciously investing cash funds into financial institutions/ companies involved in the Financial Services Compensation Scheme (FSCS). During 2024/25, BS3 Community Development reviewed its investments, its investment policy, and sought to protect reserves and cash held by the charity.

As of 31st March 2025, BS3 Community Development had investments in different term funds, namely:

- Business bank accounts,
- Deposit bank accounts (instant access), and
- Savings bank accounts (instant access).

Investment decisions

Where appropriate, the Head of Finance & Operations or trustees propose new or updated investments to the Finance sub-committee; these are actioned only if approved by that standing committee and sanctioned by the full board.

Investment management

BS3 Community Development investments are reviewed according to the terms of the investment. Investments are monitored to ensure that the interest rate secured is acceptable to the Finance sub-committee members and trustees.

Going concern

The trustees are confident that BS3 Community Development remains a going concern.

As of 31st March 2025, the charity held unrestricted, general free reserves of £412,641. This is made up of unrestricted, undesignated funds and are not committed to, or invested in, tangible fixed assets, long-term liabilities, or liabilities due within 12-months. These liabilities due, include loan repayments.

As of 31st March 2025, the cash balance was £676,494. An unrestricted surplus of £87k was recorded over the course of the fiscal year.

The trustees consider that the charity has sufficient unrestricted, undesignated funds. Projected income for childcare, community services and grant raising continues to make the charity a viable going concern for a period of at least 12-months from the date on which these financial statements are approved. The trustees therefore consider it appropriate to adopt the going concern basis for the preparation of the accounts.

Financial risk management, objectives & policies

Trustees are integrally involved in the scrutiny of organisational planning and in reviewing all major risks. Sub-committees also support the Senior Management Team (SMT).

Close oversight of financial performance and especially cash-flow, continues.

- The charity maintains a Risk Assessment Framework and Risk Management policy which includes a financial risk section.
- The Risk Register is updated and reviewed regularly.
- The SMT, managers with budgetary responsibilities, members of the Finance sub-committee, other sub-committees, and the board-of-trustees review financial reports monthly and quarterly.
- All payments are approved/ authorised by a minimum of two members of management.
- Transactions exceeding £2,000 that do not appear in the budget have trustee authorisation in addition to SMT authorisation.

Principal risks & uncertainties

As we move through 2025 into 2026, we recognise that while the cost-of-living crisis has eased for some, many communities across Bristol, particularly parts of BS3, or adjacent neighbourhoods that use our services, continue to face significant hardship. This persistent inequality does shape the demand for our services, particularly among those who may be affected by welfare reforms and rising living costs.

In the 2024–25 financial year, our fundraising efforts achieved a significant milestone, with successful fundraising income doubling compared to 2023–24. This growth reflects the dedication of our team and the generosity of our supporters. We continued to make effective use of smaller, targeted funds, where we have needed multiple income sources/ grants to support specific areas of our delivery.

Fundraising and income generation to cover our core costs remains a key challenge. The broader economic climate, including weak economic growth projections for the country, and increased employer costs such as the huge hike in the employers National Insurance contributions, continues to be a challenge to the charity.

Despite rising costs, we remain committed to delivering high-quality, safe, consistent and impactful services, while also striving to continue to meet our goal of paying all staff the Living Wage Foundation, Real Living Wage, which we achieved in April 2025. Balancing these priorities against financial pressures is an ongoing challenge.

Other principal financial risks include the continued delivery of community service activities for which we have taken the management decision to maintain them despite their not operating financially via full cost recovery principles, as well as our BS3 Community Café and catering provision.

The café has grown in reputation and benefits from increased footfall and turnover due to various community events, and whilst it is still working towards a cost-neutral position, it provides a huge degree of social value as a safe place to meet others, to work and simply be. Trustees remain supportive of this initiative, recognising the social value that the café has for our community.

As a charity rooted in BS3 in South Bristol, we are committed to adapting to the evolving landscape and needs of those we are here for. We will continue to advocate for the community that we serve, seek out innovative funding partnerships, and remain transparent about the challenges and opportunities ahead.

Reserves policy

The charity's current reserves target remains as three-months running costs.

The financial risks and liabilities the charity could be exposed to, should it be forced to close, have been reviewed and a Reserves policy was previously adopted. The range and level of reserves required by the charity is set out below and prioritised in the following order.

A total of £630,173 has been set as an unrestricted cash reserves target, which represents three-months trading from our 2025/26 projected cost. At year end, the charity held £412,639 of unrestricted free reserves, which represents 1.8 months trading from our 2025/26 projected costs.

BS3 Community Development agree income and expenditure levels during the annual budgeting process, alongside scrutiny of income streams and expenditure requirements during the year. Levels of surplus income are reviewed during each financial year.

Structure, Governance & Management

Constitution

The company is constituted under an Articles of Association and is a registered charity, number 1000544.

Method of appointment or election of trustees

Trustees of BS3 Community Development are all volunteers. Trustees are each elected and co-opted under the terms of the Articles of Association for a period of up to nine-years.

The management of the charitable company is the responsibility of the trustees. The trustees constitute as directors of BS3 Community Development for the purposes of the Companies Act 2006 and are trustees for the purposes of the Charities Act 2011.

There is a limit of fifteen trustees who can be elected by the BS3 Community Development membership at the Annual General Meeting (AGM). At the AGM, either one third, or three, (whichever is the greater number) of the trustees stand for re-election. If they so wish, or if agreed by the Board, the longest serving third or three, step-down and put themselves forward for re-election. The Chair (or co-Chairs) and deputy-Chair (if there is one) are elected annually by the trustees at the first meeting following the AGM.

Policies adopted for the induction and training of trustees

To ensure that new trustees are appointed regularly, the Board Members undertake a regular skills audit of current trustees and matches those against the skills required by our strategic business plan. When recruiting new trustees, the Board Members aim to attract a diverse range of candidates who have the skills, expertise and experience the charity needs.

Potential trustees are given a formal induction to the charity and provided with the Articles of Association, business plan, information on our activities and services and

organisational structure. Trustees are also given information on the role's responsibilities and charity law.

Trustees undertake a formal probationary period, during which they are expected to become a Member of BS3 Community Development, become familiar with our activities and attend at least five trustee-led meetings, of which three must be trustee Board meetings, as non-voting participants. On completion of a probationary period, they can be formally co-opted as a trustee by the existing trustees prior to standing down and being put forward for election at the next AGM. Prior to being elected, potential trustees complete a formal trustee declaration.

Pay policy for senior and other staff

The senior management team salary and rewards are associated with specific roles, which are not gender specific. Parity is sought between the same or similar jobs throughout and across the charity.

Organisational structure and decision-making

The Board-of-trustees is ultimately responsible for the overall control and strategic direction of BS3 Community Development, including ensuring that the organisation abides by any legal requirements. Day-to-day management is delegated to our CEO and the senior management team.

The senior management team comprises of:

- Simon Hankins, Chief Executive Officer
- Karen Grounds, Head of Community Development (Nov 2024-Jun 2025).
- Becca McDougall, Head of Finance & Operations
- Kelly Murphy, Head of Early Education & Childcare
- Emm Rodman, Head of Communities (left Oct 2024).

The trustees have paid due regard to the Charity Commission's public benefit guidance in their strategic direction and decision-making process.

Membership

BS3 Community Development is a membership organisation. Anyone can become a 'Member' with a two-year membership costing £2. Trustees must be Members.

Each year, BS3 Community Development has an Annual General Meeting (AGM) where all Members are entitled to vote for those standing for available places on the Board-of-trustees.

We also have 'Supporters'; there is no fee to be a Supporter. Supporters receive regular news about BS3 Community Development.

Risk management

The trustees have adopted a Risk Management Framework and have considered the major risks to which the charity is exposed. This framework is understood by trustees and is actively considered (where practically possible) in staffing structures, benefits packages, recruitment, review systems and training budgets, including trustee training.

The trustees are currently reviewing the Risk Management Framework to ensure that it aligns with the requirements of the charity and the needs of the trustees. This will support the sound governance and management of the charity; this has been upheld in the monitoring undertaken by our funding bodies and auditors.

Trustees' responsibilities statement

The trustees (as directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements. This is in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each fiscal year, which give a true and fair view of the situation of the charity and of the income and expenditure for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice 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 presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and

- The trustees have taken all steps that they ought to have, to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees 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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are Members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

The auditors, Godfrey Wilson Limited, have indicated their willingness to continue in office. The designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

Trustees' statement

The trustees (as directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of BS3 Community Development (the company) for the year ending 31st March 2025.

The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the SORP, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard, applicable in the UK and Ireland (FRS 102) (effective 1st January 2019).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the trustees 20 November 2025 and signed on their behalf by

Isabel Kearney Pete Phillips

Isabel Kearney and Peter Phillips, co-Chairs

Independent auditors' report

To the members of

BS3 Community Development

Opinion

We have audited the financial statements of BS3 Community Development (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. 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 charity's affairs as at 31 March 2025 and of its 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.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 charity'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.

Opinion 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 obtained all the information and explanations necessary for the purposes of 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' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees (who are also the directors of the 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 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report
This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

William Guy Blake

20 November 2025

William Guy Blake ACA
(Senior Statutory Auditor)

For and on behalf of:
GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

BS3 Community Development

Statement of financial activities *(incorporating an income & expenditure account)*

For the year ended 31 March 2025

	Note	Restricted £	Unrestricted £	**2025 Total £**	2024 Total £
Income from:					
Donations	3	39,401	55,511	**94,912**	64,104
Charitable activities	4				
Early Education and Childcare		50,000	2,091,862	**2,141,862**	1,772,039
In Community & Older People's Services & Care		225,611	-	**225,611**	285,709
The Centres		29,290	109,373	**138,663**	98,980
Investments		-	1,152	**1,152**	1,232
Total income		344,302	2,257,898	**2,602,200**	2,222,064
Expenditure on:					
Raising funds		-	45,477	**45,477**	27,710
Charitable activities					
Early Education and Childcare		16,064	1,768,757	**1,784,821**	1,711,583
In Community & Older People's Services & Care		283,998	30,716	**314,714**	314,356
The Centres & Central		42,583	366,814	**409,397**	238,701
Total expenditure	6	342,645	2,211,764	**2,554,409**	2,292,350
Net income / (expenditure)		1,657	46,134	**47,791**	(70,286)
Transfers between funds		(40,997)	40,997	**-**	-
Net movement in funds	7	(39,340)	87,131	**47,791**	(70,286)
Reconciliation of funds:					
Total funds brought forward		145,401	1,133,404	**1,278,805**	1,349,091
Total funds carried forward		106,061	1,220,535	**1,326,596**	1,278,805

All of the above results are derived from continuing activities and additional funding that contributes to the Communities Activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 16 to the accounts.

BS3 Community Development

Balance Sheet

As at the 31 March 2025

	Note	£	2025 £	2024 £
Fixed assets				
Tangible assets	10		**1,248,510**	1,232,547
Current assets				
Stock	11	**2,415**		2,849
Debtors	12	**61,177**		77,429
Cash at bank and in hand		**676,494**		601,442
		740,086		681,720
Liabilities				
Creditors: amounts falling due within 1 year	13	**(221,384)**		(187,062)
Net current assets			**518,702**	494,658
Total assets less current liabilities			**1,767,212**	1,727,205
Creditors: amounts falling due after more than 1 year	14		**(440,616)**	(448,400)
Net assets	15		**1,326,596**	1,278,805
Funds	16			
Restricted funds			**106,061**	145,401
Unrestricted funds				
Designated funds			**-**	3,700
General funds			**1,220,535**	1,129,704
Total charity funds			**1,326,596**	1,278,805

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 20 November 2025 and signed on their behalf by

Isabel Kearney Pete Phillips

Isabel Kearney - Co-Chair Peter Philips - Co-Chair

BS3 Community Development

Statement of cash flows

For the year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities:		
Net movement in funds	**47,791**	(70,286)
Adjustments for:		
Depreciation charges	**26,444**	25,596
Dividends, interest and rents from investments	**(1,152)**	(1,232)
Interest paid	**27,476**	29,072
Decrease in stock	**434**	98
Decrease / (increase) in debtors	**16,252**	(42,358)
Increase / (decrease) in creditors	**49,439**	(48,110)
Net cash provided by / (used in) operating activities	**166,684**	(107,220)
Cash flows from investing activities:		
Dividends, interest and rents from investments	**1,152**	1,232
Purchase of tangible fixed assets	**(42,407)**	(40,960)
Net cash used in investing activities	**(41,255)**	(39,728)
Cash flows from financing activities:		
Repayment of borrowing	**(50,377)**	(50,767)
Cash inflow from new borrowing	**-**	-
Net cash used in financing activities	**(50,377)**	(50,767)
Increase / (decrease) in cash and cash equivalents in the year	**75,052**	(197,715)
Cash and cash equivalents at the beginning of the year	**601,442**	799,157
Cash and cash equivalents at the end of the year	**676,494**	601,442

Analysis of changes in net debt

	At 1 April 2024 £	Cash flows £	Other non-cash movements £	**At 31 March 2025 £**
Cash	601,442	75,052	-	**676,494**
Loans falling due within 1 year	(22,902)	50,377	(51,248)	**(23,773)**
Loans falling due after 1 year	(448,400)	-	23,772	**(424,628)**
Total	130,140	125,429	(27,476)	**228,093**

1. Accounting policies

a) Basis of preparation

BS3 Community Development is a charitable company limited by guarantee registered in England and Wales. The registered office address is The Southville Centre, Beauley Road, Bristol, BS3 1QG.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in 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.

BS3 Community Development 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).

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of goods and services being delivered, including nursery provision, events and room hire is deferred until criteria for income recognition are met.

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

1. Accounting policies (continued)

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the organisation and the costs are shared on the basis of activity on a percentage of square meterage used. Irrecoverable VAT is included in 'running costs' in note 6.

h) Allocation of central costs

Support and governance costs:

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including costs of complying with the constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated across the activities of the charity using square meterage and full time equivalent employees of each activity, or funder's specific or agreed requirements, as cost drivers.

Centre costs:

Along with the allocation of support and governance costs, the charity also apportions some of the Centres' expenditure for buildings, running and staffing costs across the activities of the charity. This full cost recovery method better reflects the true cost to the charity of each activity and the Centres. The charity has developed percentage formulae based on square meterage for buildings costs, and full time equivalent employees for running and staffing costs. These formulae are used as cost drivers or those specific to funders requests or agreed requirements. Costs are then allocated back to each charitable activity. Formulae templates are adjusted annually to ensure a true reflection of the charity's activities in its finances.

i) Tangible fixed assets

Depreciation is provided at rates calculated to write-down the cost of each asset to its estimated residual value over its expected useful lifetime. The depreciation rates in use are as follows:

- Leasehold improvements — 2% straight line basis
- Fixtures, fittings and equipment — 25% straight line basis
- Land and buildings — 2% straight line basis (retaining land value of £275,000)

Items of equipment are capitalised where the purchase price is, or exceeds, £1,000.

1. Accounting policies (continued)

j) Impairment of fixed assets

At each reporting period end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of financial activities. Impairment losses are charged as a direct charitable cost to The Centres.

k) Stock

Stock is included at the lower of cost or net realisable value of non perishable goods for the School Room café.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

p) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

1. Accounting policies (continued)

q) Accounting estimates and key judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is depreciation, as described in note 1(i).

2. Prior period comparatives

	Restricted £	Unrestricted £	2024 Total £
Income from:			
Donations	37,907	26,197	**64,104**
Charitable activities			
Early Education and Childcare	-	1,772,039	**1,772,039**
In Community & Older People's Services & Care	285,709	-	**285,709**
The Centres	-	98,980	**98,980**
Investments	-	1,232	**1,232**
Total income	323,616	1,898,448	**2,222,064**
Expenditure on:			
Raising funds	-	27,710	**27,710**
Charitable activities			
Early Education and Childcare	-	1,711,583	**1,711,583**
In Community & Older People's Services & Care	314,356	-	**314,356**
The Centres	10,998	227,703	**238,701**
Total expenditure	325,354	1,966,996	**2,292,350**
Net income	(1,738)	(68,548)	**(70,286)**
Transfers between funds	(20,946)	20,946	**-**
Net movement in funds	(22,684)	(47,602)	**(70,286)**

3. Income from donations

	Restricted £	Unrestricted £	**2025 Total £**
Donations - fundraising	10	-	**10**
Donations - organisations	33,058	7,386	**40,444**
Donations - individuals	6,333	6,347	**12,680**
Donations - membership	-	20	**20**
Donations - gifts in kind	-	41,458	**41,458**
Donations - unrestricted grants	-	300	**300**
Total income from donations	39,401	55,511	**94,912**

During the year, the charity received gifts in kind including, second hand IT equipment, Business Planning from Cranfield Trust, small items of furniture, website development from TickTeam and legal advice from Bevan Brittan and Burges Salmon. Organisational donations included substantive donations from Baileys Caravans for the continued support of our Food Projects in South Bristol.

Prior period comparative:

	Restricted £	Unrestricted £	2024 Total £
Donations - fundraising	5,816	-	5,816
Donations - organisations	25,341	14,101	39,442
Donations - individuals	6,750	3,716	10,466
Donations - gifts in kind	-	4,380	4,380
Donations - unrestricted grants	-	4,000	4,000
Total income from donations	37,907	26,197	64,104

4. Income from charitable activities

	Restricted £	Unrestricted £	2025 Total £
Early education and childcare:			
Childcare income	50,000	2,091,862	**2,141,862**
Total early education and childcare	50,000	2,091,862	**2,141,862**
In Community, OPS & Care:			
Grants	225,611	-	**225,611**
Total In Community, OPS & Care	225,611	-	**225,611**
The Centres:			
Grants	29,290	-	**29,290**
Rental, Room Hire & Café	-	92,723	**92,723**
Other	-	16,650	**16,650**
Total Centres	29,290	109,373	**138,663**
Total income from charitable activities	304,901	2,201,235	**2,506,136**

Prior period comparative:

	Restricted £	Unrestricted £	2024 Total £
Early education and childcare:			
Childcare income	-	1,772,039	1,772,039
Total early education and childcare	-	1,772,039	1,772,039
In Community, OPS & Care:			
Grants	285,709	-	285,709
Total In Community, OPS & Care	285,709	-	285,709
The Centres:			
Grants	-	-	-
Rental and room hire income	-	81,134	81,134
Other	-	17,846	17,846
Total Centres	-	98,980	98,980
Total income from charitable activities	285,709	1,871,019	2,156,728

5. Government grants

The charity received grants from Bristol City Council for the period ending 31 March 2025 of £76,290 (2024: £93,341). There are no unfulfilled conditions or contingencies attached to these grants.

6. Total expenditure

	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	**2025 Total £**
Staff costs (note 9)	33,074	1,219,866	197,631	208,164	300,666	**1,959,401**
Other staffing costs	-	4,526	1,385	321	12,457	**18,689**
Direct project costs	424	159,216	38,872	36,568	5,877	**240,957**
Premises costs	-	272	-	113,507	24,825	**138,604**
Depreciation	-	-	-	22,347	4,097	**26,444**
Finance costs	-	267	15	28,212	460	**28,954**
Professional fees	-	180	-	9,534	32,431	**42,145**
Running costs	-	2,099	3,044	5,796	74,852	**85,791**
Promotion and advertising	-	76	6,041	441	6,866	**13,424**
Sub-total	33,498	1,386,502	246,988	424,890	462,531	**2,554,409**
Allocation of support and governance costs	9,251	281,728	47,902	123,650	(462,531)	**-**
Allocation of centre costs to other activities	2,728	116,591	19,824	(139,143)	-	**-**
Total expenditure	**45,477**	**1,784,821**	**314,714**	**409,397**	**-**	**2,554,409**

Total governance costs were £9,100 (2024: £8,700).

Costs allocated to The Centres show the total cost of running the Southville and Chessel centres. Where these costs are shared by other activities (Early Education and Childcare and In Community, Older Peoples Services) they are allocated in line with the policy stated in note 1 (h). The remaining cost in The Centres represents the cost of running the centres as a community building.

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2024 Total £
Staff costs (note 9)	22,186	1,176,018	174,547	173,043	190,946	1,736,740
Other staffing costs	-	4,355	2,492	575	15,485	22,907
Direct project costs	730	144,799	39,559	26,158	9,293	220,539
Premises costs	-	42	-	106,398	29,189	135,629
Depreciation	-	-	-	22,255	3,341	25,596
Finance costs	-	696	-	29,082	948	30,726
Professional fees	-	915	-	7,250	15,595	23,760
Running costs	-	1,968	4,173	4,657	83,059	93,857
Promotion and advertising	-	20	517	631	1,428	2,596
Sub-total	22,916	1,328,813	221,288	370,049	349,284	2,292,350
Allocation of support and governance costs	3,494	277,335	68,455	-	(349,284)	-
Allocation of centre costs to other activities	1,300	105,435	24,613	(131,348)	-	-
Total expenditure	27,710	1,711,583	314,356	238,701	-	2,292,350

Costs allocated to The Centres show the total cost of running the Southville and Chessel centres. Where these costs are shared by other activities (Early Education and Childcare and In Community, Older Peoples Services) they are allocated in line with the policy stated in note 1 (h). The remaining cost in The Centres represents the cost of running the centres as a community building.

7. Net movement in funds

This is stated after charging:

	2025	2024
	£	£
Depreciation	**26,444**	25,596
Operating lease payments	**6,581**	7,295
Trustees' remuneration	**-**	-
Trustees' reimbursed expenses	**-**	8
Auditors' remuneration:	**-**	-
▪ Statutory audit (excluding VAT)	**9,100**	8,700

8. Staff costs and numbers

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	**1,787,276**	1,593,654
Social security costs	**123,206**	105,381
Pension costs	**27,311**	26,355
Non-salaried staffing costs	**21,608**	11,350
	1,959,401	1,736,740

One employee (2024: one) received emoluments of between £60,000 and £70,000 during the current year.

Key management personnel of the charitable company comprise the trustees, CEO, Head of Head of Early Education and Childcare, Head of Communities, Head of Community Development, Head of Finance and Operations. The total employee benefits of the key management personnel were £210,089 (2024: £212,083).

Staff numbers were as follows:

	2025	2024
	No.	No.
Average head count	**97.30**	93.79
Full time equivalent	**67.14**	64.56

9. Taxation

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

10. Tangible fixed assets

	Leasehold & Freehold improvements £	Fixtures, fittings and equipment £	Land and buildings £	**Total £**
Cost				
At 1 April 2024	389,118	238,104	1,345,321	**1,972,543**
Additions in year	42,407	-	-	**42,407**
At 31 March 2025	431,525	238,104	1,345,321	**2,014,950**
Depreciation				
At 1 April 2024	39,858	230,148	469,990	**739,996**
Charge for the year	8,626	4,096	13,722	**26,444**
At 31 March 2025	48,484	234,244	483,712	**766,440**
Net book value				
At 31 March 2025	**383,041**	**3,860**	**861,609**	**1,248,510**
At 31 March 2024	349,260	7,956	875,331	1,232,547

The Southville Centre (Beauley Road, Bristol) is on a 999 year lease from Bristol City Council. The lease was signed in 1990 and is for a peppercorn rent. The costs of renovating the site and building were expensed in the year they were incurred, in line with accounting policies and standards at the time. Included within land and buildings is land worth £275,000 which has not been depreciated.

11. Stock

	2025 £	2024 £
Stock - BS3 Café	**2,415**	2,849

12. Debtors

	2025	2024
	£	£
Trade debtors	**53,237**	68,724
Accrued income	**7,940**	8,705
	61,177	77,429

13. Creditors: amounts due within 1 year

	2025	2024
	£	£
Bank loan	**23,773**	22,902
Trade creditors	**26,199**	28,993
Accruals	**26,542**	27,558
Deferred income*	**11,359**	-
Other taxation and social security	**30,588**	2,831
Other creditors	**102,923**	104,778
	221,384	187,062

*Deferred income movements in the year:

	2025	2024
	£	£
At 1 April	**-**	50,000
Deferred during the year	**27,347**	-
Released during the year	**-**	(50,000)
At 31 March	**27,347**	-

Deferred income relates to funding received in advance of entitlement being met. These will be released in 2025-26 and 2026-27.

14. Creditors: amounts due after 1 year

	2024 £	2024 £
Bank loan	**421,083**	434,428
Bounce back loan	**3,545**	13,972
Deferred income	**15,988**	-
	440,616	448,400

Analysis of debt maturity

Debt due after more than one year:		
repayable between one and five years	**67,223**	73,512
repayable in five years or more	**357,405**	374,888
	424,628	448,400

The charity undertook a twenty year loan with CAF Bank, in relation to the building, the Chessel Centre, fixed for five years at 6.39% in January 2023.

The charity secured a Government backed Business Interruption Payment - Bounce Back Loan via the Cooperative Bank in a bid to secure future low interest loans should the organisation require additional cashflow, in the early part of the pandemic. The loan was secured at 2.5% interest with no payments due within the first year of the loan.

15. Analysis of net assets between funds

	Restricted funds £	Designated funds £	General funds £	**Total funds £**
Tangible fixed assets	-	-	1,248,510	**1,248,510**
Net current assets	106,061	-	412,641	**518,702**
Non current liabilities	-	-	(440,616)	**(440,616)**
Net assets at 31 March 2025	**106,061**	**-**	**1,220,535**	**1,326,596**

Prior period comparative	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	1,232,547	1,232,547
Net current assets	145,401	3,700	345,557	494,658
Non current liabilities	-	-	(448,400)	(448,400)
Net assets at 31 March 2024	145,401	3,700	1,129,704	1,278,805

16. Movements in funds

	At 1 April 2024 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2025 £
Restricted funds					
Communities Activities					
In Community projects:					
Community Webs	9,259	92,811	(93,462)	-	**8,608**
Community Connectors	2,682	54,559	(50,480)	-	**6,761**
In community projects	1,942	-	(1,942)	-	-
Knowle West - Sirona	-	10,000	(10,000)	-	-
BCC - Community Hub award	-	5,000	(5,000)	-	-
KWHP - Community Anchor	-	3,200	(3,200)	-	-
BS3 Community Care					
Make it Local - Phase I, II & III	53,529	-	(34,373)	-	**19,156**
Home Support Project	37,895	-	(27,233)	-	**10,662**
Community Matters	-	4,148	(4,148)		-
BS3 Food Projects					
BS3 Community Cupboards	16,231	4,784	(5,348)	-	**15,667**
BS3 Food Club	11,860	15,612	(17,283)	-	**10,189**
Feeding Bristol Household Support	1,026	6,380	(7,406)	-	-
Older people's services					
St Monica's Digital Inclusion	3,010	-	(3,010)	-	-
Monday Club A4A plus	-	31,337	(16,113)	-	**15,224**
Grateful Society Digital Inclusion	-	5,000	(5,000)	-	-
Early education and childcare:					
Toddler & Grandparent group	17	7,181	(7,061)	-	**137**
BCC EYP Capital Improvements	-	50,000	(9,003)	(40,997)	-
Organisational - Building improvements	-	21,290	(21,290)	-	-
Organisational - Development	7,950	33,000	(21,293)	-	**19,657**
Total restricted funds	145,401	344,302	(342,645)	(40,997)	**106,061**
Unrestricted funds					
Designated funds:					
Power to Change - Powering Up	3,700	-	(3,700)	-	-
BS3 Care	-	24,260	(24,260)	-	-
Total designated funds	3,700	24,260	(27,960)	-	-
General funds	1,129,704	2,233,638	(2,183,804)	40,997	**1,220,535**
Total unrestricted funds	1,133,404	2,257,898	(2,211,764)	40,997	**1,220,535**
Total funds	1,278,805	2,602,200	(2,554,409)	-	**1,326,596**

16. **Movements in funds (continued)**

Purposes of restricted funds

BS3 Community Webs (Social Prescribing service)

Funding from BNSSG ICB paid via Bridge View Medical (BVM) Primary Care Network (PCN). The funding pays for Link Workers who deliver Social Prescribing services, predominantly through BVM PCN surgeries.

BS3 Community Connectors

Test and learn project with multiple stakeholders, including VCSE and statutory. BS3 Community Connectors are 'go to' people that are based in the community and who support people from that community to connect with each other and help build community. BS3 Community Connectors can support with the setting-up, as well as access to, local activities, groups and services. Funding from BNSSG ICB via Knowle West Health Park Company.

Knowle West - Sirona care & health

A letter of understanding exists to enable the engagement of BS3 Community Development with the South Bristol Locality Partnership Board to help support the development of communities that live healthier and fulfilled lives.

Knowle West - Community Anchor Organisation

The South Bristol Locality Partnership seeks to bring key VCSE (place-based) Anchor organisations and services together to support communities so that people can live healthier and more fulfilled lives. Funding from BNSSG ICB via Sirona care & health and then via Knowle West Health Park Company.

Community Awards & Grants

Discretionary funding from Redcliffe Parish for individuals that are economically vulnerable and grants to support BS3 Community Development with delivery of services to those individuals.

In Community projects

General Community projects

General Community projects, including but not exclusively, administrative and financial support to projects such as "Pass the Parcel"; delivery of projects such as BS3's Stroll & Chat; . And contributions that funders such as Tesco and John James have provided.

Make it Local - BS3 Community Care

BS3 Community Care is an introductory service that matches local care seekers with local independent, sole trader, care providers. This social enterprise project launched in July 2024. Initial funding was provided as grants from Bristol City Council with income now being generated by this Community Business.

BS3 Community Home Support service

BS3 Community Home Support service is a partnership between BS3 Community Development and Sirona care & health to support people discharged from hospital on Pathway One and those on Planned Therapy, who require some additional support to undertake basic household tasks and/ or access their community. Funding from Bristol City Council, Better Care Fund.

Community Matters Fund – BS3 Care

This was the National Grid Community Matters Fund (administered via Localgiving). The Fund focused on boosting employability and supporting individuals to overcome barriers to entering the workforce. BS3 Community Care delivered a six-month project. It supported local residents who were exploring self-employment or opportunities in the care sector, including those returning to work after extended periods of absence.

16. Movements in funds (continued)

Purposes of restricted funds

BS3 Community Food Club & Cupboards

BS3 Community run a membership food club and cupboards, supporting those on restricted incomes with subsidised food and groceries. The project also receives generous donations in time and finances from Baileys Caravans to support the need of the local community. We received a £6,000 donation from them to support our BS3 Food Projects.

Home Support Fund £5.16k:

Monday Club: Provided nutritious meals (cooked by our Café) along with social interaction, improving overall wellbeing. Tuesday Club: Reached a diverse demographic and ages, bringing people together over a community lunch and allowing them to take away another meal, they can prepare at home and a recipe to give the skills to prepare the food.

Monday Club - Older people's services

National Lottery Awards for All

The funding is to support communities to build from their strengths, utilising our existing relationships and knowledge of our older community, and connecting them with our younger communities through events such as intergenerational singsongs. We bring people together on a regular basis, enabling relationships to build in and across communities.

Feeding Bristol - Winter Support Fund £1,880:

This project provided nutritious home cooked meals to those who have recently returned home from hospital, those with health conditions and mobility issues, and those who are isolated or experiencing food poverty.

Grateful Society St Monicas Digital Inclusion:

Increased Digital Confidence: The project was to deliver confidence to navigate online services independently, reducing their reliance on family members or caregivers. Including online Safety & Fraud Prevention: Sessions included guidance on recognizing online scams, helping to safeguard vulnerable individuals.

Toddler & Grandparents group - TAG

A weekly intergenerational play group for grandparents and toddlers run within the Southville Centre. Funded via donations and subscriptions.

16. Movements in funds (continued)

Purposes of restricted funds

Organisational - Buildings improvement:
from Power to Change, Community Support Fund Capital grant with match funding. Supporting buildings maintenance, improvements, and repair works; to enable the retention of existing customer base, increase the potential activity and footfall, including more environmentally sustainable options for both centres.

Bristol Leap Community Energy Fund:
The fund aims to support the development of energy-related community projects in Bristol that will contribute to the decarbonisation of Bristol. It sets out to: Reduce the use of fossil fuels. Enable communities to interact with the Bristol heat network. Support communities to reduce their energy consumption. Supporting the installation of Solar panels and associated projects within our Centres.

Bristol City Council Early Years Capital Fund:
The grant funding supported the targeted expansion of places for Under 2s and Eligible 2-year-olds. The Capital Fund was used for the expansion of under 2's room within the Chessel Centre to increase occupancy availability to local eligible and working families.

Method Consulting restricted donation:
Method Consulting made a generous donation restricted towards the greening of our buildings.

Social Investments Business – Reach fund:
The grant is aimed at helping provide the final information that investors need before they can invest in business/social enterprise development.

Organisational - Development:
Access Reach Fund - to support of the exploration of further nursery facilities in the BS3 area, to help with engagement of Triodos bank and future developments.

Bristol City Council – Community Asset Fund:
The revenue grant was to increase capacity for organisations to manage their assets for the long term. The grants contribute to better maintenance, financial management and future proofing.

Purposes of designated funds

Designated funds
BS3 Community Development designed some funds to act as match funding along with Designating unrestricted funding from Power to Change - Powering up grant.

16. Movements in funds (continued)

Prior period comparative

	At 01 April 2023 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2024 £
Restricted funds					
Communities Activities					
In Community projects:					
Community Webs	17,247	89,266	(98,199)	945	9,259
Community Connectors	27,249	52,041	(76,608)	-	2,682
BCC - Welcome Spaces	11,144	1,830	(13,235)	261	-
Knowle West - Sirona	-	10,000	(10,000)	-	-
Tech&Talk - ILOP	2,361	440	(2,801)	-	-
Hyper Local - ILOP	812	-	(812)	-	-
Alonely - ILOP	-	-	-	-	-
KWHP - Community Anchor	-	7,000	(7,000)	-	-
Quartet Community Anchor	658	-	(658)	-	-
Community Awards & grants	440	2,200	(135)	(2,505)	-
In community projects	2,649	5,892	(5,654)	(945)	1,942
BS3 Community Care					
Make it Local - Phase I, II & III	23,187	50,850	(20,508)	-	53,529
Home Support Project	-	43,342	(5,447)	-	37,895
BS3 Food Projects					
BS3 Food Club	10,327	24,920	(23,409)	22	11,860
Quartet Surplus Food Club	5,000	-	(5,063)	63	-
Feeding Bristol Household Support	-	4,081	(3,055)	-	1,026
BS3 Community Cupboards	-	16,270	(39)	-	16,231
Older people's services					
Monday Club	3,997	11,733	(17,732)	2,002	
St Monica's Digital Inclusion	23,621	-	(20,611)	-	3,010
Early education and childcare:		-	-	-	-
Toddler & Grandparent group	17	3,751	(4,608)	857	17
Organisational - Building improvements	24,376	-	(2,730)	(21,646)	-
Organisational - Development	15,000	-	(7,050)	-	7,950
Total restricted funds	168,085	323,616	(325,354)	(20,946)	145,401
Unrestricted funds					
Designated funds:					
Power to Change - Powering Up	4,000	4,000	-	(4,300)	3,700
Total designated funds	4,000	4,000	-	(4,300)	3,700
General funds	1,177,006	1,894,448	(1,966,996)	25,246	1,129,704
Total unrestricted funds	1,181,006	1,898,448	(1,966,996)	20,946	1,133,404
Total funds	1,349,091	2,222,064	(2,292,350)	-	1,278,805

17. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2025	2024
	£	£
Amount falling due:		
Within 1 year	**6,581**	7,295
Within 1 - 5 years	**8,880**	15,461
	15,461	22,756

18. Related party transactions

Trustees of the charity use the nursery services at BS3 Community Development and these transactions are carried out at arms length.

No other related party transactions occurred in the years ended 31 March 2024 or 2025.

BS3 COMMUNITY DEVELOPMENT

England & Wales - Charity number 1000544

Accounts

BS3 Community Development

Report and Audited Financial Statement

31 March 2024

BS3 Community Development Limited

The Southville Centre, Beauley Road, Southville, Bristol, BS3 1QG

Registered charity no: 1000544. Company limited by guarantee no. 2542176

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Reference & Administrative Details

Company number	02542176
Charity number	1000544

Registered office and operational address:

The Southville Centre, Beauley Road, Bristol BS3 1QG.

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Trustee/Board member		**Post**
Pete Thomas Phillips		Co-chair
Isabel Katherine Sibley Kearney		Co-chair
Sarah Louise Hughes		Whistleblowing trustee
Elizabeth Jane Normand		Safeguarding/SENCo
Sharon Cowan		
Ediane De Lima		
Helen Donaldson		Ofsted contact
Mark Duppa-Ridgway	appointed 28/09/2023	Treasurer
Ellen Roberts	appointed 07/12/2023	
Matthew Paul Traill Innes	appointed 07/12/2023	
Victoria Geraldine Newman	appointed 23/05/2024	
Peter Duncan Bird	resigned 25/01/2024	

Company Secretary and Chief Executive Officer

Dr Simon Derek Hankins

Bankers

Co-operative Bank, PO Box 250, Delf House, South Way, Skelmersdale, WN8 6WT

Lloyds Bank, 284 Wells Road, Bristol, BS4 2PY

CAF (Charities Aid Foundation) Bank 25 Kings Hill Avenue West Malling Kent ME19 4JQ

Auditors
Godfrey Wilson Limited, chartered accountants and statutory auditors
5th Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD

Chairs' Introduction

As joint Chairs of the Board of Trustees, we are justifiably proud to present the Annual Report and Financial Statements describing BS3 Community Development's work during 2023-24.

The charity exists to improve the health, wellbeing and sense of belonging of all those people living in, and regularly visiting the BS3 postal area in South Bristol. The breadth of activities in this report demonstrates the many ways BS3 Community Development contributes to the lives of local people.

We provide 158 nursery places for babies and children across the Southville Centre and the Chessel Centre, with our team working hard to provide high quality and inclusive childcare. We are proud to be further developing our expertise and reputation in supporting children with additional needs.

Our café at The Southville Centre continues to welcome a wide range of community members to enjoy healthy, affordable meals and is a place to connect with others. The rooms in our centres are booked by clubs supporting wellbeing, from baby ballet to Tai Chi and we continue to grow our events offer. We have also been working to reduce the carbon footprint of our buildings and make them more comfortable.

Our outreach work continues to expand as we tackle the loneliness epidemic. Our Communities team have a real talent in working with residents to understand what would help them feel connected and less isolated. We have organised shared meals, games nights, an information café, a regular older people's group, food clubs and befriending services. This year we also set up a new community business, 'BS3 Community Care' which aims to enhance the adult social care provision in Bristol and match local care seekers with self-employed care providers.

Our buildings are hubs for the community, but it is our people who are the heart of this charity. We would like to extend our deepest thanks to the 94 staff members, 42 volunteers and ten trustees whose commitment and dedication to the community has been exceptional. None of this would be possible without you. We look forward to continuing to work together over the coming years to serve the needs of our neighbours around BS3 as best we can.

Chief Executive Officer's Statement of Objectives and Activities

Each year since the pandemic we have hoped that things would settle down again and become more 'normal', as they seemed to have been pre-pandemic; however, 2023/24 proved to be yet another hugely challenging year for us – the tail of the pandemic, added to by what has happened since, seems to be long and wagging.

We continued to experience financial challenges and, although staff retention and recruitment also continued to be a bit of a challenge, that seemed to ease a little in 2023/24 and be more manageable.

Unfortunately, we made a financial loss in 2023/24. We were aware that 2023/24 would be financially challenging for us and had developed an income strategy and approach to mitigate the expected loss; however, due to several factors, the mitigation factors weren't fully realised, hence ending the year with an income against expenditure deficit.

At this time, we do have a healthy level of free cash reserves and used some of those to ensure that the charity could continue to operate and deliver our range of services and activities for our beneficiaries.

The cost-of-living crisis significantly, and rapidly, increased the cost of running our two buildings, and the charity. That, coupled with the withdrawal of funding by one of our longer-term funders, and other factors, meant that we needed to increase the charity's income rather quickly, which is not an easy task since we cannot pass on our increased costs to our customers in the way that commercial organisations do.

Childcare is a significant and important part of the charity's offer to our community. In 2023/24 we continued to experience a shift in how parents access childcare with us. We believe that this is mainly due to the change in work-practices where more people work from home, especially on a Friday. This has resulted in the number of children accessing our nurseries on a Friday dropping-off quite significantly.

Over the rest of the week (excluding Fridays) our nursery occupancy levels have remained pretty consistent to that which it was before the pandemic; however, with some changes to our nursery structure, the large increases in salary that we have provided to (all) staff over the past two years, and the increased costs of operating the nurseries *per se* due to the cost-of-living crisis, it has meant that the contribution that our nurseries make to the running of the charity has fallen – that shortfall in contribution, and income to cover the increase in our overall running costs, needs to be achieved via other means.

We recruited a Fundraiser to apply to Charitable Trusts and Foundations for grants to support our work, as well as secure grants to support the general running costs, the core costs, of the charity.

During the pandemic there were quite a few funders that provided grants to support the core costs of charities; however, by 2023/24 we discovered that very few funders had continued to provide such grants, and the ones that we found that did only did so for organisations that have a far lower annual financial turnover than us.

For various reasons the number and value of grants applied for, and our success rate, were lower than expected, also, our grant writer left in December 2023, just seven months after joining us, which meant that we didn't achieve our income target for grants. We re-recruited to the Fundraiser – Trusts & Foundations post; Lila Teasdale joined us towards the end of January 2024.

During the pandemic we closed both of our community centres to the public, which meant that the café in the Southville Centre was also closed. At that time the nursery catering, and café, were being provided by a local third-party caterer, Kate's Kitchen'. By mutual consent Kate's Kitchen handed back the contract to us. We decided to bring the catering and café in-house, and so when the Southville Centre re-opened to the public we launched 'The School Room Café'. The nursery catering was contracted out to a local specialist early years caterer - Early Years Catering.

The Café made a relatively large loss in 2022/23 (first full year of trading), this was reduced in 2023/24. Becky Kay, Catering & Café Manager, started with us mid-September 2023, and has embraced the integration of the catering and café into our community development work. The projection is that the trading loss will be reduced still further in 2024/25 and reach break-even, and make a small surplus, in 2025/26. The loss in 2023/24 added to that year's financial challenge.

Ruth Green, Head of Communities & Engagement, left us late April 2023, and was replaced by Emm Rodman, Head of Communities, in early June 2023. Amongst other things, Emm has been focused on increasing room hire, attracting people to use our buildings for parties and weddings, and putting on various events and activities to boost income and encourage more people to use the café.

We also recruited Carla Snell, Care & Wellbeing Manager, in early January 2024 to develop and launch, and then grow, our 'BS3 Community Care', Introductory Platform. This new Social Enterprise Community Business seeks to match local care seekers with local (and beyond), self-employed, care providers, and so help support the Adult Social Care provision in Bristol. The idea is that this Community Business will help provide a balance to our Nurseries as an income generator for the charity, whilst also helping us to deliver against our Charitable Objects at the same time.

Despite the various challenges that the charity faced in 2023/24 we have maintained and expanded our various services and activities and continue to support those within our community who are less fortunate than others, who are isolated and feel lonely, as well as those who are being adversely affected by the cost-of-living crisis, food poverty and more.

Achievements and Performance

Despite experiencing some challenges, we are proud of what we have achieved over 2023-24. As always, our teams are at the core of everything we do and make our successes possible. Here are some of our highlights;

Our buildings

We continue to explore how to make both of our buildings more comfortable to be and work in, as well as seeking to further reduce the environmental footprint of our buildings and the charity.

We secured a Power to Change 'Powering Up' Fund grant that enabled us to work with various consultants to audit our buildings and begin to develop approaches to achieve improved comfort and reduce the charity's carbon footprint.

Hugh Harris, Buildings & Facilities Manager, who was supporting this work, left us in late September 2023. We recruited Tom Collins, Centre Manager, in late March 2024 to replace Hugh, and take responsibility for our reception function.

Tom has picked up supporting the retrofit work, which is continuing into 2024/25 with the development of a clear approach to achieving the above goals. This will be talked to in more detail in next year's Annual Review.

Jo Langford, Communities Manager, planned the 2024 installation of a hearing loop in the Milford Hall.

Our people

We continue to work with our staff to improve the experience of working and being part of BS3 Community, our annual and pulse surveys produce information that we listen to and work on producing meaningful outcomes from suggestions, during 2023-24 we strengthened our IT offer and available resources for staff purchasing new and improved IT equipment for office and nursery-based staff. We also worked across the top five themes that came from the annual survey feedback, from getting to know our trustees to pay and benefits. We are very proud to serve as an employer in the area and value our employees and volunteers highly.

Monitoring Evaluation & Learning (MEL)

We started working with Dr Roz Steward-Hall with the Members of our Monitoring, Evaluation & Learning (MEL) Working Group to support us through a process of exploring and defining the purpose and scope for our monitoring & evaluation work. We have also explored how we can achieve the developed goals for this work using a

variety of methodologies, including revising our annual community survey for use in the summer of 2024.

Equality Diversity Inclusion & Belonging (EDIB)

The charity is proud of its continued development of its EDIB working group. We have a core group of staff that regularly attend and volunteer to drive this work forwards. We have commitment from the trustees and Senior Management Team to support the implementation of new practices and ideas and having signed up to the Bristol Equalities Charter, we are working through our charter pledges to ensure that as an organisation delivering services, as an employer and as individuals we have exemplary behaviour and continue to learn and develop.

Our Work

Early Education & Childcare (EE&C)

We provide 104 nursery places for children between the ages of 10 months and 5 years at the Southville Centre and a further 54 spaces at the Chessel Centre.

Our mission is to provide a safe place with high-quality, inclusive care and education. We aim to support children in becoming active, inquisitive, and independent learners by providing exceptional care, opportunities for learning and educational plans based on individual needs. We strive to build secure attachments and support emotional wellbeing through positive, meaningful relationships with children, their parents, carers, and the wider family.

During April 2023 – March 2024 our priorities were to maintain high quality Early Years provisions, supporting our children, their wider families and expanding on our external activities. Our Charity Nurseries have supported 33 children in receipt of two-year entitlement funding and over 32 children with additional needs. During August 2023, a new SEND and Behaviour Department was created to support our desire to improve the outcomes for children with SEN funding.

Our staff supported 48 children, in small groups, with Forest Sessions throughout the year, we engaged with Kidslingo for French and Spanish sessions with a total of 241 bookings.

<u>During Spring 2023</u>

We were collating Pulse Survey results from the March 23 survey, to understand our parents/ carers needs into 2023-24. It was decided that professional photography at the Chessel Centre was needed, and recent photos enhanced our marketing resources. BS3 Community were then approached for professional photos for Bristol City Council materials, e.g., in a new edition of Bristol Standard.

BS3 Community developed a new SEND provision with trained staff to offer a bespoke new offer to support the child with SEND needs. This was a new initiative and has since been rolled out across both our provisions.

Our links with Windmill City Farm allowed preschool farm visits for all school leavers plus 2-year-olds with additional funding.

Two leads represented BS3 Community Development at the UWE Conference, proudly promoting and celebrating Early Years work and achievements and our ambition to encourage more men into Early Years work.

During summer 2023

We had our first summer fruit and vegetables planting project, parents were encouraged to be actively involved and the children met Jo Ingleby (Head of Food Education). This project was important to raise awareness of portion sizes and healthy child weight. Resources were provided, alongside other parent information leaflets rolled out across our services, such as Behavior Support, and Handling Emotions.

Staff training on new online learning monitoring system – Famly which we moved across from previous Tapestry. Parent's/ carers began transferring to Famly in September 2023.

A Graduation celebration was held in the Milford Hall for all three preschool rooms. During August, we remodeled the layout of the Raleigh Room and created a new sensory room. Alongside this we introduced home visits to help build stronger relationships with parents in term time only provision.

In August we celebrated our first apprentice qualifying through our internal training hub offer. Two new internal apprenticeships joined us on their Early Years Educator Level 3 Apprentice. We then have a total of four apprenticeships embarking on their studies to become qualified.

During Autumn 2023

We had a Health and Safety Audit, conducted by Bristol City Council, and passed.

A research project support for Alison Tobin, a PhD student from Birmingham City University was undertaken. Our setting was suggested to Alison by Dr Donna Gaywood, a Coordinator of Special Interest Group: Children from refugee and migrant backgrounds at European Early Childhood Education Research Association (EECERA). Our Head of EE&C applied for funding by exploring 'How play may support the mutual, democratic acculturation of migrant and host children in UK early years settings 'and was successful.

Equality, Diversity, Inclusion and Belonging room checklist to audit resources was undertaken. Including Black History Month leaflet and Centre-wide resources bought.

A second Deputy manager was appointed, expanding our EE&C management team and six students from University of Bristol joined BS3 community nurseries to complete their placement hours.

During Winter 2023-2024

In the run up to Christmas, singing and party celebrations were undertaken bringing lots of laughter and happiness across all the nursery and preschool rooms.

Our SEND Department applied and was the only nursery to be chosen for a speech and language learning program trail - called NELI for all three preschool rooms.

LGBTQ+ History month leaflet produced, and Centre-wide resources bought.
A long-standing member of our team, Linda passed away. The community and our staff displayed butterflies around our Centre's to mark our sadness.

Spring 2024

Our staff were collaborating with the Communities Team. We offered networking opportunities to our families, supported those who need access to housing advice and food banks. We have been working with health professionals to support our staff, helping tackle issues of social, geographic, and economic isolation. Information sent to families about the new funding scheme.

Our Deputy Managers attended two days, PEEP training. Sessions will be offered to families who will benefit from those learning sessions. PEEP is a program to support parents with young children, it is learning, teaching, and reflecting. It is all about giving parents / carers information and knowledge confidence in supporting their children learning and developing. Those sessions, delivered in smaller groups (around 6 – 8 families) are wonderful opportunities for families to build a network amongst them, to connect with others, to empower them in confidence of raising their child.

We are extremely proud of our nursery settings and feel proud to support local families in giving children the opportunity for the best start in life. Our team is dedicated to achieving high standards and further developing our Childcare offer.

Communities

As an organisation we have experience in addressing isolation and loneliness. We engage with what residents want and need and help them feel connected during uncertain and challenging times. We set up a multitude of initiatives to help combat these issues:

- Check in & Chat befriending service, a programme matching volunteers with like-minded residents for regular phone calls. In autumn 2023 we ended this service, originally developed as part of our covid response, supporting community resilience.
- Fruit & Veg bag delivery service for families/ carers at local BS3 primary schools.
- We started to host social mornings for the Centre for the Deaf in our cafe.
- Shared community lunches at the Southville Centre in collaboration with local business Batch Cook Club, to tackle isolation by bringing people together.
- A day trip for our older people’s Monday Club.

- Launched a new annual survey ‘Your Voice, in Your Community’ to capture local voices. Informing the development of our event through co-design.
- Our games evening continued Thursdays, including providing soup/ sandwiches and a hot drink for participants.
- We ran a wellbeing event, working with local stakeholders to provide information and support. Collaborators included Everyone Active, Sirona care & health, Vitaminds (NHS Talking Therapies), Centre for the Deaf, and showcasing our new BS3 Community Care service.
- We launched a new information cafe in response to demand for digital skills support and access to consumer and resident information and resources.
- We launched a new winter annual appeal ‘The Friendship Appeal’ to encourage donations for our older people’s group, the Monday Club. Club members reflected on how BS3 Community Development fostered friendships in a print campaign featuring photograph portraits of the members.
- Donations have enabled the charity to buy essential items for residents, such as slow cookers, microwaves and Asda vouchers.
- Our management team attended meetings to further the development of a community hub on East Street. Contributing to a collective business plan, being published in late 2024.
- Further donations have enabled the charity to buy a curling sports set and a new large projection screen to support community film screenings.
- We continue to support economically vulnerable residents with access to fresh and affordable food, BS3 Food Club is now managed and delivered by BS3 Community Development.
- A new Qigong class started in May 2023, facilitated by a volunteer.
- Planning continued to launch a dry Food Pantry in summer 2024.
- Our work with Bristol, North Somerset, South Gloucestershire (BNSSG) Integrated Care Board (ICB) has continued with our CEO continuing in the role of co-Chair of the South Bristol Locality Partnership (SB-LP) Board and other staff engaging in various of the SB-LP Working Groups.
- We have continued to provide our BS3 Community Webs Social Prescribing service to Bridge View Medical (BVM) Primary Care Network (PCN) which has supported many residents with a wide range of needs.
- We have continued to host and manage the SB-LP (BNSSG ICB-funded) Community Connectors who continued to work along Marksbury Road, helping residents to connect to one-another and set-up groups and activities of interest to them, thereby helping build community.
- We have been involved in the SB-LP-funded, South Bristol VCSE (Voluntary, Community, Social Enterprise) Community Anchor Organisations ‘conversations’ with residents around issues of importance to the SB-LP and fed back the results of those conversations to the SB-LP that help set the work of the SB-LP.
- Our new Social Enterprise Community Business ‘BS3 Community Care’, pump-primed with funding from Bristol City Council, was further developed (and launched late June 2024). BS3 Community Care matches local care seekers with care providers.

- We also started our BS3 Community Home Care service in partnership with Sirona care & health. This service works alongside the Sirona INT (Integrated Network Teams) in BS3 and supports people who are discharged from hospital (on pathway one) who require a level of continued medical intervention and a level of domiciliary care/ home support – our BS3 Community Care Worker provide required home and social support to residents.
- Our Lead Community Connector was joined by a newly recruited Community Connector, as part of the South Bristol Locality Partnership. The work continued to support six community groups across the BS3 area, including an Art group, Knitting, Darts, LBGT and a Morning Social group. We continued using the Quaker's Meeting House on Marksbury Road to bring activities closer to community in that area.

Community Centres, Room Hire & Events

- During the year 2023-24, we proudly managed weddings for couples from the local community. This work formed part of the ongoing development of our in-house event management public offer. In spring 2024, a new wedding brochure was designed and promoted alongside more printed adverts promoting the Milford Hall for large events.
- New room booking software Skedda was launched in February 2024 to support more functionality, design development and integration with our website.
- We installed a solar pv array on the rooves of the Southville Centre July 2023 which will provide up to 25% of the centre's electricity usage.
- We continue to support our long-term regular room bookers, including yoga, Pilates, football, Jolly Tots (music for babies), Tai Chi. We welcomed several new popular classes including baby ballet, baby sensory and diabetes prevention workshops.
- In May 2023 we celebrated the King's Coronation with a community lunch, enjoyed by over 50 local people.
- We continued our community screening films, screening Back to the Future, Cloudy with a Chance of Meatballs and two Christmas Films; Elf and The Grinch.
- We have continued running our LGBT+ FAB (Friends Aging Better) Café at The Tobacco Factory with volunteer support.
- In the Summer of 2024, our long-standing tenants Music Space, have left given notice on our premises at the Caretakers Cottage, the Southville Centre, to pursue a more outreach and community-based approach. We are currently expanding our own office space needs and our room hire offer, whilst we also consider any other opportunities that this may give us.

Income Generation

Early Education & Childcare

Our nursery provision generates income via nursery spaces paid for by parents and through the delivery of government funded Free Early Education Entitlement (FEEE) spaces. This contributes toward the support of the running of the centres and the wider offer we can bring to the community in BS3.

Community Centres, Room Hire & Events

2023-24 saw the growth in the demand for our room hire, giving access to the local community for children's and community activities, health & wellbeing opportunities and classes. We continued to deliver the support service for the cost-of-living crisis with access to available partner agencies, hot meals, snacks and refreshment as part of Bristol City Councils' Welcome Spaces initiative through to the winter 2023.

Grant Writing

In 2023-24 we applied for a total of 30 grants (16 in 2022-23) that had a total value of £222,940, of which we secured £80,798 from 14 funders. The focus of our grant applications has been to support our older peoples services, including digital inclusion and much-loved Monday Club social space. We have continued our work in support the community with our food projects.

Music Space sub-lease

We lease part of the Southville Centre to Music Space, a charity that provides music therapy to around 400 children, young people and adults each week across the Southwest. They use music making to help people communicate and express themselves. The original lease ended 31st March 2022; we have been in negotiation with Music Space since then to renew the lease. Those negotiations have continued throughout 2023/24 and into 2024/25; the outcome will be highlighted in next years' Annual Review.

Catering & Café

A new Cafe and Catering Manager was recruited in September 2023 to support the growth and development of the cafe and the nursery teas offer. The nursery food is currently still sub-contracted to local award-winning company Early Years Catering in the BS3 postcode. The Café plans to take over the production of nursery afternoon teas within the Chessel Centre to support its breakeven targets later in 2024-25.

The Café is building on its customer base and, during the cost-of-living crisis, has provided a safe and welcoming space for community members as well as hot meals and refreshments to those wishing to attend local community activities and advice sessions as well as expanding on community activities and events.

Fundraising Activities

A far greater focus was placed on fundraising via grants in 2023/24 with the recruitment of Nia Evans, mid-May 2023; however, Nia left us late December 2023. We recruited Lila Teasdale, Fundraiser – Trusts & Foundations, late January 2024.

We continued to receive donations from Bailey's of Bristol and are incredibly grateful for those as they have helped keep our much needed, and highly valued, BS3 Community Food Club going, as well as supported the development of two BS3 Community Pantries (that provide dried food products at highly discounted cost to those in need).

Bristol Beer Factory also offered free beer for us to sell at our various events, etc, as a donation to support our charity's work. This is an incredibly generous offer, and we thank Sam Burroughs, Managing Director, and his team for their generosity.

Emmeline Rodman, Head of Communities, was recruited early June 2023 and has, amongst many other things, been focused on increasing our room hire, encouraging parties at our centres and weddings at the Southville Centre, as well as putting on events and activities to both increase income, plus bring more people into the Southville Centre, who may then use The School Room Café.

We continued to receive pro-bono support from:

- **The Cranfield Trust**, who help charities unlock new levels of potential. The Cranfield Trust is the leading provider of pro-bono consultancy and management support for charities in the UK. Their network of highly skilled volunteer consultants and advisers helps charities succeed and thrive by offering mentoring, management consultancy, peer support, advice, training and information. They deployed Kit Beazley to support us with the development of our three-year business plan.
- **Bevan Brittan LLP**, a UK Top 100 law firm providing legal and advisory services advising businesses across construction, energy & resource management, higher education and financial services sectors, complementing the firm's market leadership within housing, local government and health and social care. Bevan Brittan have been supporting us to re-negotiate the lease agreement with Music Space.
- **Studio Lime Architects**, they are a young, enthusiastic architectural practice. Their Bristol-based studio team is experienced in efficiently delivering dynamic projects. They work closely with a diverse range of clients, to design elegant, bespoke building solutions and have experience in several sectors with a particular strength in education. Studio Lime have been providing architectural

drawings, exploring the potential to use the loft space above the reception area as office space.

Our Team

By the end of 2023-24 we had 94 employees:

- 43 full-time.
- 46 part-time.
- Five with casual worker contracts.

Equivalent to 64 full-time employees, with a total of 40% of the workforce based in the BS3 postcode area. Several staff reached key long service milestones: 19 with five-years, five with ten-years, three with fifteen-years, and one with twenty-five-years.

Outside of our trustees, our regular volunteer numbers, operating within a range of our services, are 40, mostly weekly, typically offering between two and five hours a week.

At the end of 2023-24 we had ten trustees and two probationary trustees. The majority of whom are from the BS3 postcode area. Our trustees play an active part in our work; with a trustee dedicated to each nursery room and Elizabeth Norman as our SEND and Safeguarding trustee and Helen Donaldson as our Ofsted trustee.

We aim to recruit professionals that are passionate, enthusiastic and who's values are shared with those of the charity. During the year we had five qualified teachers working within our nurseries. Within our recruitment process, we focus on promoting equality, diversity, inclusion and belonging, and we continue to develop processes to support this.

In 2023-24 we offered further apprenticeship opportunities, and currently have three apprenticeships linked with City of Bristol College. We offer support, coaching and training to students via our continually growing internal training hub, shared knowledge, and resources.

- One employees received their Early Years Level 3 certification.
- One employee received their Early Years Level 6 certification.

We invest in staff continuing professional development with four main certifications*

*Early Years Teacher Status (EYTS), Early Years Professional Status (EYPS), Early Years Level 3, Apprenticeships levels 2 & 3.

Other non-statutory training included:

- First Aid.
- Manual Handling (of children).
- Child Protection & Safeguarding.
- Food Hygiene (Level 2).
- THRIVE mental health champion training.
- Creating an inclusive workforce – EDIB.
- Domestic Abuse Awareness.
- Boundaries Training
- Designated Safeguarding Lead.
- Fire Warden.
- SEN Level 3.
- English level 2 (English as a Second Language)
- First Aid; CPR and defib.
- Exploring gender identity – EDIB.

We thank all our staff, volunteers, and trustees for their commitment to the charity with flexibility, understanding and support to one-another, throughout the challenges of 2023/24.

Future Plans

Our future plans align with four key strategic areas of development.

1) Enhancing the overall wellbeing and health of BS3 residents.
   Through supporting people to address what matters to them, to include mental health, physical wellness, access to healthcare and to address the wider determinants of wellbeing and health.

2) Fostering happiness, a sense of belonging and social cohesion.
   By creating spaces and programmes that foster social interactions and inclusion.

3) Supporting a great start in life, supporting parents, improved educational and economic prospects for residents.
   Providing excellent childcare, enhancing educational resources, job training and employment opportunities.

4) Maintaining BS3 Community Development as a great place to work.
   Through continued investment in, and opportunities for, our staff and volunteers, including our trustees, through ensuring a clean, comfortable and accessible work environment and great internal communication.

Financial Review

Investment Policy & Performance

BS3 Community Development has a measured attitude to risk, consciously investing cash funds into financial institutions/ companies involved in the Financial Services Compensation Scheme (FSCS). During 2023/24, BS3 Community Development will continue to review its investment policy and seek to protect reserves and cash held by the organisation.

As of 31 March 2024, BS3 Community Development had investments in different term funds, namely:

- Business bank accounts;
- Deposit bank accounts (instant access); and
- Savings bank accounts (instant access).

Investment Decisions

Where appropriate, the Head of Finance & Operations or Trustees propose new or updated investments to the Finance sub-committee; these are actioned only if approved by that standing committee and sanctioned by the full board.

Investment Management

BS3 Community Development investments are reviewed according to the terms of the investment. Investments are monitored to ensure that the interest rate secured is acceptable to the Finance sub-committee members and trustees.

Going Concern

The trustees are confident that BS3 Community Development remains a going concern.

As of 31 March 2024, the charity held unrestricted, general free reserves of £345,557. This is made up of unrestricted, undesignated funds and are not committed to, or invested in, tangible fixed assets, or long-term liabilities.

As of 31st March 2024, the cash balance was £601,442. An unrestricted deficit of £47,602 was recorded over the course of the fiscal year.

The trustees consider that the charity has sufficient unrestricted, undesignated funds. Projected income for childcare, community services and grant raising continues to make the charity a viable going concern for a period of at least 12-

months from the date on which these financial statements are approved. The trustees therefore consider it appropriate to adopt the going concern basis for the preparation of the accounts.

Financial Risk Management, Objectives & Policies

Trustees are integrally involved in the scrutiny of organisational planning and in reviewing all major risks. Sub-committees also support the Senior Management Team (SMT).

Close oversight of financial performance and especially cash-flow, continues.

- The charity maintains a Risk Assessment Framework and Risk Management Policy which includes a financial risk section.
- The Risk Register is updated and reviewed quarterly.
- The SMT, managers with budgetary responsibilities, members of the Finance sub-committee, other sub-committees, and the board-of-trustees review financial reports monthly and quarterly.
- All payments are approved/ authorised by a minimum of two members of SMT.
- Transactions exceeding £2,000 that do not appear in the budget have trustee authorisation in addition to SMT authorisation.

Principal Risks & Uncertainties

We recognise the cost-of-living crisis is easing for some communities but not all, and this continues to influence demand for services. During 2023-24 fundraising targets for the charity remained high, and grants and funding available hasn't always matched our own internal priorities, this played out as a reduction in funds applied for and received compared to the prior year. We also made significant use of smaller funds, to which either match was required or multiple funders were required to support different areas of delivery. Fundraising for the delivery of some of our core services continues to be a current risk.

Rising costs, particularly rising salaries, have also had their impact this year, and we are mindful to balance the needs of the services we deliver, to ensure quality and consistency of safe delivery against the needs of the charities finances and our desire to work towards achieving the Real Living Wage – Foundation Living Wage for all staff.

Other principal risks in the charity are some of the unfunded areas of activity in delivering our community services and our café and catering provision. The café continues to build on its reputation and enhanced by some of the community events, is still working towards a cost neutral position with the backing of the trustees. We recognise that it will take time to establish the charity's offer and therefore remains a risk during this period.

Reserves Policy

The charity intended that it would start to use a risk-based analysis to set reserve figures, based on the make-up of the charity's income, although this has not been undertaken yet, the reserves were set based on the Armageddon model of three-months running costs.

The financial risks and liabilities the charity could be exposed to, should it be forced to close, have been reviewed and a Reserves Policy was previously adopted. The range and level of reserves required by the charity is set out below and prioritised in the following order.

- A total of £486,583 has been set as an unrestricted cash reserves target, which represents three-months trading from our 2023/24 actual cost. At year end, the charity held £345,557 of unrestricted free reserves.

BS3 Community Development agree income and expenditure levels during the annual budgeting process, alongside scrutiny of income streams and expenditure requirements during the year. Levels of surplus income are reviewed during each financial year.

Structure, Governance & Management

Constitution

The company is constituted under an Articles of Association and is a registered charity, number 1000544.

Method of Appointment or Election of Trustees

Trustees of BS3 Community Development are all volunteers. Trustees are each elected and co-opted under the terms of the Articles of Association for a period of up to nine-years.

The management of the charitable company is the responsibility of the trustees. The trustees constitute as directors of BS3 Community Development for the purposes of the Companies Act 2006 and are trustees for the purposes of the Charities Act 2011.

There is a limit of fifteen trustees who can be elected by the BS3 Community Development membership at the Annual General Meeting (AGM). At the AGM, either one third, or three, (whichever is the greater number) of the trustees stand for re-election. If they so wish, or if agreed by the Board, the longest serving third or three, step-down and put themselves forward for re-election. The Chair (or co-Chairs) and vice-Chair are elected annually by the trustees at the first meeting following the AGM.

Policies Adopted for the Induction and Training of Trustees

To ensure that new trustees are appointed regularly, the Board members undertake a regular skills audit of current trustees and matches those against the skills required by our strategic business plan. When recruiting new trustees, the Board members aim to attract a diverse range of candidates who have the skills, expertise and experience the charity needs.

Potential trustees are given a formal induction to the charity and provided with the Articles of Association, business plan, information on our activities and services and

organisational structure. Trustees are also given information on the role's responsibilities and charity law.

Trustees undertake a formal probationary period, during which they are expected to become a Member of BS3 Community Development, become familiar with our activities and attend at least three trustee Board meetings as non-voting participants. On completion of a probationary period, they can be formally co-opted as a trustee by the trustees prior to standing down and being put forward for election at the next AGM. Prior to being elected, potential trustees complete a formal trustee declaration.

Pay Policy for Senior Staff

The SMT salary and rewards are associated with specific roles, which are not gender specific. Parity is sought between the same or similar jobs.

Organisational Structure and Decision-making

The Board-of-trustees is ultimately responsible for the overall control and strategic direction of BS3 Community Development, including ensuring that the organisation abides by any legal requirements. Day-to-day management is delegated to our CEO and the senior management team.

The senior management team comprises of:

- Simon Hankins, Chief Executive Officer
- Becca McDougall, Head of Finance & Operations
- Kelly Murphy, Head of Early Education & Childcare
- Ruth Green, Head of Communities & Engagement (left April 2023).
- Emm Rodman, Head of Communities (joined June 2023).

The trustees have paid due regard to the Charity Commission's public benefit guidance in their strategic direction and decision-making process.

Membership

BS3 Community Development is a membership organisation. Anyone can become a 'Member' with a two-year membership costing £2. Trustees must be Members.

Each year, BS3 Community Development has an Annual General Meeting (AGM) where all Members are entitled to vote for those standing for available places on the Board-of-trustees.

We also have 'Supporters'; there is no fee to be a Supporter. Supporters receive regular news about BS3 Community Development.

Risk Management

The trustees have adopted a Risk Management Framework and have considered the major risks to which the charity is exposed. This framework is understood by trustees and is actively considered (where practically possible) in staffing structures, benefits packages, recruitment, review systems and training budgets, including trustee training.

The trustees are satisfied that all operational systems are in place to ensure sound governance and management of the charity; this has been upheld in the monitoring undertaken by our funding bodies and auditors.

Trustees' Responsibilities Statement

The trustees (as directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements. This is in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each fiscal year, which give a true and fair view of the situation of the charity and of the income and expenditure for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice 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 presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and

- The trustees have taken all steps that they ought to have, to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees 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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are Members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

The auditors, Godfrey Wilson Limited, have indicated their willingness to continue in office. The designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

Trustees' Statement

The trustees (as directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of BS3 Community Development (the company) for the year ending 31 March 2024.

The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the SORP, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard, applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the trustees on 19 November and signed on their behalf by

Isabel Kearney and Peter Phillips, Co-Chairs

Independent auditors' report

To the members of

BS3 Community Development

Opinion

We have audited the financial statements of BS3 Community Development (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. 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 charity's affairs as at 31 March 2024 and of its 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.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 charity'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.

Opinion 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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 obtained all the information and explanations necessary for the purposes of 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' report and from the requirement to prepare a strategic report.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees (who are also the directors of the 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 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report
This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alison Godfrey

19 November 2024

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:
GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

BS3 Community Development

Statement of financial activities *(incorporating an income & expenditure account)*

For the year ended 31 March 2024

	Note	Restricted £	Unrestricted £	**2024 Total £**	2023 Total £
Income from:					
Donations	3	37,907	26,197	**64,104**	43,735
Charitable activities	4				
Early Education and Childcare		-	1,772,039	**1,772,039**	1,764,449
In Community and Older People's Services		285,709	-	**285,709**	210,486
The Centres		-	98,980	**98,980**	151,259
Investments		-	1,232	**1,232**	1,014
Total income		323,616	1,898,448	**2,222,064**	2,170,943
Expenditure on:					
Raising funds		-	27,710	**27,710**	16,067
Charitable activities					
Early Education and Childcare		-	1,711,583	**1,711,583**	1,614,299
In Community and Older People's Services		314,356	-	**314,356**	258,067
The Centres		10,998	227,703	**238,701**	266,599
Total expenditure	6	325,354	1,966,996	**2,292,350**	2,155,032
Net income / (expenditure)		(1,738)	(68,548)	**(70,287)**	15,911
Transfers between funds		(20,946)	20,946	**-**	-
Net movement in funds	7	(22,684)	(47,602)	**(70,287)**	15,911
Reconciliation of funds:					
Total funds brought forward		168,085	1,181,006	**1,349,091**	1,333,180
Total funds carried forward		145,401	1,133,404	**1,278,805**	1,349,091

All of the above results are derived from continuing activities and additional funding that contributes to the Communities Activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 17 to the accounts.

BS3 Community Development

Balance Sheet

As at the 31 March 2024

	Note	£	2024 £	2023 £
Fixed assets				
Tangible assets	11		**1,232,547**	1,217,183
Current assets				
Stock	12	**2,849**		2,947
Debtors	13	**77,429**		35,071
Cash at bank and in hand		**601,442**		799,157
		681,720		837,175
Liabilities				
Creditors: amounts falling due within 1 year	14	**(187,062)**		(233,103)
Net current assets			**494,658**	604,073
Total assets less current liabilities			**1,727,205**	1,821,256
Creditors: amounts falling due after more than 1 year	15		**(448,400)**	(472,165)
Net assets	16		**1,278,805**	1,349,091
Funds	17			
Restricted funds			**145,401**	168,085
Unrestricted funds				
Designated funds			**3,700**	4,000
General funds			**1,129,704**	1,177,006
Total charity funds			**1,278,805**	1,349,091

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 19 November 2024 and signed on their behalf by





Isabel Kearney - Co-Chair Peter Phillips - Co-Chair

BS3 Community Development

Statement of cash flows

For the year ended 31 March 2024

	2024 £	2023 £
Cash used in operating activities:		
Net movement in funds	**(70,287)**	15,911
Adjustments for:		
Depreciation charges	**25,596**	23,984
Dividends, interest and rents from investments	**(1,232)**	(1,014)
Interest paid	**29,072**	32,946
Decrease / (increase) in stock	**98**	(2,023)
(Increase) / decrease in debtors	**(42,358)**	73,136
(Decrease) / increase in creditors	**(48,110)**	(39,959)
Net cash (used in) / provided by operating activities	**(107,221)**	102,981
Cash flows from investing activities:		
Dividends, interest and rents from investments	**1,232**	1,014
Purchase of tangible fixed assets	**(40,960)**	(69,474)
Net cash used in investing activities	**(39,728)**	(68,460)
Cash flows from financing activities:		
Repayment of borrowing	**(50,767)**	(616,816)
Cash inflow from new borrowing	**-**	280,000
Net cash used in financing activities	**(50,767)**	(336,816)
Decrease in cash and cash equivalents in the year	**(197,716)**	(302,295)
Cash and cash equivalents at the beginning of the year	**799,157**	1,101,452
Cash and cash equivalents at the end of the year	**601,442**	799,157

Analysis of changes in net debt

	At 1 April 2023 £	Cash flows £	Other non-cash movements £	**At 31 March 2024 £**
Cash	799,157	(197,715)	-	**601,442**
Loans falling due within 1 year	(20,833)	(22,902)	20,833	**(22,902)**
Loans falling due after 1 year	(472,165)	(448,400)	472,165	**(448,400)**
Total	306,159	(669,017)	492,998	**130,140**

1. Accounting policies

a) Basis of preparation

BS3 Community Development is a charitable company limited by guarantee registered in England and Wales. The registered office address is The Southville Centre, Beauley Road, Bristol, BS3 1QG.

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in 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.

BS3 Community Development 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).

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of goods and services being delivered, including nursery provision, events and room hire is deferred until criteria for income recognition are met.

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

1. Accounting policies (continued)

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the organisation and the costs are shared on the basis of activity on a percentage of square meterage used. Irrecoverable VAT is included in 'running costs' in note 6.

h) Allocation of central costs

Support and governance costs:

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including costs of complying with the constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated across the activities of the charity using square meterage and full time equivalent employees of each activity, or funder's specific or agreed requirements, as cost drivers.

Centre costs:

Along with the allocation of support and governance costs, the charity also apportions some of the Centres' expenditure for buildings, running and staffing costs across the activities of the charity. This full cost recovery method better reflects the true cost to the charity of each activity and the Centres. The charity has developed percentage formulae based on square meterage for buildings costs, and full time equivalent employees for running and staffing costs. These formulae are used as cost drivers or those specific to funders requests or agreed requirements. Costs are then allocated back to each charitable activity. Formulae templates are adjusted annually to ensure a true reflection of the charity's activities in its finances.

i) Tangible fixed assets

Depreciation is provided at rates calculated to write-down the cost of each asset to its estimated residual value over its expected useful lifetime. The depreciation rates in use are as follows:

- Leasehold improvements — 2% straight line basis
- Fixtures, fittings and equipment — 25% straight line basis
- Land and buildings — 2% straight line basis (retaining land value of £275,000)

Items of equipment are capitalised where the purchase price is, or exceeds, £1,000.

1. Accounting policies (continued)

j) Impairment of fixed assets

At each reporting period end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of financial activities. Impairment losses are charged as a direct charitable cost to The Centres.

k) Stock

Stock is included at the lower of cost or net realisable value of non perishable goods for the School Room café.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

p) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

1. Accounting policies (continued)

q) Accounting estimates and key judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is depreciation, as described in note 1(i).

2. Prior period comparatives

	Restricted £	Unrestricted £	**2023 Total £**
Income from:			
Donations	24,205	19,530	**43,735**
Charitable activities			
Early Education and Childcare	-	1,764,449	**1,764,449**
In Community and Older People's Services	210,486	-	**210,486**
The Centres	49,113	102,146	**151,259**
Investments	-	1,014	**1,014**
Total income	283,804	1,887,139	**2,170,943**
Expenditure on:			
Raising funds	-	16,067	**16,067**
Charitable activities			
Early Education and Childcare	-	1,614,299	**1,614,299**
In Community and Older People's Services	258,067	-	**258,067**
The Centres	16,606	249,993	**266,599**
Total expenditure	274,673	1,880,359	**2,155,032**
Net income	9,131	6,780	**15,911**
Transfers between funds	(58,148)	58,148	**-**
Net movement in funds	(49,017)	64,928	**15,911**

3. Income from donations

	Restricted £	Unrestricted £	**2024 Total £**
Donations - fundraising	5,816	-	**5,816**
Donations - organisations	25,341	14,101	**39,442**
Donations - individuals	6,750	3,716	**10,466**
Donations - gifts in kind	-	4,380	**4,380**
Donations - unrestricted grants	-	4,000	**4,000**
Total income from donations	37,907	26,197	**64,104**

During the year, the charity received gifts in kind including, second hand IT equipment, Business Planning from Cranfield Trust, small items of furniture. Organisational donations included substantive donations from Baileys Caravans for the continued support of our Food Projects in South Bristol.

Prior period comparative:

	Restricted £	Unrestricted £	2023 Total £
Donations - fundraising	4,395	-	4,395
Donations - organisations	16,278	4,099	20,377
Donations - individuals	3,532	4,209	7,741
Donations - gifts in kind	-	7,222	7,222
Donations - unrestricted grants	-	4,000	4,000
Total income from donations	24,205	19,530	43,735

4. Income from charitable activities

	Restricted £	Unrestricted £	2024 Total £
Early education and childcare:			
Childcare income	-	1,772,039	**1,772,039**
Total early education and childcare	-	1,772,039	**1,772,039**
In Community and OPS:			
Grants	285,709	-	**285,709**
Total In Community and OPS	285,709	-	**285,709**
The Centres:			
Rental, Room Hire & Café	-	81,134	**81,134**
Other	-	17,846	**17,846**
Total Centres	-	98,980	**98,980**
Total income from charitable activities	285,709	1,871,019	**2,156,728**

Prior period comparative:

	Restricted £	Unrestricted £	2023 Total £
Early education and childcare:			
Childcare income	-	1,764,449	1,764,449
Total early education and childcare	-	1,764,449	1,764,449
In Community and OPS:			
Grants	210,486	-	210,486
Total In Community and OPS	210,486	-	210,486
The Centres:			
Grants	49,113	-	49,113
Rental and room hire income	-	96,915	96,915
Other	-	5,231	5,231
Total Centres	49,113	102,146	151,259
Total income from charitable activities	259,599	1,866,595	2,126,194

5. Government grants

The charity received grants from Bristol City Council for the period ending 31 March 2024 of £93,341 (2023: £33,716). There are no unfulfilled conditions or contingencies attached to these grants.

6. Total expenditure

	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	**2024 Total £**
Staff costs (note 9)	22,186	1,176,018	174,547	173,043	190,946	**1,736,740**
Other staffing costs	-	4,355	2,492	575	15,485	**22,907**
Direct project costs	730	144,799	39,559	26,158	9,293	**220,539**
Premises costs	-	42	-	106,398	29,189	**135,629**
Depreciation	-	-	-	22,255	3,341	**25,596**
Finance costs	-	696	-	29,082	948	**30,726**
Professional fees	-	915	-	7,250	15,595	**23,760**
Running costs	-	1,968	4,173	4,657	83,059	**93,857**
Promotion and advertising	-	20	517	631	1,428	**2,596**
Sub-total	22,916	1,328,813	221,288	370,049	349,284	**2,292,350**
Allocation of support and governance costs	3,494	277,335	68,455	-	(349,284)	**-**
Allocation of centre costs to other activities	1,300	105,435	24,613	(131,348)	-	**-**
Total expenditure	**27,710**	**1,711,583**	**314,356**	**238,701**	**-**	**2,292,350**

Total governance costs were £8,700 (2023: £8,300).

Costs allocated to The Centres show the total cost of running the Southville and Chessel centres. Where these costs are shared by other activities (Early Education and Childcare and In Community, Older Peoples Services) they are allocated in line with the policy stated in note 1 (h). The remaining cost in The Centres represents the cost of running the centres as a community building.

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2023 Total £
Staff costs (note 9)	10,269	989,387	118,451	182,899	274,856	1,575,862
Other staffing costs	-	11,992	633	-	9,331	21,956
Direct project costs	434	148,820	51,672	39,087	9,153	249,166
Grants payable (note 8)	-	-	560	-	-	560
Premises costs	-	-	9,216	103,591	27,038	139,845
Depreciation	-	-	-	18,197	5,787	23,984
Finance costs	-	-	-	30,955	1,774	32,729
Professional fees	-	-	-	6,600	16,835	23,435
Running costs	-	3,232	8,591	4,807	69,457	86,087
Promotion and advertising	-	75	139	599	595	1,408
Sub-total	10,703	1,153,506	189,262	386,735	414,826	2,155,032
Allocation of support and governance costs	4,138	354,136	52,879	3,673	(414,826)	-
Allocation of centre costs to other activities	1,226	106,657	15,926	(123,809)	-	-
Total expenditure	16,067	1,614,299	258,067	266,599	-	2,155,032

7. Net movement in funds

This is stated after charging:

	2024	2023
	£	£
Depreciation	**25,596**	23,984
Operating lease payments	**7,295**	7,085
Trustees' remuneration	**Nil**	Nil
Trustees' reimbursed expenses	**8**	Nil
Auditors' remuneration:		
▪ Statutory audit (excluding VAT)	**8,700**	8,300

8. Grants payable:

	2024	2023
	£	£
Redcliffe Parish Discretionary Fund	**-**	560

Grants payable are to individuals. All grants are paid to fund charitable activities. The grants shown above do not include any contribution to core costs.

9. Staff costs and numbers

Staff costs were as follows:

	2024	2023
	£	£
Salaries and wages	**1,593,654**	1,446,345
Social security costs	**105,381**	93,475
Pension costs	**26,355**	23,783
Non-salaried staffing costs	**11,350**	12,259
	1,736,740	1,575,862

One employee received emoluments of between £60,000 and £70,000 during the current year. No employees received emoluments of over £60,000 during the prior year (2023).

Key management personnel of the charitable company comprise the trustees, CEO, Head of Head of Early Education and Childcare, Head of Communities and Engagement, Head of Finance and Operations. The total employee benefits of the key management personnel were £212,083 (2023: £205,387).

Staff numbers were as follows:

	2024	2023
	No.	No.
Average head count	**93.79**	92.67
Full time equivalent	**64.56**	63.41

10. Taxation

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

11. Tangible fixed assets

	Leasehold improvements £	Fixtures, fittings and equipment £	Land and buildings £	**Total £**
Cost				
At 1 April 2023	351,181	235,081	1,345,321	**1,931,583**
Additions in year	37,937	3,023	-	**40,960**
At 31 March 2024	389,118	238,104	1,345,321	**1,972,543**
Depreciation				
At 1 April 2023	32,080	226,052	456,268	**714,400**
Charge for the year	7,778	4,096	13,722	**25,596**
At 31 March 2024	39,858	230,148	469,990	**739,996**
Net book value				
At 31 March 2024	**349,260**	**7,956**	**875,331**	**1,232,547**
At 31 March 2023	319,101	9,029	889,053	1,217,183

The Southville Centre (Beauley Road, Bristol) is on a 999 year lease from Bristol City Council. The lease was signed in 1990 and is for a peppercorn rent. The costs of renovating the site and building were expensed in the year they were incurred, in line with accounting policies and standards at the time. Included within land and buildings is land worth £275,000 which has not been depreciated.

12. Stock

	2024 £	2023 £
Stock - The School Room Café	**2,849**	2,947

13. Debtors

	2024	2023
	£	£
Trade debtors	**68,724**	26,796
Prepayments	**-**	500
Accrued income	**8,705**	7,775
	77,429	35,071

14. Creditors: amounts due within 1 year

	2024	2023
	£	£
Bank loan	**22,902**	20,833
Trade creditors	**28,993**	30,232
Accruals	**27,558**	13,262
Deferred income*	**-**	50,000
Other taxation and social security	**2,831**	27,903
Other creditors	**104,778**	90,873
	187,062	233,103

*Deferred income movements in the year:

	2024	2023
	£	£
At 1 April 2023	**50,000**	50,000
Deferred during the year	**-**	-
Released during the year	**(50,000)**	-
At 31 March 2024	**-**	50,000

Deferred income relates to funding received in advance of entitlement being met. This was released in 2023/24.

15. Creditors: amounts due after 1 year

	2024	2023
	£	£
Bank loan	**434,428**	447,162
Bounce back loan	**13,972**	25,003
	448,400	472,165

Analysis of debt maturity

Debt due after more than one year:		
repayable between one and five years	**73,512**	80,866
repayable in five years or more	**374,888**	391,299
	448,400	472,165

The charity undertook a twenty year loan with CAF Bank, in relation to the building, the Chessel Centre, fixed for five years at 6.39% in January 2023.

The charity secured a Government backed Business Interruption Payment - Bounce Back Loan via the Cooperative Bank in a bid to secure future low interest loans should the organisation require additional cashflow, in the early part of the pandemic. The loan was secured at 2.5% interest with no payments due within the first year of the loan.

16. Analysis of net assets between funds

	Restricted funds	Designated funds	General funds	**Total funds**
	£	£	£	**£**
Tangible fixed assets	-	-	1,232,547	**1,232,547**
Net current assets	145,401	3,700	345,557	**494,658**
Non current liabilities	-	-	(448,400)	**(448,400)**
Net assets at 31 March 2024	**145,401**	**3,700**	**1,129,704**	**1,278,805**

Prior period comparative	Restricted funds	Designated funds	General funds	Total funds
	£	£	£	£
Tangible fixed assets	-	-	1,217,183	1,217,183
Net current assets	168,085	4,000	431,988	604,073
Non current liabilities	-	-	(472,165)	(472,165)
Net assets at 31 March 2023	168,085	4,000	1,177,006	1,349,091

17. Movements in funds

	At 1 April 2023 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2024 £
Restricted funds					
Communities Activities					
In Community projects:					
Community Webs	17,247	89,266	(98,199)	945	**9,259**
Community Connectors	27,249	52,041	(76,608)	-	**2,682**
BCC - Welcome Spaces	11,144	1,830	(13,235)	261	**-**
Knowle West - Sirona	-	10,000	(10,000)	-	**-**
Tech&Talk - ILOP	2,361	440	(2,801)	-	**-**
Hyper Local - ILOP	812	-	(812)	-	**-**
Alonely - ILOP	-	-	-	-	**-**
KWHP - Community Anchor	-	7,000	(7,000)	-	**-**
Quartet Community Anchor	658	-	(658)	-	**-**
Community Awards & grants	440	2,200	(135)	(2,505)	**-**
In community projects	2,649	5,892	(5,654)	(945)	**1,942**
BS3 Community Care					
Make it Local - Phase I, II & III	23,187	50,850	(20,508)	-	**53,529**
Home Support Project	-	43,342	(5,447)	-	**37,895**
BS3 Food Projects					
BS3 Food Club	10,327	24,920	(23,409)	22	**11,860**
Quartet Surplus Food Club	5,000	-	(5,063)	63	**-**
Feeding Bristol Household Support	-	4,081	(3,055)	-	**1,026**
BS3 Community Cupboards	-	16,270	(39)	-	**16,231**
Older people's services					
Monday Club	3,997	11,733	(17,732)	2,002	**-**
St Monica's Digital Inclusion	23,621	-	(20,611)	-	**3,010**
Early education and childcare:		-	-	-	**-**
Toddler & Grandparent group	17	3,751	(4,608)	857	**17**
Organisational - Building improvements	24,376	-	(2,730)	(21,646)	**-**
Organisational - Development	15,000	-	(7,050)	-	**7,950**
Total restricted funds	168,085	323,616	(325,354)	(20,946)	**145,401**
Unrestricted funds					
Designated funds:					
Power to Change - Powering Up	4,000	4,000	-	(4,300)	**3,700**
Total designated funds	4,000	4,000	-	(4,300)	**3,700**
General funds	1,177,006	1,894,448	(1,966,996)	25,246	**1,129,704**
Total unrestricted funds	1,181,006	1,898,448	(1,966,996)	20,946	**1,133,404**
Total funds	1,349,091	2,222,064	(2,292,350)	-	**1,278,805**

17. Movements in funds (continued)

Purposes of restricted funds

Community Webs

Funding from BNSSG ICB paid via local Primary Care Network (PCN) Bridge View Medical (BVM). The delivery of Social Prescribing staff through local general practitioner practices.

BS3 Community Connectors

Test and learn project with multiple stakeholders, VCSE and statutory. Delivery partner is Knowle West Health Park. BS3 Community Connectors are go to people that are based in the community who support people from that community to connect with each other and help build community. BS3 Community Connectors are able to support with setting-up, as well as access to, local activities, groups and services. Funding from BNSSG ICB via Knowle West Health Park Company.

Bristol City Council - Welcome spaces

Grant specifically in relation to support with the running of activities and spaces available for residents, and vulerable services users that may require a warm space and a meal. The charity has put on additional sessions with advice agencies such as Citizens Advice Bureau as well as social events, including games afternoons, free refreshments and meals and access to a public computer space.

Knowle West - Sirona

A letter of understanding exists to enabel the engagement of BS3 Community Development with South Bristol Locality Board to develop communities that lieve healthy and fulfilled lives.

Tech&Talk - ILOP

Funds held for ILOP (Improving Lives for Older People) for tech and talk computer and chat cafes.

Hyper Local - ILOP

Funds held for local group ILOP (Improving Lives for Older People) for delivery of workshops around retirement, isolation and loneliness.

Alonely - ILOP

A series of monologues performed by local volunteers that did research in flu clinics, libraries and on the street talking to older people about loneliness - the life stories were worked into a performance with a dramaturg and producer and have been performed in many places, including at the House of Commons, to many colleges and at many events to raise awareness of loneliness and hopefully provoke thinking about, and reduce the stigma attached to, loneliness.

Funds held for local group ILOP (Improving Lives for Older People) for delivery/production of Alonely monologues around isolation and loneliness.

Knowle West - Community Anchor Organisation

A letter of understanding exists between Knowle West Health Park Company and BS3 Community Development for both organisations to act as Lead Locality Partners via being on the South Bristol Locality Partnership (SB-LP) Board. The SB-LP seeks to bring key organisations and services together to support communities so that people can live healthy and more fulfilled lives. Funding from Sirona care & health via Knowle West Health Park Company.

Quartet - Community Anchor

Grant to give specific support to the strengthing of the Community Anchor offer that BS3 Community provides across the BS3 post code and South Bristol generally.

17. Movements in funds (continued)

Purposes of restricted funds (continued)

Community Awards & Grants

Discretionary funding from Redcliffe Parish for individuals that are economically vulnerable and grants to support BS3 with delivery of services to those individuals.

In Community projects

General Community projects

Including but not exclusively, administrative and financial support to projects such as "Pass the Parcel"; delivery of projects such as BS3's Stroll & Chat; and the UoB peer project - Reimagining Day Care.

Make it Local - BS3 Care

BS3 Community Care is an introductory service that matches local care seekers with local indepentdent, sole trader, care providers. This social enterprise project launched in July 2024. Initial funding was provided as grants from Bristol City Council with income now being generated by this Community Business.

Home Support Project - BS3 Care

BS3 Community Home Support service is a partnership between BS3 Community Development and Sirona care & health to support people discharged from hospital on Pathway One who require some additional support to undertake basic household tasks and/ or access their community. Funding from Bristol City Council Better Care Fund.

BS3 Food Club

Initially partnered with with Family Action to provide a service for a Food On Our Doorstep. BS3 Community now solely run this membership driven food club, supporting those on restricted incomes with subsidised food and groceries. The project also receives generous donations in time and finances from Baileys Caravans to support the need of the local community.

Quartet - Surplus Food and Supper Club

Grant received at the end of the financial year 2023, to contribute towards the support of the local community, in providing a network for the provision of surplus food and a long table community supper club. Two supper club dinner events were facilitated.

Feeding Bristol - Winter Support Fund

Grants specifically to enable the support of food parcels distributed through the community centre and the local primary schools, in direct response to the cost of living crisis and high inflation on food costs.

BS3 Community Cupboard

Launching in the March 2024, the Community Cupboards, are in addition to the Food Club, delivering services for local residents and families. Low cost dry goods are available to residents without having to go through an eligibility test.

Monday Club - Older people's services

Older peoples club, historically run from our centre but remodelled due to Covid. The ever popular Monday Club delivers social activities weekly activities and a community lunch in the Café.

St Monica's Digital Inclusion

Digital inclusion project for older citizens, delivering workshops, activities and learning sessions, with the inclusion of written and printed "how to guidelines" recourses developed, deliverable across BS3.

17. Movements in funds (continued)

Purposes of restricted funds (continued)

Toddler and Grandparents group - TAG

An intergenerational play group run from Southville Centre site; weekly Toddler & Grandparent sessions, in partnership currently funded via donations and subscriptions.

Organisational - Buildings improvement:

Supporting buildings maintenance, improvements, and repair works; to enable the retention of existing customer base, increase the potential activity and footfall, including more environmentally sustainable options for the Souithville Centre, this years work included the addition of solar panels to the Southville Centre. Funding from Power to Change, Community Support Fund Capital grant with match funding.

Organisational - Development:

Power to Change Reach Fund - in support of the exploration of further nursery facilities in the BS3 area, to help with engagement of Triodos bank and future developments.

Purposes of designated funds

Designated funds

BS3 Community Development designed some funds to act as match funding along with Designating unrestricted funding from Power to Change - Powering up grant.

Transfers between funds

Transfer of funds stated under Building improvements and Power to Change - cover capital costs of the building improvements at the Southville Centre. The transfer of funds between In Community projects and Bedminster FOOD club was made to separate the fund as the project received increased funding and expanded its work. A Community Grant Award from Redcliffe Parish Council funded a new improved dishwasher for the BS3 Cafe transfer of funds to the balance sheet due to capitalisation.

17. Movements in funds (continued)

Prior period comparative

	As at 1 April 2022 £	Income £	Expenditure £	Transfers between funds £	As at 31 March 2023 £
Restricted funds					
Community development:					
In Community projects:					
Community Webs	24,001	68,146	(74,900)	-	17,247
Swift Social Prescribing	630	7,558	(8,188)		-
SW&EB Health Inequalities	8,702	110	(8,812)	-	-
Community Connectors	14,764	25,369	(12,884)	-	27,249
Community Connectors - St Monica's	32,526	-	(32,526)		-
Digital Inclusion St Monica's	-	23,621	-	-	23,621
Knowle West HP - Sirona	-	10,000	(10,000)	-	-
Tech&Talk	469	5,350	(3,458)	-	2,361
Hyper Local	812	-	-	-	812
Alonely	1,818	112	(1,930)	-	-
Make it Local phase I, II & III	57,369	-	(34,182)	-	23,187
BS3 Food Club	-	17,699	(8,356)	984	10,327
BCC Support PPE grant	-	9,216	(9,216)	-	-
BCC Welcome Spaces	-	24,500	(13,356)	-	11,144
Winter Household Support		5,000	(5,000)	-	-
Quartert Surplus Food Club		5,000	-	-	5,000
Quartet Community Anchor		6,200	(5,542)	-	658
Community Awards & grants	100	900	(560)	-	440
Mental Health Changes	3,411	-	(3,411)	-	-
In community projects	2,401	8,857	(7,625)	(984)	2,649
Older people's services	4,383	13,680	(14,066)	-	3,997
Early education and childcare:					
Grandparent & Toddler group	698	3,374	(4,055)	-	17
Organisational - building improvements	65,018	34,113	(16,606)	(58,148)	24,377
Organisational - building improvements	-	15,000	-		15,000
Total restricted funds	217,102	283,804	(274,673)	(58,148)	168,085
Unrestricted funds					
Designated funds:					
Power to Change - match funding	5,410	-	(36)	(5,374)	-
Power to Change - Powering Up	-	4,000	-	-	4,000
Total designated funds	5,410	4,000	(36)	(5,374)	4,000
General funds	1,110,668	1,883,139	(1,880,323)	63,522	1,177,006
Total unrestricted funds	1,116,078	1,887,139	(1,880,359)	58,148	1,181,006
Total funds	1,333,180	2,170,943	(2,155,032)	-	1,349,091

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2024	2023
	£	£
Amount falling due:		
Within 1 year	**7,295**	7,295
Within 1 - 5 years	**15,461**	22,756
	22,756	30,051

19. Related party transactions

Trustees of the charity use the nursery services at BS3 Community Development and these transactions are carried out at arms length. All trustees were encouraged to join the staff in the BS3 Café with a £10 voucher for coffee and cake in December 2023.

No other related party transactions occurred in the years ended 31 March 2023 or 2024.

BS3 COMMUNITY DEVELOPMENT

England & Wales - Charity number 1000544

Accounts

BS3 Community Development

Report and Audited Financial Statements



31 March 2023

BS3 Community Development

The Southville Centre, Beauley Road, Southville, Bristol, BS3 1RQ

Registered charity no: 1000544. Company limited by guarantee no. 2542176

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Reference & Administrative Details

Company number 02542176.

Charity number 1000544.

Registered office and operational address:

The Southville Centre, Beauley Road, Bristol BS3 1QG.

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Trustee/ board member		Post
Peter Duncan Bird		Co-chair and Ofsted contact
Pete Thomas Phillips		Co-chair
Isabel Katherine Sibley Kearney		Vice-chair
Sarah Louise Hughes		Whistleblowing trustee
Jenny Alice Brown	resigned 02/12/2022	
Mark Andrew Coates	resigned 16/03/2023	
Elizabeth Jane Normand		Safeguarding/SENCo trustee
Sharon Cowan	appointed 22/09/2022	
Ediane De Lima	appointed 22/09/2022	
Helen Donaldson	appointed 16/03/2023	
Mark Duppa-Ridgway	appointed 28/09/2023	

Reference & Administrative Details

Company Secretary and Chief Executive Officer

Dr Simon Derek Hankins

Bankers

Co-operative Bank, PO Box 250, Delf House, South Way, Skelmersdale, WN8 6WT.

Lloyds Bank, 284 Wells Road, Bristol, BS4 2PY.

CAF (Charities Aid Foundation) Bank 25 Kings Hill Avenue West Malling Kent ME19 4JQ

Auditors
Godfrey Wilson Limited, chartered accountants and statutory auditors.
5th Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD.

Chairs' Introduction

As joint Chairs of the Board of Trustees, we are immensely proud to present the Annual Report and Financial Statements describing BS3 Community Development's work during 2022-23. It has been another busy year for all of us and we would like to thank the community for their ongoing support for the charity.

The charity has continued to play an integral part in the local area, with initiatives such as the BS3 Food Club, Community Connectors and Community Webs Social Prescribing to name just a few examples of the support we have been able to provide. With assistance from the Cranfield Trust, the Board and senior management team have been reviewing our business plan for the coming years to ensure we focus on the main needs of the community and to help us to continue to meet our charitable objectives.

To further support our ongoing development and provision of high-quality childcare provision, we have also become an Early Years Training Hub to aid the development of students from the City of Bristol College, several of whom have since come to work with us.

We would like to thank investors in our Charity Bonds who were repaid in February 2023. The subsequent restructuring of our finances will help secure the ongoing viability of the charity.

We are delighted to see increased use of our centres, including the hosting of our first wedding since the pandemic. Generous grants have enabled us to carry out improvement works to the Southville Centre which will hopefully encourage many more people to use our community spaces and café.

The Board of Trustees is justifiably proud of the achievements of our staff and volunteers. As ever, the trustees will continue to work with the senior management team to ensure that the excellent outcomes and achievements by BS3 Community Development continue. On behalf of the Board, we would like to thank everyone for their dedication and support over the last twelve months.

Chief Executive Officer's Statement of Objectives and Activities

2022/23 was yet another intense year for the charity since the pandemic struck and the country went into lock-down in March 2020.

We were just picking up again after the pandemic restrictions were lifted, but unfortunately, that was made more difficult due to the impact of the 'mass exodus' from the workforce as many people re-evaluated their lives and their work/ life balance, compounded by the impact of Brexit as huge numbers of Europeans left the UK and the workforce.

Despite everything, we still managed to achieve a huge amount, which helped us to end the year in a relatively healthy place (financially and workwise) and has allowed us to continue to take the charity forwards into 2023/24.

The pandemic forced us to close both of our centres to the public, which meant that the Southville Centre Café also closed. At the time Kate's Kitchen ran the café and so that part of their business was forced to stop. Therefore, through mutual consent, we agreed to end that agreement, that allowed us to reconsider the purpose of our catering and café offer and we decided to bring it in-house and integrate it with our community development work – after all, food is a great 'hook' to bring people together.

Along with the re-modelling of the café space, we have also enabled the café to spill into our reception area and into the outside courtyard area. The café was renamed 'The School Room Café', which re-opened towards the end of March 2022. Running our catering and café offer ourselves is a new venture for us and continues to be a challenge. Our first Café Manager, Simon Green, did a great job getting the café open, but left in August 2022 for personal reasons. Simon was replaced by Grace Bolton on 1st September 2022. Grace progressed the café offer; however, she stepped away and joined our Childcare Team in early June 2023. We have recruited a third Café Manager, Becky Kay, who started with us 11th September 2023. We are hopeful that Becky will stay with us for a while to bring a level of stability to the café and be able to implement our catering & café development plan.

The re-opening of our centres has allowed the Monday Club (day care for older people) to come back into the Southville Centre. Room-hire has re-started, allowing us to welcome back previous customers as well as attract new ones. The South Bristol Arts Trail also re-started, this time held in mid-September 2022 (rather than May); we were once again the largest venue, hosting 24 local artists. And we also

hosted our first wedding since the pandemic in May 2022; it was lovely to see the Milford Hall all decked-out and looking splendid for the happy couple and their guests. It was a great feeling to be able to bring our community centres back to life, filling them with people and buzz after they had been closed to the public for almost 18-months.

We were also invited to be part of the University of Bristol's 'Reimagining Day Care for Older People' research project, led by Dr Ailsa Cameron, where they are exploring innovations in Day Care for older people across England and have found that it is greatly valued by older people who engage in the various forms and offers of Day Care; whereas local authorities and others tend to view building-based Day Care for Older People as 'old fashion' and 'not valued'. We are hoping to use the learning to review, and possibly evolve, the Monday Club, and also hope that the findings will help Bristol City Council to value such Day Care provision a lot more (and so help fund it).

Throughout the year the recruitment issues have eased, particularly for our nurseries. This was helped by the development of the Early Years Training Hub where we have supported students to gain work experience within our nurseries as well as us working with the City of Bristol College to recruit several Apprentices into our nursery provision – they tend to want to stay with us after they have finished their apprenticeships.

Our Equality, Diversity, Inclusion & Belonging (EDIB) work is being developed and embedded with an initial focus on reviewing and improving our recruitment process. We have also provided Inclusive Workforce training (delivered by 'Same Difference') to a large number of staff, and continue to highlight EDIB issues to help improve staff and others understanding and awareness.

Since the pandemic, childcare requirements seem to have changed with far fewer parents wanting all day or all week sessions, with significantly less demand for Mondays and, in particular, Fridays. The consequence is that parents are wanting far more part-time childcare, which has increased the number of families that we provide childcare for, but also means that it is more difficult to maintain our occupancy levels since many parents want childcare on a Tuesday, Wednesday and Thursday, which, in turn, affects income.

We continued to explore different options to work with an older people's sheltered housing providers in Bristol to develop a co-located nursery so that we could jointly develop an inter-generational curriculum for the nursery children and residents of the older people's sheltered housing scheme.

Things had progressed quite far with Bristol Charities, with initial plans for the re-development of the Vassal Centre in Fishponds, Bristol, to include a nursery. However, and unfortunately, when we undertook a market evaluation it became clear that there was not the demand for childcare in the area and that existing nurseries and childcare providers were struggling. Therefore, by mutual consent, the idea of a co-located, intergenerational nursery within the Vassal Centre re-development was dropped.

Our waiting list for our nursery provision was, and remains, extensive, being over a year's worth of our current provision. Therefore, demand for childcare in the BS3 postcode area of South Bristol remains far higher than supply. With the huge housing developments that are happening in BS3 that demand is expected to stay high/ increase.

We secured an 'Access Reach Fund' grant to support us to develop our plans for the proposed intergenerational nursery within the re-development of the Vassal Centre; however, when that development fell-though we focused our attention of the demand for childcare in BS3 (our area of benefit) and secured permission to re-focus the use of that grant to support us to explore the childcare market in BS3. That work is on-going.

The Southville Centre received an unannounced Ofsted inspection in June 2023 and identified that our Term-Time Only provision 'Requires Improvement'. The Ofsted recommendations have been implemented, the staff team supported, and processes improved. We are expecting another Ofsted inspection for the Southville Centre Nurseries before June 2024 and have every confidence that we will receive a Good, or better, at that time.

We have been involved in the huge NHS Health and Bristol City Council, Social Care transformation into an Integrated Care Board (ICB) since the beginning of that process. Our local NHS footprint covers Bristol, North Somerset and South Gloucestershire (BNSSG); that geography has been divided into six Locality Partnership areas. Our CEO was elected as a co-Chair to the South Bristol Locality Partnership (SB-LP) Board mid 2022 (and continues in that role at this time). Over time we have gotten involved in more of the work of the BNSSG ICB within the South Bristol Locality and have been able to influence its development.

Through our involvement in the SB-LP and wider BNSSG ICB work we have been able to secure funding to develop and implement the idea of Community Connectors via a Test & Learn process. Leanne Purton was recruited as our Lead Community Connector and started work in September 2022 with the remit to bring people together, talk and listen and support them to tackle 'what matters to them'. This has been an incredibly valuable and well-received approach and is constantly held up as an 'exemplar' development. The Community Connector approach has been replicated in Knowle West (another part of South Bristol), and we are hopeful that we can secure funding to continue Leanne's position, as well as recruit more Community Connectors into BS3.

We are also working with OneCare (GP infrastructure organisation for BNSSG GP practices) to explore how we can use the Big Data sets that are available to them to identify the impact of Leanne's work, and the broader ICB systems changes, on the cohort of people that Leanne is working with along the Marksbury Road in BS3. If successful, the data should be able to show the impact of Leanne's more preventative/ community development work on the NHS Health, and Bristol City Council Social Care, services/ what each value (at this time).

We have been providing our Community Webs Social Prescribing service to our local GP surgeries for several years. More recently, the NHS, via Sirona care & health,

have chosen an IT package called Elemental to record the Social Prescribing data on; which then interfaces/ links with EMIS (the GP patient data base used by the BNSSG GPs) so that the GPs can see what work the Social Prescribers have undertaken with the people who are signposted to them. We are currently working with Sirona and the developers of Elemental to explore what data Elemental can capture, and what reports it can provide, in order to use the vast wealth of information that is available via the various Social Prescribing services across BNSSG; but particularly from our own Community Webs Social Prescribers for BS3.

Food prices had been rising since Brexit. When Russia invaded Ukraine in February 2022 it caused massive instability in the energy markets, resulting in huge hikes in our energy bills. This led to a cost-of-living crisis in the UK and elsewhere. We have been responding to the cost-of-living crisis, having set-up the BS3 Food Club (initially via Family Action, but more recently, us directly), provided a welcoming space for those that need it, offered support and advice by providing weekly drop-in sessions with CAB for quite some time, along with people from the Centre for the Deaf to support those who are hard of hearing. We have been able to continue the welcome space offering free tea, coffee, water each weekday, free use of two computers and a Thursday afternoon games session that includes free soup and a roll plus sandwiches.

Not only the above, but we secured a level of funding that we could use at our discretion to support vulnerable and struggling families to access clothing, white goods, or even some of the basics such as milk; which, for those who we were able to support in this way, was incredibly welcome.

The charity isn't immune to the cost-of-living crisis, our costs have risen overall by about 14%. Fortunately, we have a locked-in fixed rate for our energy until August 2024 and so haven't been exposed to the huge hikes in energy prices (so far). We have been supporting our staff through this crisis by providing several lots of trivial benefits (£50 vouchers) as well as a realistic (and quite significant) pay rise for 2023/24.

Although we operate as a Social Enterprise with 80-85% of our income being generated via trading, we are unable to pass on all the extra costs to our customers/ service users, and so need to enhance our broader mix of income.

In previous years about 6.5% of our income came from grant funding; however, going forwards we are seeking to increase that to about 12% since it is one of the few ways available to us to increase income and contributions to the running costs of the charity in a short timeframe. To support this goal, we recruited Nia Evans as a Fundraiser - Trusts & Foundations; Nia started with us 15th May 2023.

I do wish to note the death of Queen Elizabeth II in September 2022, who had been our queen for so many years; many of us have not known any other monarch. I also wish to note the crowning of Charles III; a ceremony that very few of us have witnessed before and may not see again.

Ruth Green, Head of Communities & Engagement left the charity towards the end of April 2023, being replaced as Head of Communities by Emmeline Rodman, who

joined us on 5th June 2023. Emm has a wealth of experience running large events and with community engagement and brings a new dynamic to the senior management team and the Communities Department.

We have also revised our trustee recruitment process to take into account our move from monthly Board meetings during the pandemic, to once every two-months as we emerged from the pandemic, and now to quarterly meetings as things have 'settled down' (a bit). Potential trustees still have a probation period, but now need to participate in five meetings, two of which need be full Board meetings and the others sub-committee/ standing committee meetings before they can be considered to be co-opted onto the Board as a trustee.

Our current charity organisations (business) plan is now quite dated as it hasn't been revised since before the pandemic. With the support and facilitation of Kit Beazley, a Cranfield Trust volunteer, we developed a process to engage with members of our community, those who access our services and activities, our volunteers, staff and Board Members to explore what each cohort felt was needed from the charity. That feedback has been collated and used in two workshops to hone the information into a more strategic document, used to develop our latest business plan.

In summary; since the pandemic each year has been difficult to navigate, but for different reasons; however, we have been able to identify and work through the various issues and situations and remain in a relatively healthy position, financially, emotionally and workwise. All of which is a huge credit to our amazing staff, volunteers, supporters and trustees and without whom none of what we do would be possible.

Dr Simon D. Hankins,
CEO

Achievements and Performance

We are proud of what we have achieved over 2022-23. As always, our teams are at the core of everything we do and make our successes possible. Here are some of our highlights;

We continue to improve and renovate the Southville Centre which continued throughout 2022/23 (funded mainly by Power to Change, Viola Environmental Trust and Enovert Community Trust), which included re-modelling our courtyard and reception areas, significantly improving the café space, adding a porch with double sliding doors to help retain the heat in the centre, repairing all the South facing windows and finishing with us installing solar pv arrays on the rooves in July 2023.

Almost six-years after opening the Chessel Centre Nursery we had our first Ofsted inspection and were delighted to receive a Good with aspects of Outstanding.

We undertook a major restructure of part of the charity in early 2022, bringing our Community Development, Community Webs (Social Prescribing), Front of House & Communications, Catering & Café plus Buildings & Facilities Teams together under the senior leadership of Ruth Green, Head of Communities & Engagement. The goal was to improve, and further integrate, our (non-childcare) community-focused offers and support far closer cooperative working. To a very large extent the idea was successful as it has allowed us to ensure that cross referral between our different areas of work do happen, since everyone is aware of what the others are doing. It has also allowed the Communities & Engagement Team to work more closely with the Early Education & Childcare (EE&C) Team to identify how each can add value to the others work.

A huge and significant milestone was reached and achieved at the end of February 2023 when we repaid the £560,000 of investments to our Charity Bond Holders, along with their 4% interest payment (the Charity Bonds were part of the complex financial package used to build the Chessel Centre). The repayment was achieved by repaying 50% from our unrestricted cash reserves and 50% from money released by re-mortgaging the Chessel Centre with CAF Bank.

Our Work

Early Education & Childcare (EE&C)

We provide 104 nursery places for children between the ages of 1 and 5 years at the Southville Centre and a further 54 spaces at the Chessel Centre.

Our mission is to provide a safe place with high-quality, inclusive care and education. We aim to support children in becoming active, inquisitive, and independent learners by providing educational plans based on individual needs. We strive to build secure attachments and support emotional wellbeing through positive, meaningful relationships with both children and parents or carers.

During 2022-23, our nurseries had three main areas of focus:

- Ensuring we maintained our high-quality provisions.
- Continue to support all children attending, including disadvantaged children; and
- Supporting the Early Years recruitment with our Early Years Training Hub offer.

Demand for full-time early education and childcare remains high in the BS3 area. We have extended wraparound care for children in the Raleigh Nursery Room, supporting term-time only families, especially those who are studying.

The internal Training Hub began, with the hope to create opportunities for local people, wishing to train on the job, and be supported by BS3 Community Development. Early Years recruitment was becoming challenging, and the Training Hub offers growth for the sector. This has supported two apprentices within 2022-23.

We are passionate about keeping our team up-to-date and making improvements through looking at new research, implementing projects, and reviewing practices, policies and procedures. We have been part of Bristol City Council's SEND audit reviews and supporting them across Bristol. We have a team member support Ofsted with Equalities and Diversity inspections. We have been building our city-wide network; the team have connected with health and social care professionals, working with BAND and South Bristol Network for Early Years Professionals to exchange visits and share advice on best practice. We have been working with health professionals to support our staff, helping tackle issues of social, geographic, and economic isolation.

We have developed further plans and projects to help ensure we continue to provide safe and secure environments for children.

- We have been successful with funding from Bristol City Council to further invest in children with Special Educational Needs and Disabilities (SEND). This funding (£3,000) contributed to our resources for staff in our rooms and benefit children that require enhanced individual support.
- Parent-partnership is a key part of our vision, we have developed the involvement of parents in children's development through face-to-face meetings, discussing progress and strategies, offering information, resources, and advice. Furthermore, we offer networking opportunities to our families, support those who need access to housing advise and food banks.
- We offer families additional support during the Christmas period and half-term breaks, especially those in receipt of EYPP and two-year-old funding.
- During 2022-23, we split our three years-plus rooms into; a) school leavers and b) children who will return after the summer. This enabled us to focus on the requirements and interests of each group. It also allowed an opportunity to fully prep and support the children in advance of their move to primary school in September.
- Part of our development plan for 2022/23 included our hope for the inclusion of sociological community objectives into our EE&C services. We have a successful return of our popular weekly Parent & Toddler group and our inter-generational Grandparent & Grandchild group; and are upskilling staff to work across our communities and early years offers to encourage links.
- Extra-curricular activities such as Forest School lessons and local farm trips have been taking place, proving popular and successful with 116 children accessing these sessions.
- During February we were part of the South Bristol Lantern Parade involving huge support from our families.

We are extremely proud of our nursery settings and feel honoured to support local families in giving children the opportunity for the best start in life. Our team is dedicated to achieving high standards and further develop our offer.

Our Work

Communities & Engagement

As an organisation we have experience in addressing isolation and loneliness. We engage with what residents want and need to help them feel connected during uncertain and challenging times. We set up a multitude of initiatives to help combat these issues:

- Check in & Chat befriending service, a programme matching volunteers with like-minded residents for regular phone calls.
- We facilitated mental health peer support groups, in Bedminster and Ashton in partnership with Changes Bristol.
- Stroll & Chat - a friendly, local social meet-up walking group which is free to join.
- Fruit & Veg bag delivery service for families/ carers at local BS3 primary schools.
- Sharing community lunches at the Southville Centre.
- Intergenerational Arts & Crafts for Christmas and the former Queens Platinum Jubilee.
- Working with Bridge View Medical (GP practice) vaccination program. Supporting asylum seeker and refugees with sanitary products toothbrushes/ toothpaste and nappies, etc.
- Two, day trips for our older people's Monday Club.
- Our games evening on a Thursday includes soup/ sandwiches and a hot drink. Some of our regular visitors now enjoy the centre at least twice a week.
- We hosted a Citizen Advice Cost-of-Living drop-in on Thursday evenings.
- Several case studies have been documented. One example is that the Southville Centre is seen to be a safe place to talk. One lonely resident has commented by saying the 'friendship and empathy shown has made a huge difference to their quality of life they feel a part of the BS3 family'.
- Donations have enabled the charity to buy essential items for residents, such as slow cookers, microwaves and Asda vouchers.
- We continue to support economically vulnerable residents with access to fresh and affordable food, BS3 Food Club is now managed and delivered by BS3 Community Development. Once a month our Community Webs team will join the Food Club and be available to talk and support our Food Club Members with advice on local services, and signposting where appropriate.

- We have aspirations to run a Dry Food Pantry in 2024 from a community hub, or offer another BS3 Food Club day at the United Reformed Church on West Street.

There is an increasing demand for, and recognised value of, the voluntary sector. The need for services has meant an increase in our partnership opportunities, working with organisations across Bristol, North Somerset and South Gloucestershire (BNSSG). Amongst this, we are involved with the community mental health framework and adult social care redesign.

Community Centres, Room Hire & Events

- We proudly managed three weddings for couples from the local community. In June, May and December 2022. This work formed part of the ongoing development of our in-house event management public offer.
- We installed a solar pv array on the rooves of the Southville Centre July 2023 which will provide up to 25% of the centre's electricity usage.
- In summer 2022 we installed a weather porch at the Southville Centre, supported by funding from Power to Change. This funding also enabled us to refurbish areas of the garden and our nursery rooms. We also upgraded our fire panel at our Southville Centre, improving the systems between our spaces and those of our tenants - Music Space.
- In the autumn of 2022, we designed and installed a laundry room to support our nursery and café.
- We resolved some persistent water leaks from our bell tower (above the Leighton Nursery Room). Whilst the scaffolding was up, we undertake repairs to our lightning conductor system.
- We continue to support our long-term regular room bookers, including yoga, pilates, football, Jolly Tots (music for babies), Tai Chai. We welcomed several new popular classes including baby ballet, baby sensory and diabetes prevention workshops.
- In May 2023 we celebrated the King's Coronation with a community lunch, enjoyed by over 50 local people.
- Our School Room Café re-opened in March 2022 following a refurbishment of the café space.
- A new event series was launched, screening films. In October 2022 the Oscar winning film Nomadland was screened, with cheese and wine on offer.
- From April 2022 we welcomed police drop-in meetings for residents, supporting the community to build ties with the police and to voice their concerns.
- November 2022 we launched a new LGBT+ FAB (Friends Aging Better) Café at The Tobacco Factory.

We also welcomed a new Community Connector, Leanne, as part of the South Bristol Locality Partnership. Leanne started six community groups across the BS3 area, including an Art group, Knitting, Darts, LBGT and a Morning Social group. We also started using the Quaker's Meeting House on Marksbury Road to bring activities closer to community in that area.

Income Generation

Early Education & Childcare

Our nursery provision generates income via nursery spaces paid for by parents and through the delivery of government funded Free Early Education Entitlement (FEEE) spaces. This supports the running of the centres and the wider offer we are able to bring to the community in BS3.

Community Centres, Room Hire & Events

2022-23 saw the return of regular income and activities via our community groups and room hire. Seeing the addition of new services to support the cost-of-living crisis with access to available partner agencies, hot meals, snacks and refreshment as part of Bristol City Councils' Welcome Spaces initiative.

Grant Writing

In 2022-23 we applied for 16 grants that had a total value of £708,827 of which we secured £118,626 from 12 funders. The focus for our fundraising was on; Cost-of-Living supportive activities, including Welcome Spaces, Information, Advice and Signposting, Food and BS3 Food Club, as well as developing our business cases to explore future nursery development.

Music Space sub-lease

A new sublease is in place for a further ten-years, which started in April 2022.

Catering & Café

The Catering & Café offer from BS3 Community Development opened in late March 2022, with a soft launch. The nursery food is currently still sub-contracted to local award-winning company Early Years Catering in the BS3 postcode. The Café continues to build on its customer base and, during the cost-of-living crisis, has provided a safe and welcoming space for community members as well as hot meals and refreshments to those wishing to attend local community activities and advice sessions.

Fundraising Activities

Most of the charities fundraising activities supported the local Christmas 'Pass the Parcel' appeal, internal Grant Writing, and Donations from individuals, as well as some larger support from local business, Baileys of Bristol, to help tackle the cost-of-living crisis via the BS3 Food Club and wonderful Christmas Hampers for service users.

Our Team

By the end of 2022-23 we had 90 employees:

- 45 full-time.
- 41 part-time.
- Four with casual worker contracts.

Equivalent to 65 full-time employees, with a total of 49% of the workforce based in the BS3 postcode area. A number of staff reached key long service milestones: 21 with five-years, six with ten-years, four with fifteen-years, and one with twenty-five-years.

Outside of our trustees, our regular volunteer numbers, operating within a range of our services, are 36, mostly weekly, typically offering between two and five hours a week.

At the end of 2022-23 we had eight trustees and seven probationary trustees. The majority of whom are from the BS3 postcode area. Our trustees play an active part in our work; with a trustee dedicated to each nursery room and Elizabeth Norman as our SEND and Safeguarding trustee and Peter Bird as our Ofsted trustee.

We aim to recruit professionals that are passionate, enthusiastic and who's values are shared with those of the charity. During the year we had five qualified teachers working within our nurseries. Within our recruitment process, we focus on promoting equality, diversity, inclusion and belonging, and we continue to develop processes to support this.

In 2022 we offered further apprenticeship opportunities, and currently have three apprenticeships linked with City of Bristol College. We offer support, coaching and training to students via our continually growing internal training hub, shared knowledge, and resources.

- Two employees received their Early Years Level 3 certification.
- One employee received their Early Years Level 5 certification.

We invest in staff continuing professional development with four main certifications*

*Early Years Teacher Status (EYTS), Early Years Professional Status (EYPS), Early Years Level 3, Apprenticeships levels 2 & 3.

Other non-statutory training included:

- First Aid.
- Manual Handling (of children).
- Child Protection & Safeguarding.
- Food Hygiene (Level 2).
- THRIVE mental health champion training.
- Creating an inclusive workforce – EDIB.
- Domestic Abuse Awareness.
- Designated Safeguarding Lead.
- Fire Warden.
- SEN Level 3.
- First Aid; CPR and defib.
- Exploring gender identity – EDIB.

We thank all our staff, volunteers, and trustees for their commitment to the charity with flexibility, understanding and support to one-another, throughout the challenges of 2022/23.

Future Plans

- We aim to fully launch 'BS3 Local Care *for* Local People' in early 2024, supported by a newly recruited Care & Wellbeing Manager – Carla Snell.

- Our Catering & Café team will continue to build footfall into the café, seek to extend and expand the food offers through the café, as well as work ever-more closely our Community Development team to integrate our catering offer in with their work and developments in order to support the longer-term sustainability of the café.

- We continue to build on our inclusive practice as part of our commitment to Equality, Diversity, Inclusion & Belonging (EDIB) work.

- Due to the success of our BS3 Food Club, in 2024 we hope to secure a second space to develop the 'BS3 Pantry' - a dry goods space. This will enable us to offer food to those who cannot attend on a Friday (the current set day of the BS3 Food Club).

Financial Review

Investment Policy & Performance

BS3 Community Development has a measured attitude to risk, consciously investing cash funds into financial institutions/ companies involved in the Financial Services Compensation Scheme (FSCS). During 2023/24, BS3 Community Development will continue to review its investment policy and seek to protect reserves and cash held by the organisation.

As of 31 March 2023, BS3 Community Development had investments in different term funds, namely:

- Business bank accounts.
- Deposit bank accounts (instant access).
- Savings bank accounts (instant access).

Investment Decisions

Where appropriate, the Head of Finance & Operations proposes new or updated investments to the Finance sub-committee; these are actioned only if approved by that standing committee and sanctioned by the full board.

Investment Management

BS3 Community Development investments are reviewed according to the terms of the investment. Investments are monitored to ensure that the interest rate secured is acceptable to the Finance sub-committee members and trustees.

Going Concern

The trustees are confident that BS3 Community Development remains a going concern.

As of 31 March 2023, the charity held unrestricted, general free cash reserves of £432,067. This is made up of unrestricted, undesignated funds and are not committed to, or invested in, tangible fixed assets, long-term liabilities, or liabilities due within 12-months. These liabilities due, include loan repayments.

During this financial year trustees reviewed the repayment of the charity bonds of £560,000. The trustees were able to set aside £280,000 of general funds and sort a

loan/mortgage secured on the Chessel Centre, to repay all the Charity Bonds investors. On the 26 January 2023, BS3 Community paid off their existing loan with Charities Aid Foundation [CAF] bank and increased borrowing on our loan to £484,000, fixed for five-years at 6.39%. Although the charity had sufficient general funds to support the repayment of the Charity Bonds it was felt that it would be prudent to ensure that the charity has a sufficient level of general funds available to support the charity's future developments and sustainability.

As of 31 March 2023, the cash balance was £799,157. An unrestricted surplus of £64,928 was generated over the course of the fiscal year.

The trustees consider that the charity has sufficient unrestricted, undesignated funds. Projected income for childcare, community services and grant raising continues to make the charity a viable going concern for a period of at least 12-months from the date on which these financial statements are approved. The trustees therefore consider it appropriate to adopt the going concern basis for the preparation of the accounts.

Financial Risk Management, Objectives & Policies

Trustees are integrally involved in the scrutiny of organisational planning and in reviewing all major risks. Sub-committees also support the Senior Management Team (SMT).

During 2022/23 the Catering & Café sub-committee continued to receive regular updates from the Catering & Café Working Group (made up of Senior Managers and those managing the café, room hire and community events). Early Education and Community & Engagement sub-committees also took place. Financial reports are prepared for the Finance sub-committees and reported to the board-of-trustees via regular meetings.

Close oversight of financial performance and especially cash-flow, continues.

- The charity maintains a Risk Assessment Framework and Risk Management Policy which includes a financial risk section.
- The Risk Register is updated and reviewed quarterly.
- The SMT, managers with budgetary responsibilities, members of the Finance sub-committee, other sub-committees, and the board-of-trustees review financial reports monthly.
- All payments are approved/ authorised by a minimum of two members of SMT.
- Transactions exceeding £2,000 that do not appear in the budget have trustee authorisation in addition to SMT authorisation.

Principal Risks & Uncertainties

We recognise the cost-of-living crisis, along with an increased demand on the charity's services which may in turn reduce financial capacity of our customers and service users. The charity continues to research and apply for charitable funding for the support of services and needs of the organisation and the community it serves.

Post-pandemic, we have also noticed changes in service user and customer behaviour, although this appears to be changing and customers are settling back to pre-pandemic working patterns. Any changes in customer make-up and service users should translate into financial transactions that still produce a balance comparable and higher than prior years, we note these changes and are working to ensure we continue to receive maximum occupancy of services, and to analyse income streams.

Last year we identified the climate of fundraising as a significant risk; however, we have not found this to be the case during last year. We have our Fundraising Action Plan and strategy under review, to take into consideration the impending new business plan and customers and service user surveys for need and requirements. At a time when demand for funding is increasing due to post-pandemic impacts and the cost-of-living crisis, this may yet restrict the level of funding available in the future.

Another principal risk is the charity's opening of the Catering & Café provision. Although the initial investment into the café has been supported by Power to Change funding, we recognise that the Catering & Café has underperformed against budget and has not yet broken even. We recognise that it will take time to establish the charity's offer and therefore remains a risk during this period.

Reserves Policy

The charity intended that, during 2022/23, it would start to use a risk-based analysis to set reserve figures, based on the make-up of the charity's income, although this has not been undertaken as yet, the reserves were set based on the Armageddon model of three-months running costs.

The financial risks and liabilities the charity could be exposed to, should it be forced to close, have been reviewed and a Reserves Policy was previously adopted. The range and level of reserves required by the charity is set out below and prioritised in the following order:

- In the medium-term the charity had previously required to set-aside finances for the repayment of £560,000 to the 'SCDA 4% Charity Bonds' investors by the end of February 2023. The intention being to reduce the level of a loan, to seek appropriate re-financing of the residual amount. The level of funding required had been agreed at a minimum of 50% of the cost of the Charity Bonds, and a new loan was secured during, and drawn down in, January 2023. The liability had moved from long-term to short-term debt, designated funds set aside for this purpose were moved into the charity's' general funds. In February 2023, the Charity Bond investors were paid back £560,000.
- A total of £630,000 has been set as an unrestricted cash reserves target, which represents three months of trading from our 2023/24 budget. At year end, the charity held £432,067 of unrestricted cash reserves.

BS3 Community Development agrees income and expenditure levels during the annual budgeting process, alongside scrutiny of income streams and expenditure requirements during the year. Levels of surplus income are reviewed during each financial year.

The charity recognise that the reserves held at the 31st of March 2023, fall below its own reserves target. During the year 2022-23, a significant amount of the charity's reserves, £280,000, were used to pay back a Charity Bond debt with regards to the building of the Chessel Centre. The charity's expectation is that free cash reserves will be built back up over a period of time, from the charities unrestricted activities and that this may take a few years to achieve.

Structure, Governance & Management

Constitution

The company is constituted under an Articles of Association and is a registered charity, number 1000544.

Method of Appointment or Election of Trustees

Trustees of BS3 Community Development are all volunteers. Trustees are each elected and co-opted under the terms of the Articles of Association for a period of up to nine-years.

The management of the charitable company is the responsibility of the trustees. The trustees constitute as directors of BS3 Community Development for the purposes of the Companies Act 2006 and are trustees for the purposes of the Charities Act 2011.

There is a limit of fifteen trustees who can be elected by the BS3 Community Development membership at the Annual General Meeting (AGM). At the AGM, either one third, or three, (whichever is the greater number) of the trustees stand for re-election. If they so wish, or if agreed by the Board, the longest serving third or three, step-down and put themselves forward for re-election. The Chair (or co-Chairs) and vice-Chair are elected annually by the trustees at the first meeting following the AGM.

Policies Adopted for the Induction and Training of Trustees

To ensure that new trustees are appointed regularly, the Board members undertake a regular skills audit of current trustees and matches those against the skills required by our strategic business plan. When recruiting new trustees, the Board members aim to

attract a diverse range of candidates who have the skills, expertise and experience the charity needs.

Potential trustees are given a formal induction to the charity and provided with the Articles of Association, business plan, information on our activities and services and organisational structure. Trustees are also given information on the role's responsibilities and charity law.

Trustees undertake a formal probationary period, during which they are expected to become a Member of BS3 Community Development, become familiar with our activities and attend at least three trustee Board meetings as non-voting participants. On completion of a probationary period, they can be formally co-opted as a trustee by the trustees prior to standing down and being put forward for election at the next AGM. Prior to being elected, potential trustees complete a formal trustee declaration.

Pay Policy for Senior Staff

The SMT salary and rewards are associated with specific roles, which are not gender specific. Parity is sought between the same or similar jobs.

Organisational Structure and Decision-making

The Board-of-trustees is ultimately responsible for the overall control and strategic direction of BS3 Community Development, including ensuring that the organisation abides by any legal requirements. Day-to-day management is delegated to our CEO and the senior management team.

The senior management team comprises of:

- Becca McDougall, Head of Finance & Operations.
- Emm Rodman, Head of Communities (joined June 2023).
- Kelly Murphy, Head of Early Education & Childcare.
- Ruth Green, Head of Communities & Engagement (left April 2023).
- Simon Hankins, Chief Executive Officer.

The trustees have paid due regard to the Charity Commission's public benefit guidance in their strategic direction and decision-making process.

Membership

BS3 Community Development is a membership organisation. Anyone can become a 'Member' with a two-year membership costing £2. Trustees must be Members.

Each year, BS3 Community Development has an Annual General Meeting (AGM) where all Members are entitled to vote for those standing for available places on the Board-of-trustees.

We also have 'Supporters'; there is no fee to be a Supporter. Supporters receive regular news about BS3 Community Development.

Risk Management

The trustees have adopted a Risk Management Framework and have considered the major risks to which the charity is exposed. This framework is understood by trustees and is actively considered (where practically possible) in staffing structures, benefits packages, recruitment, review systems and training budgets, including trustee training.

The trustees are satisfied that all operational systems are in place to ensure sound governance and management of the charity; this has been upheld in the monitoring undertaken by our funding bodies and auditors.

Trustees' Responsibilities Statement

The trustees (as directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements. This is in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each fiscal year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice 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 presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have, to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees 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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are Members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

The auditors, Godfrey Wilson Limited, have indicated their willingness to continue in office. The designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

Trustees' Statement

The trustees (as directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of BS3 Community Development (the company) for the year ending 31 March 2023.

The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the SORP, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard, applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the trustees on 7 December 2023 and signed on their behalf by

Peter Bird Pete Phillips

Peter Bird and Peter Phillips, Co-Chairs

Independent auditors' report

To the members of

BS3 Community Development

Opinion

We have audited the financial statements of BS3 Community Development (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. 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 charity's affairs as at 31 March 2023 and of its 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.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

Opinion 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report
This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alison Godfrey

Date: 11 December 2023

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:
GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

BS3 Community Development

Statement of financial activities *(incorporating an income & expenditure account)*

For the year ended 31 March 2023

	Note	Restricted £	Unrestricted £	**2023 Total £**	2022 Total £
Income from:					
Donations	3	24,205	19,530	**43,735**	74,629
Charitable activities	4				
Early Education and Childcare		-	1,764,449	**1,764,449**	1,658,806
In Community and Older People's Services		210,486	-	**210,486**	237,638
The Centres		49,113	102,146	**151,259**	70,327
Investments		-	1,014	**1,014**	-
Total income		283,804	1,887,139	**2,170,943**	2,041,400
Expenditure on:					
Raising funds		-	16,067	**16,067**	15,332
Charitable activities					
Early Education and Childcare		-	1,614,299	**1,614,299**	1,493,126
In Community and Older People's Services		258,067	-	**258,067**	210,131
The Centres		16,606	249,993	**266,599**	218,374
Total expenditure	6	274,673	1,880,359	**2,155,032**	1,936,963
Net income		9,131	6,780	**15,911**	104,437
Transfers between funds		(58,148)	58,148	**-**	-
Net movement in funds	7	(49,017)	64,928	**15,911**	104,437
Reconciliation of funds:					
Total funds brought forward		217,102	1,116,078	**1,333,180**	1,228,743
Total funds carried forward		168,085	1,181,006	**1,349,091**	1,333,180

All of the above results are derived from continuing activities and additional funding that contributes to the Communities Activities . There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 17 to the accounts.

BS3 Community Development

Balance Sheet

As at the 31 March 2023

	Note	£	2023 £	2022 £
Fixed assets				
Tangible assets	11		**1,217,183**	1,171,693
Current assets				
Stock	12	**2,947**		924
Debtors	13	**35,071**		108,207
Cash at bank and in hand		**799,157**		1,101,452
		837,175		1,210,583
Liabilities				
Creditors: amounts falling due within 1 year	14	**(233,103)**		(837,531)
Net current assets			**604,073**	373,052
Total assets less current liabilities			**1,821,256**	1,544,745
Creditors: amounts falling due after more than 1 year	15		**(472,165)**	(211,565)
Net assets	16		**1,349,091**	1,333,180
Funds	17			
Restricted funds			**168,085**	217,102
Unrestricted funds				
Designated funds			**4,000**	5,410
General funds			**1,177,006**	1,110,668
Total charity funds			**1,349,091**	1,333,180

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 7 December 2023 and signed on their behalf by

Peter Bird — Pete Phillips

Peter Bird - Co-Chair — Pete Phillips - Co-Chair

BS3 Community Development

Statement of cash flows

For the year ended 31 March 2023

	2023 £	2022 £
Cash used in operating activities:		
Net movement in funds	**15,911**	104,437
Adjustments for:		
Depreciation charges	**23,984**	31,571
Dividends, interest and rents from investments	**(1,014)**	-
Interest paid	**32,946**	29,015
Increase in stock	**(2,023)**	(924)
Decrease in debtors	**73,136**	15,225
(Decrease) / increase in creditors	**(39,959)**	66,780
Net cash provided by operating activities	**102,981**	246,104
Cash flows from investing activities:		
Dividends, interest and rents from investments	**1,014**	-
Purchase of tangible fixed assets	**(69,474)**	(79,305)
Net cash used in investing activities	**(68,460)**	(79,305)
Cash flows from financing activities:		
Repayment of borrowing	**(616,816)**	(50,478)
Cash inflow from new borrowing	**280,000**	-
Net cash provided in used in financing activities	**(336,816)**	(50,478)
(Decrease) / increase in cash and cash equivalents in the year	**(302,295)**	116,321
Cash and cash equivalents at the beginning of the year	**1,101,452**	985,131
Cash and cash equivalents at the end of the year	**799,157**	1,101,452

Analysis of changes in net debt

	At 1 April 2022 £	Cash flows £	Other non-cash movements £	At 31 March 2023 £
Cash	1,101,452	(302,295)	-	**799,157**
Loans falling due within 1 year	(585,300)	583,867	(19,400)	**(20,833)**
Loans falling due after 1 year	(211,565)	(280,000)	19,400	**(472,165)**
Total	304,587	1,572	-	**306,159**

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in 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.

BS3 Community Development 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).

b) Going concern basis of accounting

The accounts have been prepared on the assumption that the charity is able to continue as a going concern, which the trustees consider appropriate having regard to the current level of unrestricted reserves. There are no material uncertainties about the charity's ability to continue as a going concern.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of goods and services being delivered, including nursery provision, events and room hire is deferred until criteria for income recognition are met.

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1. **Accounting policies (continued)**

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the organisation and the costs are shared on the basis of activity on a percentage of square meterage used. Irrecoverable VAT is included in 'running costs' in note 6.

h) Allocation of central costs

Support and governance costs:

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including costs of complying with the constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated across the activities of the charity using square meterage and full time equivalent employees of each activity, or funder's specific or agreed requirements, as cost drivers.

Centre costs:

Along with the allocation of support and governance costs, the charity also apportions some of the Centres' expenditure for buildings, running and staffing costs across the activities of the charity. This full cost recovery method better reflects the true cost to the charity of each activity and the Centres. The charity has developed percentage formulae based on square meterage for buildings costs, and full time equivalent employees for running and staffing costs. These formulae are used as cost drivers or those specific to funders requests or agreed requirements. Costs are then allocated back to each charitable activity. Formulae templates are adjusted annually to ensure a true reflection of the charity's activities in its finances.

i) Tangible fixed assets

Depreciation is provided at rates calculated to write-down the cost of each asset to its estimated residual value over its expected useful lifetime. The depreciation rates in use are as follows:

▪ Leasehold improvements	2% straight line basis
▪ Fixtures, fittings and equipment	25% straight line basis
▪ Land and buildings	2% straight line basis (retaining land value of £275,000)

Items of equipment are capitalised where the purchase price is, or exceeds, £1,000.

1. Accounting policies (continued)

j) Impairment of fixed assets

At each reporting period end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of financial activities. Impairment losses are charged as a direct charitable cost to The Centres.

k) Stock

Stock is included at the lower of cost or net realisable value of non perishable goods for the School Room café.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

p) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

1. **Accounting policies (continued)**

q) Accounting estimates and key judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is depreciation, as described in note 1(i).

2. **Prior period comparatives**

	Restricted £	Unrestricted £	2022 Total £
Income from:			
Donations	26,676	47,953	**74,629**
Charitable activities			
Early Education and Childcare	224	1,658,582	**1,658,806**
In Community and Older People's Services	237,638	-	**237,638**
The Centres	47,700	22,627	**70,327**
Total income	312,238	1,729,162	**2,041,400**
Expenditure on:			
Raising funds	-	15,332	**15,332**
Charitable activities			
Early Education and Childcare	593	1,492,533	**1,493,126**
In Community and Older People's Services	209,752	379	**210,131**
The Centres	96,676	121,698	**218,374**
Total expenditure	307,021	1,629,942	**1,936,963**
Net income	5,217	99,220	**104,437**
Transfers between funds	(59,453)	59,453	**-**
Net movement in funds	(54,236)	158,673	**104,437**

3. Income from donations

	Restricted £	Unrestricted £	**2023 Total £**
Donations - fundraising	4,395	-	**4,395**
Donations - organisations	16,278	4,099	**20,377**
Donations - individuals	3,532	4,209	**7,741**
Donations - gifts in kind	-	7,222	**7,222**
Donations - unrestricted grants	-	4,000	**4,000**
Total income from donations	24,205	19,530	**43,735**

During the year, the charity received gifts in kind including, second hand IT equipment, legal advice from solicitors Bevan Brittan and professional services via the Cranfield Trust.

Prior period comparative:

	Restricted £	Unrestricted £	2022 Total £
Donations - fundraising	4,122	-	4,122
Donations - organisations	11,622	2,943	14,565
Donations - individuals	7,932	1,952	9,884
Donations - gifts in kind	3,000	24,170	27,170
Donations - unrestricted grants	-	18,888	18,888
Total income from donations	26,676	47,953	74,629

4. Income from charitable activities

	Restricted £	Unrestricted £	2023 Total £
Early education and childcare:			
Childcare income	-	1,764,449	**1,764,449**
Total early education and childcare	-	1,764,449	**1,764,449**
In Community and OPS:			
Grants	210,486	-	**210,486**
Total In Community and OPS	210,486	-	**210,486**
The Centres:			
Grants	49,113	-	**49,113**
Rental, Room Hire & Café	-	96,915	**96,915**
Other	-	5,231	**5,231**
Total Centres	49,113	102,146	**151,259**
Total income from charitable activities	259,599	1,866,595	**2,126,194**

Prior period comparative:

	Restricted £	Unrestricted £	2022 Total £
Early education and childcare:			
Childcare income	224	1,658,582	1,658,806
Total early education and childcare	224	1,658,582	1,658,806
In Community and OPS:			
Grants	237,638	-	237,638
Total In Community and OPS	237,638	-	237,638
The Centres:			
Grants	47,700	2,973	50,673
Rental and room hire income	-	10,288	10,288
Other	-	9,366	9,366
Total Centres	47,700	22,627	70,327
Total income from charitable activities	285,562	1,681,209	1,966,771

5. Government grants

The charity received grants from Bristol City Council for the period ending 31 March 2023 of £33,716 (2022: of £16,000 from Bristol City Council and £1,388 from HMRC relating to the Coronavirus Job Retention Scheme). There are no unfulfilled conditions or contingencies attached to these grants.

6. Total expenditure

	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2023 Total £
Staff costs (note 9)	10,269	989,387	118,451	182,899	274,856	**1,575,862**
Other staffing costs	-	11,992	633	-	9,331	**21,956**
Direct project costs	434	148,820	51,672	39,087	9,153	**249,166**
Grants payable (note 8)	-	-	560	-	-	**560**
Premises costs	-	-	9,216	103,591	27,038	**139,845**
Depreciation	-	-	-	18,197	5,787	**23,984**
Finance costs	-	-	-	30,955	1,774	**32,729**
Professional fees	-	-	-	6,600	16,835	**23,435**
Running costs	-	3,232	8,591	4,807	69,457	**86,087**
Promotion and advertising	-	75	139	599	595	**1,408**
Sub-total	10,703	1,153,506	189,262	386,735	414,826	**2,155,032**
Allocation of support and governance costs	4,138	354,136	52,879	3,673	(414,826)	-
Allocation of centre costs to other activities	1,226	106,657	15,926	(123,809)	-	-
Total expenditure	**16,067**	**1,614,299**	**258,067**	**266,599**	-	**2,155,032**

Total governance costs were £8,300 (2022: £6,950).

Costs allocated to The Centres show the total cost of running the Southville and Chessel centres. Where these costs are shared by other activities (Early Education and Childcare and In Community and OPS) they are allocated in line with the policy stated in note 1 (h). The remaining cost in The Centres represents the cost of running the centres as a community building.

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2022 Total £
Staff costs (note 9)	9,958	932,154	104,695	141,277	198,574	1,386,658
Other staffing costs	-	2,862	823	152	20,543	24,380
Direct project costs	315	132,746	33,908	93,043	5,873	265,885
Grants payable (note 8)	-	-	100	-	-	100
Premises costs	-	-	126	71,044	24,582	95,752
Depreciation	-	-	-	18,259	13,312	31,571
Finance costs	-	-	-	25,686	3,980	29,666
Professional fees	-	710	-	1,200	17,579	19,489
Running costs	-	254	1,773	3,632	77,203	82,862
Promotion and advertising	-	-	500	-	100	600
Sub-total	10,273	1,068,726	141,925	354,293	361,746	1,936,963
Allocation of support and governance costs	3,617	300,172	48,241	9,716	(361,746)	-
Allocation of centre costs to other activities	1,442	124,228	19,965	(145,635)	-	-
Total expenditure	15,332	1,493,126	210,131	218,374	-	1,936,963

7. Net movement in funds

This is stated after charging:

	2023	2022
	£	£
Depreciation	**23,984**	31,571
Operating lease payments	**7,085**	11,912
Trustees' remuneration	**Nil**	Nil
Trustees' reimbursed expenses	**Nil**	Nil
Auditors' remuneration:		
• Statutory audit (excluding VAT)	**8,300**	6,950

8. Grants payable:

	2023	2022
	£	£
Redcliffe Parish Discretionary Fund		
Awards to 9 individual for in the form of food vouchers & Goods	**560**	100
	560	100

Grants payable are to individuals. All grants are paid to fund charitable activities. The grants shown above do not include any contribution to core costs.

9. Staff costs and numbers

Staff costs were as follows:

	2023	2022
	£	£
Salaries and wages	**1,446,345**	1,258,654
Social security costs	**93,475**	74,551
Pension costs	**23,783**	20,543
Non-salaried staffing costs	**12,259**	32,910
	1,575,862	1,386,658

No employees earned more than £60,000 during the current or prior year.

Key management personnel of the charitable company comprise the trustees, CEO, Head of Head of Early Education and Childcare, Head of Communities and Engagement, Head of Finance and Operations. The total employee benefits of the key management personnel were £205,387 (2022: £199,161).

Staff numbers were as follows:

	2023	2022
	No.	No.
Average head count	**92.67**	95.25
Full time equivalent	**63.41**	61.00

10. Taxation

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

11. Tangible fixed assets

	Leasehold improvements £	Fixtures, fittings and equipment £	Land and buildings £	**Total £**
Cost				
At 1 April 2022	291,095	225,692	1,345,321	**1,862,108**
Additions in year	60,086	9,388	-	**69,474**
At 31 March 2023	351,181	235,080	1,345,321	**1,931,582**
Depreciation				
At 1 April 2022	25,158	222,711	442,546	**690,415**
Charge for the year	6,922	3,341	13,722	**23,984**
At 31 March 2023	32,080	226,052	456,268	**714,399**
Net book value				
At 31 March 2023	**319,101**	**9,029**	**889,053**	**1,217,183**
At 31 March 2022	265,937	2,981	902,775	1,171,693

The Southville Centre (Beauley Road, Bristol) is on a 999 year lease from Bristol City Council. The lease was signed in 1990 and is for a peppercorn rent. The costs of renovating the site and building were expensed in the year they were incurred, in line with accounting policies and standards at the time. Included within land and buildings is land worth £275,000 which has not been depreciated.

12. Stock

	2023 £	2022 £
Stock - The School Room Café	**2,947**	924

13. Debtors

	2023 £	2022 £
Trade debtors	**26,796**	80,873
Prepayments	**500**	4,364
Accrued income	**7,775**	22,970
	35,071	108,207

14. Creditors : amounts due within 1 year

	2023	2022
	£	£
Bank loan	**20,833**	25,300
Trade creditors	**30,232**	42,605
Accruals	**13,262**	33,502
Deferred income *	**50,000**	50,000
Other taxation and social security	**27,903**	25,741
Charity bond	**-**	560,000
Other creditors	**90,873**	100,383
	233,103	837,531

The charity bonds were unsecured, and were repaid in full in February 2023. Tax of £2,240 in relation to the charity bond was paid to HMRC.

* Deferred income movements in the year:

	2023	2022
	£	£
At 1 April 2022	**50,000**	-
Deferred during the year	**-**	50,000
Released during the year	**-**	-
At 31 March 2023	**50,000**	50,000

Deferred income relates to funding received in advance of entitlement being met. This will be released in 2023/24

15. Creditors : amounts due after 1 year

	2023	2022
	£	£
Bank loan	**447,162**	177,633
Bounce back loan	**25,003**	33,932
	472,165	211,565

Analysis of debt maturity

Debt due after more than one year:

repayable between one and five years	**80,866**	92,261
repayable in five years or more	**391,299**	119,304
	472,165	211,565

During the year 2022-23 the charity sought to increase its CAF Bank loan by £280,000 in order to support the repayment terms of the Charity Bonds (totalling £560,000). The charity held a flexible tracker loan, at 2.75% above base rate, this meant that the interest payable by the charity was exposed to the volatile interest rates in the UK. The charity saw interest rates rise to 6.25% during the year, before agreeing a new twenty year loan, fixed for five years at 6.39% in January 2023. Should the charity have remained on a tracker mortgage our current repayment terms would be 8%.

The charity secured a Government backed Business Interruption Payment - Bounce Back Loan via the Cooperative Bank in a bid to secure future low interest loans should the organisation require additional cashflow, in the early part of the pandemic. The loan was secured at 2.5% interest with no payments due within the first year of the loan.

16. Analysis of net assets between funds

	Restricted funds £	Desginated funds £	General funds £	**Total funds £**
Tangible fixed assets	-	-	1,217,183	**1,217,183**
Net current assets	168,085	4,000	431,988	**604,073**
Non current liabilities	-	-	(472,165)	**(472,165)**
Net assets at 31 March 2023	**168,085**	**4,000**	**1,177,006**	**1,349,091**

Prior period comparative	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	1,171,693	1,171,693
Net current assets	217,102	5,410	150,540	373,052
Non current liabilities	-	-	(211,565)	(211,565)
Net assets at 31 March 2022	217,102	5,410	1,110,668	1,333,180

17. Movements in funds

	At 1 April 2022 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2023 £
Restricted funds					
Communities Activities					
In Community projects:					
Community Webs	24,001	68,146	(74,900)	-	**17,247**
Swift Social Prescribing	630	7,558	(8,188)	-	**-**
SW&EB Health Inequalities	8,702	110	(8,812)	-	**-**
CCG Community Connectors	14,764	25,369	(12,884)	-	**27,249**
St Monica's Community Connectors	32,526	-	(32,526)	-	**-**
St Monica's Digital Inclusion	-	23,621	-	-	**23,621**
Knowle West HPC - Sirona	-	10,000	(10,000)	-	**-**
Tech&Talk - ILOP	469	5,350	(3,458)	-	**2,361**
Hyper Local - ILOP	812	-	-	-	**812**
Alonely - ILOP	1,818	112	(1,930)	-	**-**
Make it Local - Phase II	57,369	-	(34,182)	-	**23,187**
BS3 Food Club	-	17,699	(8,356)	984	**10,327**
BCC support PPE grant	-	9,216	(9,216)	-	**-**
BCC - Welcome Spaces	-	24,500	(13,356)	-	**11,144**
Winter Household Support	-	5,000	(5,000)	-	**-**
Quartet Surplus Food Club	-	5,000	-	-	**5,000**
Quartet Community Anchor	-	6,200	(5,542)	-	**658**
Community Awards & grants	100	900	(560)	-	**440**
Mental Health Changes	3,411	-	(3,411)	-	**-**
In community projects	2,401	8,857	(7,625)	(984)	**2,649**
Older people's services	4,383	13,680	(14,066)	-	**3,997**
Early education and childcare:					
Grandparent & Toddler group	698	3,374	(4,055)	-	**17**
Organisational - Buildings improvements	65,018	34,112	(16,606)	(58,148)	**24,376**
Organisational - Development	-	15,000	-	-	**15,000**
Total restricted funds	217,102	283,804	(274,673)	(58,148)	**168,085**
Unrestricted funds					
Designated funds:					
Power to Change - Match funding	5,410	-	(36)	(5,374)	**-**
Power to Change - Powering Up	-	4,000	-	-	**4,000**
Total designated funds	5,410	4,000	(36)	(5,374)	**4,000**
General funds	1,110,668	1,883,139	(1,880,323)	63,522	**1,177,006**
Total unrestricted funds	1,116,078	1,887,139	(1,880,359)	58,148	**1,181,006**
Total funds	1,333,180	2,170,943	(2,155,032)	-	**1,349,091**

17. Movements in funds (continued)

Purposes of restricted funds

Community Webs

Funding from NHS England / CCG although paid via local Primary Care Network (PCN) Bridge View Medical (BVM).

SWIFT Social Prescribing

Funding from NHS England /CCG although paid via local Primary Care Network (PCN) to Knowle West Health Park, who then subcontract the delivery of social prescribing for one BS3 surgery to BS3 Community).

SW&EB Health Inequalities

Carried forward funds from Bristol City Council to support health inequalities in South and West Bedminster. Along with sizeable donations from local residents and Action Greater Bedminster.

CCG Community Connectors

Test and learn project with multiple stakeholders, VCS and statutory. Delivery partner is Knowle West Health Park. Connectors are local go to people that are based in the community to take time to connect and understand what is important to them. Connectors are able to support with access to local activities, groups and services.

St Monica's Community Connectors

Test and learn project with multiple stakeholders, VCS and statutory. Delivery partner is Knowle West Health Park. Connectors are local go to people that are based in the community to take time to connect and understand what is important to them. Connectors are able to support with access to local activities, groups and services.

St Monica's Digital Inclusion

Digital inclusion project for older citizens, delivering workshops, activities and learning sessions, with the inclusion of written and printed "how to guidelines", deliverable across BS3. Starting April 2023.

Knowle West HPC - Sirona

A letter of understanding exists to enable the engagement of BS3 Community Development with South Bristol Locality Board to develop communities that live healthy and fulfilled lives.

Tech&Talk - ILOP

Funds held for ILOP (Improving Lives for Older People) for tech and talk computer and chat cafes.

Hyper Local - ILOP

Funds held for local group ILOP (Improving Lives for Older People) for delivery of workshops around retirement, isolation and loneliness.

17. Movements in funds (continued)

Alonely - ILOP
A series of monologues performed by local volunteers that did research in flu clinics, libraries and on the street talking to older people about loneliness - the life stories were worked into a performance with a dramaturg and producer and have been performed in many places, including at the House of Commons, to many colleges and at many events to raise awareness of loneliness and hopefully provoke thinking about, and reduce the stigma attached to, loneliness.

Funds held for local group ILOP (Improving Lives for Older People) for delivery/production of Alonely monologues around isolation and loneliness.

Make it Local
Bristol City Council Funded work to support the identification of Community Led Adult Social Care, including engagement, partnership working and asset based community development support - development of platform for introductory agencies underway for launch at the end of 2022.

BS3 Food Club
Partnership work with Family Action to provide a service for a Food On Our Doorstep membership driven food club, supporting those on restricted incomes with subsidised food and groceries. As well as generous donations in time and finances from Baileys Caravans to support the need of the local community.

Bristol City Council - PPE support
Grant specifically relating to the support of keeping the centres open and clean for vulnerable services users. Used to support the regime of "fogging" in between activities and events, and the purchase of PPE equipment and other produces to increase the cleanliness of the centres and their ability to stay open for the Welcome Spaces projects.

Bristol City Council - Welcome spaces
Grant specifically in relation to support with the running of activities and spaces available for residents, and vulerable services users that may require a warm space and a meal. The charity has put on additional sessions with advice agencies such as Citizens Advice Bureau as well as social events, including games afternoons, free refreshments and meals and snacks.

Feeding Bristol - Winter Support Fund
Grants specifically to enable the support of food parcels distributed through the community centre and the local primary schools, in direct response to the cost of living crisis and high inflation on food costs.

Quartet - Surplus Food and Supper Club
Grant received at the end of the financial year 2023, to contribute towards the support of the local community, in providing a network for the provision of surplus food and a long table community supper club.

Quartet - Community Anchor
Grant to give specific support to the strengthing of the Community Anchor offer that BS3 Community provides across the BS3 post code and south Bristol generally.

17. Movements in funds (continued)

Community Awards & Grants
Discretionary funding from Redcliffe Parish for individuals that are economically vulnerable.

Mental Health Changes - Bristol
Funds from NHS England/CCG/Changes Bristol for partnership work and community outreach regarding mental health peer support groups.

In Community projects
General Community projects
- Secret Gardens - local residents open their homes for the weekend to allow community members to have a 'mooch', often tea and cake served!

- Good Garden Awards - certificates are distributed by volunteer 'garden judges' to homes in BS3 that 'make a difference to their street by adding some colour', a hanging basket has received an award before!

- Including and not exclusively our contributions to the, Peer support and case management for link workers during the pandemic and other delivery work, engagement with the Local Parks Groups (supported by Bristol City Council) and engagement in research with the University of Bristol for reimagining day care.

Older people's services
Older peoples club, historically run from our centre but remodelled due to Covid. Including Monday Club, Tea Dances and Stroll and Chat.

Grandparent and Toddlers group
An intergenerational play group run from our Chessel Centre site; weekly Grandparent and Toddler sessions, in partnership with Children Centre Leaders; Hempals and originally funded by Quartet Community Foundation - on hold during the pandemic.

Organisational - Buildings improvement:
Power to Change – Community Support Fund Capital Grant with match funding, supporting buildings maintenance, improvements, and repair works; to enable the retention of existing customer base, increase the potential activity and footfall, including more sustainable options for our facilities.

Organisational - Development:
Power to Change Reach Fund - in support of the exploration of further nursery facilities in the BS3 area, to help with engagement of Triodos bank and future developments.

17. Movements in funds (continued)

Purposes of designated funds

Designated Funds
BS3 Community Development designed some funds to act as match funding for the Power To Change Community Support Fund, along with Designating unrestricted funding from Power to Change - Powering up grant.

Transfers between funds
Transfer of funds stated under under Building improvements and Power to Change - Match Funding cover capital costs of the building improvements at the Southville Centre. The transfer of funds between In Community projects and Bedminster FOOD club was made to separate the fund as the project received increased funding and expanded it's work.

17. Movements in funds (continued)

Prior period comparative

	At 1 April 2021 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2022 £
Restricted funds					
Community development:					
In Community projects:					
Community Webs	42,560	63,116	(81,675)	-	24,001
Swift Social Prescribing	-	7,558	(6,928)		630
Bedminster Youth Club	11,511	4,350	(16,051)	190	-
SW&EB Health Inequalities	4,919	30,005	(26,222)	-	8,702
Community Connectors - CCG	-	16,000	(1,236)	-	14,764
Community Connectors - St Monica's	-	38,526	(6,000)	-	32,526
Knowle West HP - Sirona	-	10,000	(10,684)	684	-
Tech&Talk	1,032	-	(2,063)	1,500	469
Hyper Local	812	-	-	-	812
Alonely	3,318	-	-	(1,500)	1,818
Make it Local phase I	-	66,150	(8,781)	-	57,369
BS3 Community Larder	10,817	(508)	(10,309)	-	-
Community Awards & grants	-	200	(100)	-	100
Mental Health Changes	3,253	4,706	(4,547)	-	3,411
In community projects	5,255	13,825	(23,442)	6,763	2,401
Older people's services	6,461	9,636	(11,714)	-	4,383
Early education and childcare:					
Grandparent & Toddler group	316	975	(593)	-	698
Organisational - buildings	181,084	47,700	(96,676)	(67,090)	65,018
Total restricted funds	271,338	312,238	(307,021)	(59,453)	217,102
Unrestricted funds					
Designated funds:					
Charity bond	115,000	-	-	(115,000)	-
Power to Change match funding	20,000	-	(14,350)	(240)	5,410
Total designated funds	135,000	-	(14,350)	(115,240)	5,410
General funds	822,405	1,729,162	(1,615,592)	174,693	1,110,668
Total unrestricted funds	957,405	1,729,162	(1,629,942)	59,453	1,116,078
Total funds	1,228,743	2,041,400	(1,936,963)	-	1,333,180

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	£	£
Amount falling due:		
Within 1 year	**7,295**	6,912
Within 1 - 5 years	**22,756**	8,564
	30,051	15,476

19. Related party transactions

Trustees of the charity use the nursery services at BS3 Community Development and these transactions are carried out at arms length.

No third party transactions occurred in the year ended 31 March 2023. (2022: £6,367)

The following third party transactions occurred in the year ended 31 March 2022:
i) Isabel Kearney, a trustee, was paid £290 to provide some fundraising mentoring during the year. There was no balance outstanding at the year end; and
ii) Spike Productions, a company run by the husband of Ruth Green who is a member of BS3's senior management team, was contracted to undertake some of the renovations work on the Southville Centre. The total balance paid for this work was £6,077. No amounts were outstanding at the year end.

BS3 COMMUNITY DEVELOPMENT

England & Wales - Charity number 1000544

Accounts

BS3 Community Development

Report and Audited Financial Statement

31 March 2022

BS3 Community Development

The Southville Centre, Beauley Road, Southville, Bristol, BS3 1RQ

Registered charity no: 1000544. Company limited by guarantee no. 2542176

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Reference & Administrative Details

Company number 02542176.

Charity number 1000544.

Registered office and operational address:

The Southville Centre, Beauley Road, Bristol BS3 1QG.

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Peter Duncan Bird		Co-Chair
Peter Thomas Phillips		Co-Chair
Jenny Alice Brown		Co-Vice Chair
Mark Andrew Coates		Co-Vice Chair
Catherine Hector	(resigned 11/03/2022)	Treasurer
Sarah Louise Hughes		
Isabel Katherine Sibley Kearney		
Jessica Woodsford	(resigned 22/10/2021)	SENCo
Elizabeth Jane Normand		SENCo & Safeguarding
Elsa Maters	(resigned 04/10/2021)	
Zoe Frances Rice	(resigned 07/10/2021)	
Rosemary Susan Tomlinson	(resigned 13/02/2022)	
Sally Elizabeth Jaeckle	(resigned 13/09/2021)	

Reference & Administrative Details

Company Secretary and Chief Executive Officer

Dr Simon Derek Hankins

Bankers

Co-operative Bank, PO Box 250, Delf House, South Way, Skelmersdale, WN8 6WT.
Lloyds Bank, 284 Wells Road, Bristol, BS4 2PY.
CAF (Charities Aid Foundation) Bank 25 Kings Hill Avenue West Malling Kent ME19 4JQ

Auditors
Godfrey Wilson Limited, chartered accountants and statutory auditors.
5th Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD.

Chairs' Introduction

As joint chairs of the Board of Trustees, we are pleased to present the Annual Report and Financial Statements describing BS3 Community Development's work during 2021-22. It has been a busy and challenging year for all of us as we adapt to the post-pandemic environment and work to restore a sense of normality to BS3 Community.

We are delighted to have fully re-opened our centres, welcoming the community back to use our room-hire facilities and to enjoy the variety of activities based here. Our café has been refurbished and re-opened as a welcoming community hub following the ethos of 'Connecting, Supporting and Developing our Community'. This is an inclusive space, intended to link our community services with people, becoming a place to meet and access fresh and healthy food.

A generous grant from the Power to Change Community Business Fund, with match funding from the Enovert Community Trust and the Veolia Environmental Trust, has enabled much-needed maintenance and improvement works to be carried out to the Southville Centre. Visitors will notice the significant enhancements that have been made to the Milford Hall, café, entrance, and reception areas.

With support provided by The Cranfield Trust, we have carried out an evaluation of our organisational structure and employee roles. Individuals have also been part of a programme of mentoring and leadership coaching, providing an opportunity for personal growth and flexibility to adapt to the changing needs of our community. This will also support future recruitment and allow opportunities for internal career progression.

The Board of Trustees is justifiably proud of the achievements of our staff and volunteers, particularly under the continuing challenging circumstances. We have not only managed to survive but have also implemented measures which will improve our resilience and adaptability over the coming years. As ever, the trustees will continue to work with the management team to ensure that the excellent outcomes and achievements by BS3 Community Development continue.

On behalf of the Board, we would like to thank everyone for their dedication and support over the last twelve months.

Chief Executive Officer's Statement of Objectives & Activities

During the second year of the pandemic and with Brexit, we expected planning for 2021-22 to be difficult. As we began to emerge from the pandemic with the 'new normal', this proved to be the case, as restrictions were lifted and state support withdrawn.

In the early days of the pandemic everyone worked hard to respond and learn about the impact of the restrictions. We had to adapt, re-shape and re-purpose our services, activities and operations to continue supporting communities in the BS3 postcode. Our need for resilience and non-stop response in spite of increased staff absences (due to Covid-19) proved strenuous. There was further pressure to recruit in an already challenged sector; the need for staffing ratios in the nursery setting and the demand for our front-line teams to be out in the community, meant that everyone had to pull together to keep our services going.

With the withdrawal of the Government's financial support, there was an increase in competition for charitable trust funding and foundation grants, which was a financial challenge for the charity. However, through careful management, strong leadership and continued hard work, we ended the year with a small surplus.

Through the dedication of our teams, followers and local community, we have achieved a huge amount over 2021-22. The impact of the pandemic elevated the reputation of the Voluntary & Community Sector (VCS). This enabled us to step forward in supporting our communities, the work of Bristol City Council, NHS and others.

Looking ahead at current affairs like the cost-of-living crisis, the Russian invasion of Ukraine and the fuel price increases, we will be reflecting on their impact in our 2022-23 review with the same determination to overcome challenges that may lie ahead.

Dr Simon D. Hankins,
CEO

Achievements and Performance

We are proud of what we have achieved over 2021-22. As always, our teams are at the core of everything we do and make our successes possible. Here are some of our highlights;

- Re-opened our community centres in July;
- Expanded our nursery offer by opening a new room for our one-year-olds;
- Undertook renovation works of the Southville Centre, making it more energy efficient, safer and inviting for community use;
- Continued to support the BS3 COVID-19 Mutual Aid Group;
- Renovated and launched our café, The School Room;
- Continued to work on the 'Make It Local' initiative (in partnership with Bristol City Council's (BCC), Adult Social Care);
- Became involved with Community Connectors;
- Grown our nursery offer to local families;
- Become further involved in the NHS Health and Local Authority Social Care integration and transformation initiative;
- Are actively involved with the South Bristol Locality Partnership;
- Part of trialling new approaches that focus on the wrap-around support for people's medical and social needs;
- The Chessel Centre was inspected by Ofsted in June 2021 with recognition for "good, with outstanding elements."; and
- Successfully completed BCC's two-year Ambitions Programme and achieved gold awards within The Bristol Standards.

Our Work

Early Education & Childcare (EE&C)

We provide **103** nursery places for children between the ages of 1 and 5 years at the Southville Centre and a further **54** spaces at the Chessel Centre.

Our mission is to provide a safe place with high-quality, inclusive care and education. We aim to support children in becoming active, inquisitive and independent learners by providing educational plans based on individual needs. We strive to build secure attachments and support emotional wellbeing through positive, meaningful relationships with both children and parents or carers.

During 2021-22, our nurseries had three main areas of focus;

- Ensuring continued high-quality provisions;
- Supporting disadvantaged children; and
- Achievements recognised by Ofsted.

Demand for full-time early education and childcare remains high in the BS3 area. We have extended wraparound care for children in the Raleigh room, supporting term-time only families. Furthermore, we have developed and expanded our early years offer at the Southville Centre by adding an additional room for our 1- to 2-year-olds.

The decision to create an additional room, stemmed from the need to divide our 1 to 3-year-old room, to reduce capacities during the pandemic. We noticed an increase in the wellbeing of our youngest children. The Beauley room opened in April 2021 and has been well received and extremely successful, offering up to fifteen placements.

We are passionate about keeping our team up to date and making improvements through looking at new research, implementing projects and reviewing practices, policies and procedures. We have been building our city-wide network; the team have connected with health and social care professionals, working with BAND and South Bristol Network for Early Years Professionals to exchange visits and share advice on best practice. We have been working with health professionals to support our staff, helping tackle issues of social, geographic and economic isolation.

Our Work

We have developed further plans and projects to help ensure we continue to provide safe and secure environments for children;

- We have applied for funding from BCC to further invest in children with Special Educational Needs and Disabilities (SEND) This funding will allow for a greater number of staff in our rooms and benefit children that require enhanced individual support;
- Since parent-partnership is a key part of our vision, we have developed the involvement of parents in children's development through face-to-face meetings, discussing progress and strategies, offering information, resources and advice. Furthermore, we offer networking opportunities to our families;
- We offer families additional support during the Christmas period and half term breaks, especially those in receipt of EYPP and two-year-old funding;
- We are splitting our three years-plus rooms into;
  a.) school leavers and b.) children who will return after the summer. This will enable us to focus on the requirements and interests of each group. It also allows an opportunity to fully prep and support the children in advance of their move to primary school in September;
- Part of our development plan for 2021-22 was to include sociological community objectives into our EE&C services. We have seen the return of our popular weekly toddler group and our intergenerational grandparent and grandchild group;
- Extra-curricular activities such as French and Spanish lessons and local farm trips have been taking place, proving popular and successful with 42 children accessing these sessions each week; and
- During February we were part of the South Bristol Lantern Parade involving huge support from our families and we will be involved again this year.

We are extremely proud of our nursery settings and feel honoured to support local families in giving children the opportunity for the best start. Our team is dedicated to achieving high standards and further develop our offer.

Our Work

Communities & Engagement

Following government guidelines, our centres were closed during the pandemic to protect the staff and children in our nurseries.

We remodelled groups and activities to support our older friends, initiating programmes such as doorstep birthday deliveries, intergenerational story times, volunteer led regular phone call check-ins, jigsaw swaps and when weather permitted, tea in the park. We engaged with our younger members of Bedminster Youth Club via weekly blogs and vlogs. Our social prescribers continued to support people over the phone, instead of at the GP surgeries. We ensured that updates from the Council and Health Partners were shared with the community.

As an organisation we have experience in addressing isolation and loneliness. We engage with what residents want and need in order to help them feel connected during uncertain and challenging times. We set up a multitude of initiatives to help combat these issues:

- Share Talk and Remember group (STAR) a bereavement and loss peer support group;
- Check in and Chat befriending service, a programme matching volunteers with like-minded residents for regular phone calls; and
- Mental health peer support groups, in Bedminster and Ashton in partnership with Changes Bristol.

We continue to support economically vulnerable residents with access to fresh and affordable food, working with Family Action, the Larder and Bedminster Food Club. We also have been working closely with local schools, arranging funding through council grants for essentials; food, school uniforms and utility bills.

There is an increased demand and value for the voluntary sector. The need for services has meant an increase in our partnership opportunities, working with organisations across Bristol City, North Somerset and South Gloucestershire (BNSSG). Amongst this, we are involved with the community mental health framework and adult social care redesign.

Our Work

Community Centres, Room Hire & Events

Since re-opening our Centres, we have seen the return of the groups and activities affected by the pandemic that use our spaces, including our Monday Club for older people, now celebrating its 31st year.

The significant funding we received has allowed for improvements to our buildings and room hire spaces. The Southville centre has undergone some major principal works; in the Milford Hall; the dated sound absorber has been replaced with acoustic panels, parquet flooring refurbished, brickwork and walls repainted and windows repaired. At The Chessel Centre work in the garden has been undertaken with renovations to drainage, installation of soft surfaces to the outdoor play area and an upgrade of the treehouse. Emergency defibrillators have been installed at both our sites for community use.

We continue to be an active, accessible and engaging community hub promoting local groups and offering a space for community networking with the café being pivotal to this. We also offer free noticeboard and website advertising and a photocopying service. In early 2022 we re-shaped our venue hire offer with a view to facilitate weddings. Taking our wedding catering offer in-house we delivered two successful weddings at the start of the year. We have further promoted our services to increase enquiries and secure room-hire contracts for next year and beyond.

We are currently building our network of regular clients for meetings and events and exploring unique community offers for ad-hoc events, hosted by both us and other organisations. We are reviewing Christmas and other seasonal, cultural or city celebrations in order to build our presence within the community and focus on ways that enrich the lives of local people.

Income Generation

Early Education & Childcare

Our nursery provision generates income through the delivery of government funded Free Early Education Entitlement (FEEE) spaces, alongside nursery spaces paid for by parents. This supports our wider offering throughout BS3 Community Development and the running of the centres.

Community Centres, Room Hire & Events

During the pandemic, room hire, community groups and activities halted with the closure of our centres, directly impacting income. However, classes have been returning along with a schedule of new activities. We have introduced a tiered bracket system for room hire costs, opening the offer to the community whilst supporting local businesses and residents. We continue to build back our activities and expand our room hire offer.

Grant Writing

In 2021-22 we applied for 22 grants that had a total value of £521,000 of which we secured £75,700 from six funders. The focus for our fundraising approach was on re-building our trading activities; nurseries, room hire and events, as well as developing our business case to bring our catering and café in-house.

Music Space sub-lease

A regular five-year rent review was undertaken by Vickery Holman who recommended an uplift; this was implemented in June 2021. Music Space's sub-lease ended 31 March 2022. We have worked with Vickery Holman to develop Heads of Terms with Music Space, a new sub-lease for a further ten years has been finalised and a new underlease signed.

Café & Catering

Due to the pandemic, the café space at the Southville Centre was closed and food for our nursery rooms was delivered by Kate's Kitchen, a local caterer. The contract with Kates Kitchen ended on 31 August 2021 and we have now taken the café in-house.

Fundraising Activities

Due to the pandemic, no fundraising activities were undertaken. However, with the re-introduction of the café and events spaces, we have plans to revisit fundraising activities.

Our Team

By the end of 2021-22 we had **96** employees

- 39 full-time
- 49 part-time
- 8 with casual worker contracts

Equivalent to 61 full-time employees, with a total of 55% of the workforce based in the BS3 postcode area. A number of staff reach key long service milestones: **7** with five years, and **1** with ten years, **1** with fifteen years, and **1** with twenty-five years.

During the height of Covid-19 we had a phenomenal **1,152** volunteers, many of whom volunteered at the local vaccination clinic whilst on furlough from their employment. Our regular volunteer numbers, operating within a range of our services are between 40 and 60, each typically offering between 2 and 5 hours a week.

At the end of 2021-22 we had **7** Trustees and **4** Probationary Trustees. All of whom are from the BS3 postcode area. Our Trustees play an active part in our work; with a Trustee dedicated to each nursery room and Elizabeth Norman as our SEND and Safeguarding Trustee.

We aim to recruit professionals that are passionate, enthusiastic and share values with those of the charity. We have **4** qualified teachers working across our centres, helping to ensure that each preschool room is led by QTS teacher. Within our recruitment process, we focus on promoting equality, diversity and inclusion and we continue to develop processes for this.

In 2021 we appointed our first apprenticeship and following the success of this, will have a further **3** apprenticeship opportunities available across the different levels within our team structure. This includes linking with local colleges and universities. We offer support, coaching and training to students via our continually growing internal training hub, shared knowledge and resources.

We invest in staff continuing professional development with **4 main** certifications.

- **2** Employees received their Early Years Level 3 certifications;
- **1** Employee completed Higher Level Teaching Assistant qualification (HLTA); and
- **1** Employee achieved AAT Advanced Diploma in Accounting, Level 3

Our Team

Other non-statutory training included:

- Understanding Autism
- Minute-taking
- Understanding Autism, Asperger's and ADHD
- Ascent Early Leaders Training Programme
- First Aid
- Manual Handling (of children)
- Child Protection and Safeguarding
- Food Hygiene (Level 2)
- Adult Safeguarding
- THRIVE mental health champion training
- Creating an inclusive workforce
- Staff Resilience and Wellbeing
- Domestic Abuse Awareness
- Safer Recruitment
- Designated Safeguarding Lead
- Training in Makaton sign language
- Fire Warden
- Body Image Awareness
- Managing Medication

We re-structured departments between July and September 2021 to bring together our three main areas of work; Finance and Operations, Early Education and Childcare and Communities & Engagement. Two departments restructured as follows;

Communities and Engagement:

- Facilities
- Engagement (communications, reception, room hire, events)
- Café & Catering
- Community Development
- Community Webs Social Prescribing

Finance and Operations:

- Accounts
- Payroll
- Human Resources
- Policy Development

We thank all our staff, volunteers and trustees for their commitment to the charity with flexibility, understanding and support to one-another, throughout the pandemic and other challenges of 2021-22.

Future Plans

We have initiated a new approach for the updating of our three-year business plan, aiming to involve a greater number of people from our community. We are seeking to understand the current pressures and challenges that our local community experience, exploring our place in supporting people in the things that matter most to them.

We are working closely with Bristol City Council, Adult Social Care, within their Make It Local initiative and pursuing the development of an 'Introductory Agency' Community Business, that will match local Care Seekers with local Care Givers. We hope to make significant progress with this development over the coming months.

We are involved in the NHS Health and Local Authority Social Care transformation programme that has resulted in the formation of an Integrated Care Board (ICB), with the Bristol North Somerset South Gloucestershire (BNSSG) area being divided into six 'Localities' with South Bristol being one. Our CEO is the Deputy Chair of the South Bristol Locality Partnership (SB-LP) Board. The SB-LP Board brings together the key NHS, Local Authority Social Care providers and other VCS organisations in order to integrate Health & Social Care. This will have impactful benefits for those living and working in the BS3 area, as well as the charity.

Our Community Webs Social Prescribing service will continue to operate within Bridge View Medical Primary Care Network (PCN) in partnership with Knowle West Health Park to provide a Social Prescriber for Bedminster Family Practice (part Swift PCN).

Our teams have been reviewing our approach and position on equalities, diversity, inclusion and belonging (EDIB). This continuing work will be built on what has been achieved so far, as well as our ambitions for change in the future.

Our nursery expansion plans are back on for the implementation of an intergenerational nursery care, co-located in an older people's care home. This is an ambition since participating in the Channel 4 TV programme 'A Care Home for 4-Year-Olds'. We are pursuing developments following the purchase of the Vassal Centre, Fishponds (North Bristol) in 2021 by Bristol Charities, who plan to re-develop the site. This will include older people's sheltered accommodation, a nursery, current tenants and affordable housing for younger adults. After undergoing a tender process, we have been selected as Bristol Charities nursery provider of choice. Our work with Bristol Charities will allow us to develop a curriculum for the nursery children that incorporates meaningful interactions with the older residents.

We will continue to explore opportunities to increase income generated by our community-based businesses, lease contract, service level agreements, grants and fundraising activities. Bringing our catering and café offer in-house is a new community business venture for the charity with much potential.

Financial Review

Investment Policy & Performance

BS3 Community Development has a measured attitude to risk, consciously investing cash funds into financial institutions/companies involved in the Financial Services Compensation Scheme (FSCS). During 2022/23, BS3 Community Development will continue to review its investment policy and seek to protect reserves and cash held by the organisation.

As of 31 March 2022, BS3 Community Development had investments in different term funds, namely:

- Business bank accounts;
- Deposit bank accounts (instant access); and
- Savings bank accounts (instant access).

Investment Decisions

Where appropriate, the Head of Finance and Operations proposes new or updated investments to the Finance sub-committee; these are actioned only if approved by that standing committee and sanctioned by the full board.

Investment Management

BS3 Community Development investments are reviewed according to the terms of the investment. Investments are monitored to ensure that the interest rate secured is acceptable to the Finance sub-committee members and trustees.

Going Concern

The Trustees are confident that BS3 Community Development remains a going concern.

As of 31 March 2022, the charity held unrestricted, general free cash reserves of £684,049. This is made up of unrestricted, undesignated funds and are not committed to or invested in tangible fixed assets, long-term liabilities, or liabilities due within 12 months. These liabilities due include loan payments, charity bond interest payments although exclude the repayment of the charity bonds of £560,000.

Trustees are planning to finance the repayment of the charity bond through the general funds of the charity (a figure of £280,000) and through a loan/mortgage with CAF Bank limited (a figure of £280,000). The charity's forecasts through to March 2023 show the cash-flow projections falling no lower than £587,000.

Financial Review

As of 31 March 2022 the cash balance was £1,101,452. An unrestricted surplus of £99,220 (which increased to £158,673 after transfer between funds), this was generated over the course of the fiscal year.

The trustees consider that the charity has sufficient unrestricted, undesignated funds along with the re-mortgaging of the Chessel Centre to pay back the charity bonds. Projected income for childcare and community services and grant raising continues to make the charity a viable going concern for a period of at least twelve months from the date on which these financial statements are approved. The trustees therefore consider it appropriate to adopt the going concern basis for the preparation of the accounts.

Financial Risk Management, Objectives & Policies

Trustees are integrally involved in the scrutiny of organisational planning and in reviewing all major risks. Sub-committees also support the Senior Management team (SMT).

2021-22 saw the return of sub-committees, with a new Café & Catering sub-committee (replacing the task and finish group) and the restructuring of the BS3 Community Development sub-committee. This replaced the Communities & Engagement sub-committee. Financial reports are prepared for the Finance sub-committees and reported to the board of trustees via regular meetings.

Close oversight of financial performance and especially cash-flow, continues;

- The charity maintains a Risk Assessment Framework and Risk Management Policy which includes a financial risk section;
- The register is updated and reviewed quarterly;
- The SMT, members of the Finance sub-committee, other sub-committees and the board of trustees review financial reports on a regular basis;
- All payments are approved/authorised by a minimum of two members of SMT;
- Transactions exceeding £2,000 that do not appear in the budget have trustee authorisation in addition to SMT authorisation.

Financial Review

Principal Risks & Uncertainties

The most significant risk for BS3 Community Development is the requirement to repay or refinance our Charity Bonds (£560,000). Repayment is due at the end of February 2023. The charity is currently negotiating a new loan/mortgage for the Chessel Centre which will be in place during the winter of 2023. The charity also has sufficient funds to support the repayment of the charity bonds, with half the money being raised through the Charities Aid Foundation Bank and the other half being paid via general funds.

We recognise the cost-of-living crisis, along with an increased demand on the charity's services which may in turn reduce financial capacity of our customers and service users. The charity continues to research and apply for charitable funding for the support of services and needs of the organisation and the community it serves.

Post pandemic, we have also noticed changes in service user and customer behaviour, although this appears to be changing and customers settle back to pre-pandemic working patterns. Any changes in customer make up and service users translate into financial transactions that still produce a balance comparable and higher than prior years, we note this change and are working to ensure we continue to receive maximum occupancy of services and to analyse income streams.

Last year we identified the climate of fundraising as a significant risk. However, we have not found this to be the case. We continue to review our fundraising action plan and keep a focus on this area of our work. At a time when demand for funding is increasing due to post-pandemic impacts and the cost-of-living crisis this may yet restrict the level of funding available in the future.

Another principal risk is the charity's opening of the café and catering provision. In 2021 the charity and Kate's Kitchen parted company. Although the initial investment into the café has been supported by Power to Change funding, we recognise that the café will take time to establish and therefore remains a risk during this period.

Financial Review

Reserves Policy

It was agreed that during 2022-23, the charity would start to use a risk-based analysis to set reserve figures, based on the make-up of the charity's income, although at the time of this report the work had not been undertaken.

Designated funds set aside to contribute towards the repayment of the charity bonds, were transferred to general funds in March 2022. In May 2022, trustees agreed to a further £80,000 should be used towards the charity bond repayment bringing the total of funds to be used to half the debt, or £280,000.

The financial risks and liabilities the charity could be exposed to, should it be forced to close have been reviewed and a Reserves Policy was previously adopted. The range and level of reserves required by the charity is set out below and prioritised in the following order:

- In the medium-term the charity had previously required to set-aside finances for the repayment of £560,000 to the 'SCDA 4% Charity Bonds' investors by the end of February 2023. The intention being to reduce the level of a loan, to seek appropriate re-financing of the residual amount. The level of funding required had been agreed at a minimum of 50% of the cost of the charity bond, and a process is underway to secure the loan and ensure repayment in February 2023. As the liability moved from long term to short term debt, designated funds set aside for this purpose were moved into the charity's' general funds.

- To fund a total of £498,563 was set as a target which represents three months trading from our 2021-22 budget. The charity's free reserves of £684,049 (see Going Concern above) meet this target.

In 2021-22, the charity's strategy for financial survival was to focus on continuing to provide services, principally through its primary trading activities and funded services. The charity further secured contracts/service level agreements with statutory sector organisations (and others), as well as submitting applications for grant funding and unrestricted grants through the local and national Governments. This strategy has been re-enforced by the continuing impacts of the COVID-19 pandemic.

BS3 Community Development agree income and expenditure levels during the annual budgeting process, alongside scrutiny of income streams and expenditure requirements during the year. Levels of surplus income are reviewed during each financial year.

Structure, Governance & Management

Constitution

The company is constituted under an Articles of Association and is a registered charity, number 1000544.

Method of Appointment or Election of Trustees

Trustees of BS3 Community Development are all volunteers. Trustees are each elected and co-opted under the terms of the Articles of Association for a period of up to nine years.

The management of the charitable company is the responsibility of the trustees. The trustees constitute as directors of BS3 Community Development for the purposes of the Companies Act 2006 and are trustees for the purposes of the Charities Act 2011.

There is a limit of fifteen trustees who can be elected by the BS3 Community Development membership at the Annual General Meeting (AGM). At the AGM, either one third or three (whichever is the greater number) of the trustees stand for re-election. If they so wish, or if agreed by the board, the longest serving third or three, step down and put themselves forward for re-election. The chair (or co-chairs) and vice-chair (or co-vice-chairs) are elected annually by the trustees at the first meeting following the AGM.

Policies Adopted for the Induction and Training of Trustees

To ensure that new trustees are appointed regularly, the board undertakes a regular skills audit of current trustees and matches those against the skills required by our strategic business plan. When recruiting new trustees, the board aims to attract a diverse range of candidates who have the skills, expertise and experience the charity needs.

Potential trustees are given a formal induction to the charity and provided with the Articles of Association, business plan, information on our activities and services and organisational structure. Trustees are also given information on the role's responsibilities and charity law.

Structure, Governance & Management

Trustees undertake a formal probationary period, during which they are expected to become a member of BS3 Community Development, become familiar with our activities and attend at least three trustee board meetings as an observer. On completion of a probationary period, they can be formally co-opted as a trustee by the trustees prior to standing down and be put forward for election at the next AGM. Prior to being elected, potential trustees complete a formal trustee declaration.

Pay Policy for Senior Staff

The SMT salary and rewards are associated with specific roles, which are not gender specific. Parity is sought between the same or similar jobs. During 2021-22 the charity undertook a Job Evaluation with external support from Chris Mitford-Slade, the Cranfield Trust and Lucy Downes, a UWE master's student. Job families have been created which map job roles against a set of essential criteria. Three job families have been created within which to map our job roles. This process brought to light changes within the senior staffing roles and led to new job descriptions being constructed based on the needs of the charity and the areas of responsibility taken by existing staff.

Organisational Structure and Decision-making

The board of trustees is ultimately responsible for the overall control and strategic direction of BS3 Community Development, including ensuring that the organisation abides by any legal requirements. Day-to-day management is delegated to our CEO and the senior management team.

The senior management team comprises of:

- Becca McDougall, Head of Finance & Operations
- Kelly Murphy, Head of Early Education & Childcare
- Ruth Green, Head of Communities & Engagement
- Simon Hankins, Chief Executive Officer
- Dawn Lockhart, Head of Communications (left July 2021)

The trustees have paid due regard to the Charity Commission's public benefit guidance in their strategic direction and decision-making process.

Structure, Governance & Management

Membership

BS3 Community Development is a membership organisation. Anyone can become a 'Member' with a two-year membership costing £2. Trustees must be members.

Each year, BS3 Community Development has an Annual General Meeting where all members are entitled to vote for those standing for available places on the board of trustees.

We also have 'Supporters'; there is no fee to be a supporter. Supporters receive regular news about what BS3 Community Development.

Risk Management

The trustees have adopted a Risk Management Framework and have considered the major risks to which the charity is exposed. This framework is understood by trustees and is actively considered (where practically possible) in staffing structures, benefits packages, recruitment, review systems and training budgets, including trustee training.

The trustees are satisfied that all operational systems are in place to ensure sound governance and management of the charity; this has been upheld in the monitoring undertaken by our funding bodies and auditors.

Trustees' Responsibilities Statement

The trustees (as directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements. This is in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each fiscal year, which give a true and fair view of the state of affairs of the charity and of the income and expenditure for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP);
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the 'going concern' basis, unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charity and which enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware; and
- The trustees have taken all steps that they ought to have, to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees 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.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

The auditors, Godfrey Wilson Limited, have indicated their willingness to continue in office. The designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

Structure, Governance & Management

Trustees' Statement

The trustees (as directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of BS3 Community Development (the company) for the year ending 31 March 2022.

The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the SORP, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard, applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the trustees on 10 November 2022 and signed on their behalf by

Peter Bird *Peter Phillips*

Peter Bird and Peter Phillips, Co-Chairs

Independent auditors' report

To the members of

BS3 Community Development

Opinion

We have audited the financial statements of BS3 Community Development (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. 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 charity's affairs as at 31 March 2022 and of its 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.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

Opinion 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report
This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alison Godfrey

Date: 10 November 2022

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:
GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

BS3 Community Development

Statement of financial activities *(incorporating an income & expenditure account)*

For the year ended 31 March 2022

	Note	Restricted £	Unrestricted £	**2022 Total £**	2021 Total £
Income from:					
Donations	3	26,676	47,953	**74,629**	272,446
Charitable activities	4				
Early Education and Childcare		224	1,658,582	**1,658,806**	1,317,284
In Community and Older People's Services		237,638	-	**237,638**	353,715
The Centres		47,700	22,627	**70,327**	196,309
Total income		312,238	1,729,162	**2,041,400**	2,139,754
Expenditure on:					
Raising funds		-	15,332	**15,332**	41,670
Charitable activities					
Early Education and Childcare		593	1,492,533	**1,493,126**	1,088,828
In Community and Older People's Services		209,752	379	**210,131**	355,123
The Centres		96,676	121,698	**218,374**	149,542
Total expenditure	6	307,021	1,629,942	**1,936,963**	1,635,163
Net income		5,217	99,220	**104,437**	504,591
Transfers between funds		(59,453)	59,453	**-**	-
Net movement in funds	7	(54,236)	158,673	**104,437**	504,591
Reconciliation of funds:					
Total funds brought forward		271,338	957,405	**1,228,743**	724,152
Total funds carried forward		217,102	1,116,078	**1,333,180**	1,228,743

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 17 to the accounts.

BS3 Community Development

Balance Sheet

As at the 31 March 2022

	Note	£	2022 £	2021 £
Fixed assets				
Tangible assets	11		**1,171,693**	1,123,959
Current assets				
Stock	12	**924**		-
Debtors	13	**108,207**		123,432
Cash at bank and in hand		**1,101,452**		985,131
		1,210,583		1,108,563
Liabilities				
Creditors: amounts falling due within 1 year	14	**(837,531)**		(203,416)
Net current assets			**373,052**	905,147
Total assets less current liabilities			**1,544,745**	2,029,106
Creditors: amounts falling due after more than 1 year	15		**(211,565)**	(800,363)
Net assets	16		**1,333,180**	1,228,743
Funds	17			
Restricted funds			**217,102**	271,338
Unrestricted funds				
Designated funds			**5,410**	135,000
General funds			**1,110,668**	822,405
Total charity funds			**1,333,180**	1,228,743

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 10 November 2022 and signed on their behalf by

Peter Bird — Peter Bird - Co-Chair

Peter Phillips — Pete Philips - Co-Chair

BS3 Community Development

Statement of cash flows

For the year ended 31 March 2022

	2022 £	2021 £
Cash used in operating activities:		
Net movement in funds	**104,437**	504,591
Adjustments for:		
Depreciation charges	**31,571**	37,478
Interest paid	**29,015**	22,585
Decrease /(increase) in stock	**(924)**	-
Decrease / (increase) in debtors	**15,225**	(63,098)
Increase / (decrease) in creditors	**66,780**	1,630
Net cash provided by operating activities	**246,104**	503,186
Cash flows from investing activities:		
Purchase of tangible fixed assets	**(79,305)**	-
Net cash used in investing activities	**(79,305)**	-
Cash flows from financing activities:		
Repayment of borrowing	**(50,478)**	(30,023)
Cash inflow from new borrowing	**-**	50,000
Net cash provided in / (used in) financing activities	**(50,478)**	19,977
Increase / (decrease) in cash and cash equivalents in the year	**116,321**	523,163
Cash and cash equivalents at the beginning of the year	**985,131**	461,968
Cash and cash equivalents at the end of the year	**1,101,452**	985,131

Analysis of changes in net debt

	At 1 April 2021 £	Cash flows £	Other non-cash movements £	**At 31 March 2022 £**
Cash	985,131	116,321	-	**1,101,452**
Loans falling due within 1 year	(17,965)	21,463	(588,798)	**(585,300)**
Loans falling due after 1 year	(800,363)	-	588,798	**(211,565)**
Total	166,803	137,784	-	**304,587**

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in 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.

BS3 Community Development 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).

b) Going concern basis of accounting

The after affects of the pandemic, the cost of living crisis and the war in Europe is all adding to the impact on the global economy and financial instability in the UK. This in turn affects the charity, with more need for community services and support. The trustees have considered the impact of these issues on the charity's current and future financial position. The charity holds unrestricted, general reserves of £484,048 and £217,102 of restricted funds to continue delivering services and improvements. At 31 March 2022 the charity held a cash balance of £1,101,452. The trustees consider that the charity has sufficient unrestricted reserves and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. In addition, the charity continues to review the diversity of its income and apply for contracts and grant funding. For this reason, the accounts have been prepared on the going concern basis.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of goods and services being delivered, including nursery provision, events and room hire is deferred until criteria for income recognition are met.

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1. Accounting policies (continued)

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the organisation and the costs are shared on the basis of activity on a percentage of square meterage used. Irrecoverable VAT is included in 'running costs' in note 6.

h) Allocation of central costs

Support and governance costs:

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including costs of complying with the constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated across the activities of the charity using square meterage and full time equivalent employees of each activity, or funder's specific or agreed requirements, as cost drivers.

Centre costs:

Along with the allocation of support and governance costs, the charity also apportions some of the Centres' expenditure for buildings, running and staffing costs across the activities of the charity. This full cost recovery method better reflects the true cost to the charity of each activity and the Centres. The charity has developed percentage formulae based on square meterage for buildings costs, and full time equivalent employees for running and staffing costs. These formulae are used as cost drivers or those specific to funders requests or agreed requirements. Costs are then allocated back to each charitable activity. Formulae templates are adjusted annually to ensure a true reflection of the charity's activities in its finances.

i) Tangible fixed assets

Depreciation is provided at rates calculated to write-down the cost of each asset to its estimated residual value over its expected useful lifetime. The depreciation rates in use are as follows:

- Leasehold improvements — 2% straight line basis
- Fixtures, fittings and equipment — 25% straight line basis
- Land and buildings — 2% straight line basis (retaining land value of £275,000)

Items of equipment are capitalised where the purchase price is, or exceeds, £1,000.

1. Accounting policies (continued)

j) Impairment of fixed assets

At each reporting period end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of financial activities. Impairment losses are charged as a direct charitable cost to The Centres.

k) Stock

Stock is recognised as an asset and relates to the purchase value of non perishable goods for the School Room café.

l) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

m) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

n) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

o) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

The charity bond is recognised as a concessionary loan. The bond is initially recognised at the amount received and is subsequently adjusted to reflect any accrued interest payable. The bond is reviewed for impairment and to the extent the loan is irrecoverable, a corresponding impairment loss is recognised in the SOFA.

p) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

q) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

1. Accounting policies (continued)

q) Accounting estimates and key judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is depreciation, as described in note 1(i).

2. Prior period comparatives

	Restricted £	Unrestricted £	**2021 Total £**
Income from:			
Donations	30,886	241,560	**272,446**
Charitable activities			
Early Education and Childcare	-	1,317,284	**1,317,284**
In Community and Older People's Services	353,715	-	**353,715**
The Centres	187,156	9,153	**196,309**
Total income	571,757	1,567,997	**2,139,754**
Expenditure on:			
Raising funds	-	41,670	**41,670**
Charitable activities			
Early Education and Childcare	-	1,088,828	**1,088,828**
In Community and Older People's Services	355,123	-	**355,123**
The Centres	20,572	128,970	**149,542**
Total expenditure	375,695	1,259,468	**1,635,163**
Net income / (expenditure)	196,062	308,529	**504,591**
Transfers between funds	1,750	(1,750)	**-**
Net movement in funds	197,812	306,779	**504,591**

3. Income from donations

	Restricted £	Unrestricted £	**2022 Total £**
Donations - fundraising	4,122	-	**4,122**
Donations - organisations	11,622	2,943	**14,565**
Donations - individuals	7,932	1,952	**9,884**
Donations - gifts in kind	3,000	24,170	**27,170**
Donations - unrestricted grants	-	18,888	**18,888**
Total income from donations	26,676	47,953	**74,629**

During the year, the charity received gifts in kind including, second hand IT equipment and furniture, Ascent Women's Early Leaders training, Chairing & Minute taking training, Coaching and Mentoring, HR support and pro bono professional and legal fees. In the prior year, gifts in kind included nursery equipment, executive coaching, Ascent Women's Leadership training, HR support and pro bono professional and legal fees and consultancy work.

Prior period comparative:

	Restricted £	Unrestricted £	2021 Total £
Donations - fundraising	-	16,749	16,749
Donations - organisations	21,122	3,512	24,634
Donations - individuals	9,764	2,463	12,227
Donations - gifts in kind	-	26,743	26,743
Donations - unrestricted grants	-	192,093	192,093
Total income from donations	30,886	241,560	272,446

4. Income from charitable activities

	Restricted £	Unrestricted £	**2022 Total £**
Early education and childcare:			
Childcare income	224	1,658,582	**1,658,806**
Total early education and childcare	224	1,658,582	**1,658,806**
In Community and OPS:			
Grants	237,638	-	**237,638**
Total In Community and OPS	237,638	-	**237,638**
The Centres:			
Grants	47,700	2,973	**50,673**
Rental and room hire income	-	10,288	**10,288**
Other	-	9,366	**9,366**
Total Centres	47,700	22,627	**70,327**
Total income from charitable activities	285,562	1,681,209	**1,966,771**

Prior period comparative:

	Restricted £	Unrestricted £	2021 Total £
Early education and childcare:			
Childcare income	-	1,317,284	1,317,284
Total early education and childcare	-	1,317,284	1,317,284
In Community and OPS:			
Grants	353,715	-	353,715
Total In Community and OPS	353,715	-	353,715
The Centres:			
Grants	187,156	-	187,156
Rental and room hire income	-	1,157	1,157
Other	-	7,996	7,996
Total Centres	187,156	9,153	196,309
Total income from charitable activities	540,871	1,326,437	1,867,308

5. Government grants

The charity received government grants during the year from HMRC relating to the Coronavirus Job Retention Scheme. The total value of such grants in the period ending 31 March 2022 was £1,388 (2021: £114,021). The charity received unrestricted grants from Bristol City Council - Business restart grant for the period ending 31 March 2022 of £12,000 and £4,000 Hospitality & Leisure grant (2021: £78,071). There are no unfulfilled conditions or contingencies attached to these grants.

6. Total expenditure

	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	**2022 Total £**
Staff costs (note 9)	9,958	932,154	104,695	141,277	198,574	**1,386,658**
Other staffing costs	-	2,862	823	152	20,543	**24,380**
Direct project costs	315	132,746	33,908	93,043	5,873	**265,885**
Grants payable (note 8)	-	-	100	-	-	**100**
Premises costs	-	-	126	71,044	24,582	**95,752**
Depreciation	-	-	-	18,259	13,312	**31,571**
Finance costs	-	-	-	25,686	3,980	**29,666**
Professional fees	-	710	-	1,200	17,579	**19,489**
Running costs	-	254	1,773	3,632	77,203	**82,862**
Promotion and advertising	-	-	500	-	100	**600**
Sub-total	10,273	1,068,726	141,925	354,293	361,746	**1,936,963**
Allocation of support and governance costs	3,617	300,172	48,241	9,716	(361,746)	**-**
Allocation of centre costs to other activities	1,442	124,228	19,965	(145,635)	-	**-**
Total expenditure	**15,332**	**1,493,126**	**210,131**	**218,374**	**-**	**1,936,963**

Total governance costs were £6,950 (2021: £6,600).

Costs allocated to The Centres show the total cost of running the Southville and Chessel centres. Where these costs are shared by other activities (Early Education and Childcare and In Community and OPS) they are allocated in line with the policy stated in note 1 (h). The remaining cost in The Centres represents the cost of running the centres as a community building.

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2021 Total £
Staff costs (note 9)	32,132	714,042	170,779	67,646	208,643	1,193,242
Other staffing costs	-	1,720	1,106	-	13,429	16,255
Direct project costs	613	84,310	27,159	21,194	11,500	144,776
Grants payable (note 8)	-	-	68,978	-	-	68,978
Premises costs	-	157	43	39,327	20,007	59,534
Depreciation	-	-	-	18,298	19,180	37,478
Finance costs	-	-	-	6,105	16,480	22,585
Professional fees	-	-	100	-	18,451	18,551
Running costs	-	1,470	2,823	35,687	32,462	72,442
Promotion and advertising	-	493	350	-	479	1,322
Sub-total	32,745	802,192	271,338	188,257	340,631	1,635,163
Allocation of support and governance costs	6,813	204,927	59,901	68,990	(340,631)	-
Allocation of centre costs to other activities	2,112	81,709	23,884	(107,705)	-	-
Total expenditure	41,670	1,088,828	355,123	149,542	-	1,635,163

7. Net movement in funds

This is stated after charging:

	2022	2021
	£	£
Depreciation	**31,571**	37,478
Operating lease payments	**11,912**	11,912
Trustees' remuneration	**Nil**	Nil
Trustees' reimbursed expenses	**Nil**	Nil
Auditors' remuneration:		
▪ Statutory audit	**6,950**	6,600

8. Grants payable:

	2022	2021
	£	£
Redcliffe Parish Discretionary Fund		
Awards to 1 individual for £100	**100**	-
BCC - DEFRA:		
Ashton Gate Primary School	**-**	10,000
Ashton Park Secondary School	**-**	8,000
Southville Primary School	**-**	6,100
Holy Cross Primary School	**-**	5,000
Parson Street Primary School	**-**	4,400
Luckwell Primary School	**-**	3,600
Grants to 57 individuals between £100-£220	**-**	11,330
BCC - Winter Support Fund:		
Ashton Gate Primary School	**-**	4,000
Luckwell Primary School	**-**	4,000
Grants to 10 individuals of £100	**-**	1,000
Discretionary TNB Awards:		
Awards to 25 individuals of under £200	**-**	3,348
Community Webs:		
Knowle West Health Park	**-**	8,200
	100	68,978

Grants payable are to schools, individuals and charitable organisations across Bristol. All grants are paid to fund charitable activities. The grants shown above do not include any contribution to core costs.

9. Staff costs and numbers

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	**1,258,654**	1,103,480
Social security costs	**74,551**	62,245
Pension costs	**20,543**	14,366
Non-salaried staffing costs	**32,910**	13,151
	1,386,658	1,193,242

No employee earned more than £60,000 during the year.

Key management personnel of the charitable company comprise the trustees, CEO, Head of Head of Early Education and Childcare, Head of Communication, Head of Communities and Engagement, Head of Finance and Operations. The total employee benefits of the key management personnel were £199,161 (2021: £206,574).

Included within salaries and wages in 2021 are redundancy and termination payments of £2k. There were no redundancy or termination payments made in 2022.

Staff numbers were as follows:

	2022	2021
	No.	No.
Average head count	**95.25**	86.42
Full time equivalent	**61.00**	55.45

10. Taxation

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

11. Tangible fixed assets

	Leasehold improvements £	Fixtures, fittings and equipment £	Land and buildings £	**Total £**
Cost				
At 1 April 2021	223,765	221,717	1,337,321	**1,782,803**
Additions in year	67,330	3,975	8,000	**79,305**
At 31 March 2022	291,095	225,692	1,345,321	**1,862,108**
Depreciation				
At 1 April 2021	20,683	209,398	428,763	**658,844**
Charge for the year	4,475	13,313	13,783	**31,571**
At 31 March 2022	25,158	222,711	442,546	**690,415**
Net book value				
At 31 March 2022	**265,937**	**2,981**	**902,775**	**1,171,693**
At 31 March 2021	203,082	12,319	908,558	1,123,959

The Southville Centre (Beauley Road, Bristol) is on a 999 year lease from Bristol City Council. The lease was signed in 1990 and is for a peppercorn rent. The costs of renovating the site and building were expensed in the year they were incurred, in line with accounting policies and standards at the time. Included within land and buildings is land worth £275,000 which has not been depreciated.

12. Stock

	2022 £	2021 £
Stock - The School Room Café	**924**	-

13. Debtors

	2022 £	2021 £
Trade debtors	**80,873**	27,605
Prepayments	**4,364**	-
Accrued income	**22,970**	95,117
Other debtors	**-**	710
	108,207	123,432

14. Creditors : amounts due within 1 year

	2022	2021
	£	£
Bank loan	**25,300**	17,965
Trade creditors	**42,605**	26,802
Accruals	**33,502**	44,029
Deferred income *	**50,000**	-
Other taxation and social security	**25,741**	14,711
Charity bond	**560,000**	-
Other creditors	**100,383**	99,909
	837,531	203,416

* Deferred income movements in the year:

	2022	2021
	£	£
At 1 April 2021	**-**	-
Deferred during the year	**50,000**	-
Released during the year	**-**	-
At 31 March 2022	**50,000**	-

Deferred income relates to funding received in advance of entitlement being met. This will be released in 2022/23.

15. Creditors : amounts due after 1 year

	2022	2021
	£	£
Bank loan	**177,633**	195,495
Charity bond	**-**	560,000
Bounce back loan	**33,932**	44,868
	211,565	800,363

Analysis of debt maturity

Debt due after more than one year:		
repayable between one and five years	**92,261**	648,037
repayable in five years or more	**119,304**	152,326
	211,565	800,363

CAF Bank loan is on a flexible tracker loan, at 2.75% above base rate. The charity has seen these rates rise to 4.5% in August. This loan will be transferred to a fixed rate over a three or five year period, when the loan for the Charity Bond repayment is secured.

The charity bonds are unsecured, and are repayable in full in February 2023. Interest is payable annually in arrears at 4% gross. Tax of £2,240 in relation to the charity bond was paid to HMRC. The charity had designated funds of £200,000 during 2021-22, although at the end of March 2022, as the debt on the charity bonds matured, the designated funds were transferred to general funds. A further £80,000 post year end, was notionally allocated. The figure of £280,000 being that set aside by the trustees to support paying back investors. The board are seeking to secure a further loan from CAF bank for £280,000 over a twenty year period, to ensure the timely payback of the unsecured loan via the charity bonds.

The charity secured a Government backed Business Interuption Payment - Bounce Back Loan via the Cooperative Bank in a bid to secure future low interest loans should the organisation require additional cashflow, in the early part of the pandemic. The loan was secured at 2.5% interest with no payments due within the first year of the loan.

16. Analysis of net assets between funds

	Restricted funds £	Desginated funds £	General funds £	**Total funds £**
Tangible fixed assets	-	-	1,171,693	**1,171,693**
Net current assets	217,102	5,410	150,540	**373,052**
Non current liabilities	-	-	(211,565)	**(211,565)**
Net assets at 31 March 2022	**217,102**	**5,410**	**1,110,668**	**1,333,180**

Prior period comparative	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	1,123,959	1,123,959
Net current assets	271,338	135,000	498,809	905,147
Non current liabilities	-	-	(800,363)	(800,363)
Net assets at 31 March 2021	271,338	135,000	822,405	1,228,743

17. Movements in funds

	At 1 April 2021 £	Income £	Expenditure £	Transfers between funds £	**At 31 March 2022 £**
Restricted funds					
Community development:					
In Community projects:					
Community Webs	42,560	63,116	(81,675)	-	**24,001**
Swift Social Prescribing	-	7,558	(6,928)	-	**630**
Bedminster Youth Club	11,511	4,350	(16,051)	190	**-**
SW&EB Health Inequalities	4,919	30,005	(26,222)	-	**8,702**
CCG Community Connectors	-	16,000	(1,236)	-	**14,764**
St Monica's Community Connectors	-	38,526	(6,000)	-	**32,526**
Knowle West HPC - Sirona	-	10,000	(10,684)	684	**-**
Tech&Talk	1,032	-	(2,063)	1,500	**469**
Hyper Local	812	-	-	-	**812**
Alonely	3,318	-	-	(1,500)	**1,818**
Make it Local - Phase II	-	66,150	(8,781)	-	**57,369**
BS3 Community Larder	10,817	(508)	(10,309)	-	**-**
Community Awards & grants	-	200	(100)	-	**100**
Mental Health Changes	3,253	4,705	(4,547)	-	**3,411**
In community projects	5,255	13,825	(23,442)	6,763	**2,401**
Older people's services	6,461	9,636	(11,714)	-	**4,383**
Early education and childcare:					
Grandparent & Toddler group	316	975	(593)	-	**698**
Organisational - buildings improvements	181,084	47,700	(96,676)	(67,090)	**65,018**
Total restricted funds	271,338	312,238	(307,021)	(59,453)	**217,102**
Unrestricted funds					
Designated funds:					
Charity bond	115,000	-	-	(115,000)	**-**
Power to change match funding	20,000	-	(14,350)	(240)	**5,410**
Total designated funds	135,000	-	(14,350)	(115,240)	**5,410**
General funds	822,405	1,729,162	(1,615,592)	174,693	**1,110,668**
Total unrestricted funds	957,405	1,729,162	(1,629,942)	59,453	**1,116,078**
Total funds	1,228,743	2,041,400	(1,936,963)	-	**1,333,180**

17. Movements in funds (continued)

Purposes of restricted funds

Community Webs

Funding from NHS England / CCG (although paid via local Primary Care Network (PCN) Bridge View Medical (BVM)) for the delivery of social prescribing in their GP surgeries (or remotely during the pandemic).

SWIFT Social Prescribing

Funding from NHS England /CCG (although paid via local Primary Care Network (PCN) to Knowle West Health Park, who then subcontract the delivery of social prescribing for one BS3 surgery to BS3 Community).

Bedminster Youth Club

Funds awarded from Quartet for the ongoing delivery and development of Bedminster Youth Club. This provision has been transferred to specialist youth provider LPW (Learning Partnership West).

SW&EB Health Inequalities

Carried forward funds from Bristol City Council to support health inequalities in South and West Bedminster. Along with sizeable donations from local residents and Action Greater Bedminster.

CCG Community Connectors

Test and learn project with multiple stakeholders, VCS and statutory. Delivery partner is Knowle West Health Park. Connectors are local go to people that are based in the community to take time to connect and understand what is important to them. Connectors are able to support with access to local activities, groups and services.

St Monica's Community Connectors

Test and learn project with multiple stakeholders, VCS and statutory. Delivery partner is Knowle West Health Park. Connectors are local go to people that are based in the community to take time to connect and understand what is important to them. Connectors are able to support with access to local activities, groups and services.

Knowle West HPC - Sirona

A letter of understanding exists to enable the engagement of BS3 Community Development with South Bristol Locality Board to develop communities that live healthy and fulfilled lives.

Tech&Talk

Funds held for ILOP (Improving Lives for Older People) for tech and talk computer and chat cafes.

Hyper Local

Funds held for local group ILOP (Improving Lives for Older People) for delivery of workshops around retirement, isolation and loneliness.

17. Movements in funds (continued)

Alonely
A series of monologues performed by local volunteers that did research in flu clinics, libraries and on the street talking to older people about loneliness - the life stories were worked into a performance with a dramaturg and producer and have been performed in many places, including at the House of Commons, to many colleges and at many events to raise awareness of loneliness and hopefully provoke thinking about, and reduce the stigma attached to, loneliness.

Funds held for local group ILOP (Improving Lives for Older People) for delivery/production of Alonely monologues around isolation and loneliness.

Make it Local
Bristol City Council Funded work to support the identification of Community Led Adult Social Care, including engagement, partnership working and asset based community development support - development of platform for introductory agencies underway for launch at the end of 2022.

BS3 Community Larder
Partnership working with St Pauls Church (BS3 Larder) for emergency food support during the pandemic - collecting donations / utilising for food supplies.

Redcliffe Parish
Discretionary funding for individuals that are economically vulnerable.

Bedminster Food On Our Doorstep
Foodclub in partnership with Family Action for BS3 residents.

Mental Health Changes - Bristol
Funds from NHS England/CCG/Changes Bristol for partnership work and community outreach regarding mental health peer support groups.

In Community projects

General Community projects
- Secret Gardens - local residents open their homes for the weekend to allow community members to have a ‘mooch’, often tea and cake served!

- Good Garden Awards - certificates are distributed by volunteer ‘garden judges’ to homes in BS3 that ‘make a difference to their street by adding some colour’, a hanging basket has received an award before!

- Including and not exclusively our contributions to the Food On Our Doorstep project, Peer support and case management for link workers during the pandemic and other delivery work, engagement with the Local Parks Groups (supported by Bristol City Council) and engagement in research with the University of Bristol for reimagining day care.

17. Movements in funds (continued)

Older people's services
Older peoples club, historically run from our centre but remodelled due to Covid. Including Monday Club, Tea Dances and Stroll and Chat.

Grandparent and Toddlers group
An intergenerational play group run from our Chessel Centre site; weekly Grandparent and Toddler sessions, in partnership with Children Centre Leaders; Hempals and originally funded by Quartet Community Foundation - on hold during the pandemic.

Organisational - Buildings Improvement:
Power to Change – Community Support Fund Capital Grant with match funding, supporting buildings maintenance, improvements, and repair works; to enable the retention of existing customer base, increase the potential activity and footfall, including more sustainable options for our facilities.

Purposes of designated funds

Charity Bond
During 2021-22 the trustees agreed to transfer a further £85,000 to designated funds to increase the sum set aside to £200,000 towards the repayment of the charity bond debt of £560,000. As the charity bond debt moved from a long term liability (over 12 months) to a short term liability (within 12 months) on the balance sheet at the end of March 2022, the designated funds were subsequently released into the general funds of the organisation, showing a net transfer of funds from designated to general funds of £115,000.

Transfers between funds
Transfer of funds not stated under funders notes, Power to Change and match funding, required a transfer of funds from restricted funds to general funds, to cover capital costs of the building improvements at the Southville Centre of £67,090. Transfer of funds for ILOP projects took place in the same project are and totalled £1,500. Other transfers relate to the transfer of general funds to cover small project overspends.

17. Movements in funds (continued)

Prior period comparative

	At 1 April 2020 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2021 £
Restricted funds					
Community development:					
In Community projects:					
Community Webs	26,786	65,533	(49,759)	-	42,560
Bedminster Youth Club	17,039	10,260	(15,788)	-	11,511
Discretionary TNB Fund	3,348	-	(3,348)	-	-
SW&EB Health Inequalities	4,725	997	(803)	-	4,919
Tech&Talk	2,256	-	(1,224)	-	1,032
Hyper Local	812	-	-	-	812
Alonely	3,318	-	-	-	3,318
Make it Local phase I	-	80,000	(80,851)	851	-
BS3 Community Larder	-	18,007	(7,190)	-	10,817
Legacy Project NLF	-	73,416	(73,718)	302	-
Community Awards & grants	-	63,900	(63,330)	(570)	-
Covid Support Grants	-	44,650	(45,093)	443	-
Mental Health Changes	-	4,706	(1,453)	-	3,253
In community projects	-	10,010	(5,479)	724	5,255
Older people's services	676	12,872	(7,087)	-	6,461
Early education and childcare:					
Grandparent & Toddler group	316	-	-	-	316
Organisational development	14,250	-	(14,250)	-	-
Organisational - buildings improvements	-	187,406	(6,322)	-	181,084
Total restricted funds	73,526	571,757	(375,695)	1,750	271,338
Unrestricted funds					
Designated funds:					
Charity bond	-	115,000	-	-	115,000
Power to Change match funding	-	20,000	-	-	20,000
Total designated funds	-	135,000	-	-	135,000
General funds	650,626	1,432,997	(1,259,468)	(1,750)	822,405
Total unrestricted funds	650,626	1,567,997	(1,259,468)	(1,750)	957,405
Total funds	724,152	2,139,754	(1,635,163)	-	1,228,743

18. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2022	2021
	£	£
Amount falling due:		
Within 1 year	**6,912**	11,912
Within 1 - 5 years	**8,564**	6,905
	15,476	18,817

19. Related party transactions

Trustees of the charity use the nursery services at BS3 Community Development and these transactions are carried out at arms length.

The following third party transactions occurred in the year ended 31 March 2022:
i) Isabel Kearney, a trustee, was paid £290 to provide some fundraising mentoring during the year. There was no balance outstanding at the year end; and
ii) Spike Productions, a company run by the husband of Ruth Green who is a member of BS3's senior management team, was contracted to undertake some of the renovations work on the Southville Centre. The total balance paid for this work was £6,077. No amounts were outstanding at the year end.

All transactions were carried out at arms length.

BS3 COMMUNITY DEVELOPMENT

England & Wales - Charity number 1000544

Accounts

BS3 Community Development

Report and Audited Financial Statement



31 March 2021

BS3 Community Development

The Southville Centre, Beauley Road, Southville, Bristol, BS3 1QG
Registered charity no. 1000544. Company limited by guarantee no. 2542176.

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Reference & Administrative Details

Company number 02542176.

Charity number 1000544.

Registered office and operational address:

The Southville Centre, Beauley Road, Bristol BS3 1QG.

Trustees

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Peter Duncan Bird	Co-Chair
Jenny Alice Brown	Co-Vice Chair
Mark Andrew Coates	Co-Vice Chair
Maria Diane Forsythe (resigned 19 Aug 2020)	
Catherine Hector	Treasurer
Sarah Louise Hughes (appointed 14 May 2020)	
Sally Elizabeth Jaeckle (resigned 13 September 2021)	
Isabel Katherine Sibley Kearney (appointed 14 May 2020)	
Elsa Maters (appointed 14 May 2020/resigned 04 Oct 2021)	
Elizabeth Jane Normand (appointed 26 Nov 2020)	SENCo & Safeguarding
Peter Thomas Phillips	Co-Chair
Zoe Frances Rice (resigned 07 Oct 2021)	
Rosemary Susan Tomlinson	
Jill Valerie Walsh (resigned 23 Mar 2021)	Co-Chair
Jessica Woodsford (appointed 11 Jun 2020)	SENCo

Reference & Administrative Details

Company Secretary and Chief Executive Officer

Dr Simon Derek Hankins

Bankers

Co-operative Bank, PO Box 250, Delf House, South Way, Skelmersdale, WN8 6WT.

Lloyds Bank, 284 Wells Road, Bristol, BS4 2PY.

CAF (Charities Aid Foundation) Bank 25 Kings Hill Avenue West Malling Kent ME19 4JQ

Auditors

Godfrey Wilson Limited, chartered accountants and statutory auditors.

5th Floor, Mariner House, 62 Prince Street, Bristol, BS1 4QD.

Trustees' Executive Summary

As joint chairs of the board of trustees, we would like to say how proud we are to be associated with this charity and the local community in BS3.

The last 12 months have been like no other. The Covid-19 pandemic has had a devastating effect, yet despite this, the community has come together in a way not seen in recent times. Local residents have also supported us and helped ensure our survival, despite many of them facing their own personal difficulties.

The charity has acted as an 'anchor' organisation, bringing together services offered by other local charities, individuals, groups, and private businesses in the BS3 area and aligning them with the thinking and policies of Bristol City Council and other statutory bodies.
The commitment and dedication of our staff and volunteers has been astounding and embodies the values of our charity. Although uncertainty remains, we can now look to the future. We are also in a stronger position to act as a bridge in engaging with statutory and private sector organisations to develop and integrate wellbeing, as well as health and social care, to benefit all individuals in our community.

As a step towards recovery, we cannot wait to be able to reopen our centres to the public later this year and hope to see you there soon.

Chief Executive Officer's Statement of Objectives & Activities

The Purpose of the Charity is given in our Articles of Association; those can be summarised as being 'to improve the wellbeing, health and lives of those who live and work in the BS3 postcode area of south Bristol'.

During our 2020/21 financial year we put our current Business Plan to one side and concentrated on the survival of the charity but continued to meet our purpose by supporting our community through the Covid-19 pandemic.

We held a whole organisation staff meeting on the last working day before the first national lockdown and a virtual *Extraordinary Board Meeting*, our first ever online meeting, four days after that first national lockdown. The senior management team were invited and initial responses to the pandemic were agreed. The senior management team continued to take part in all board meetings throughout 2020/21.

The frequency of Finance sub-Committee and board meetings increased initially from quarterly to monthly, and then, as we progressed with our crisis management plan, to bi-monthly. All other sub-committee meetings were suspended.

Lockdown occurred just before the start of our 2020/21 financial year. We started the year with both of our community centres being closed to the public. Room hire was put on hold, the café at the Southville Centre closed and several other related income generators were stopped.

Activities delivered from the centres, and our services run in the community, were suspended. However, we identified services that we could re-model to be Covid-19 safe and after only a brief time restarted delivery of those activities.

Initially our nurseries were open only for children of Key and Essential Workers, which meant far fewer children than normal attending. This, along with the closure of our community centres, had a significant negative impact on income generation and cash-flow.

Chief Executive Officer's Statement of Objectives & Activities

We switched our budget to a frequently updated cash-flow forecast to track our financial health and the charity's viability.

We developed a survival plan. We accessed all available government support and implemented immediate and on-going cost-saving and cost off-setting measures. This included furloughing many of our employees and running the charity and adapted services using only a skeleton staff.

We re-focused our income generation from principally trading to applying for grants, developing crowdfunding campaigns, and seeking donations.

We significantly increased our communications, both internally with staff, volunteers, and trustees, and externally with customers, community members and stakeholders.

We were involved in the development and operation of our local Mutual Aid Response Group and used our extensive networks and, along with key community activists, influenced how the statutory sector including Bristol City Council worked with our community. We ensured their responses aligned with local need; this minimised inefficiency and resulted in targeted, hyper-local delivery that met local needs.

Credit and thanks go to our outstanding trustees who stepped-up and met the increase in demand for their time and support. They helped us as the management team to stay focused and remain positive. They provided advice and guidance, and together we steered the charity through the unchartered territory that the pandemic presented.

The trustees have paid due regard to the Charity Commission's published public benefit guidance in their strategic direction and decision-making processes.

Achievements & Performance

We supported hundreds of local people throughout the pandemic via the Covid-19 Mutual Aid Response Group and others have sought to replicate our success in more areas.

We quickly adapted our existing support services to adhere to government guidelines and continued to help those most in need in our community.

We successfully used our communication channels to relay central and local government information, NHS and Public Health messages, and advice on wellbeing to local people.

We protected the well-being of our staff, nursery children and their families by closing our community centers to the public. This significantly reduced the potential spread of infection and allowed us to keep our nursery rooms open.

We transformed our predicted cash-flow deficit through careful financial management, including reducing our expenditure and accessing loans and additional funding. Our action turned a potential £454,000 deficit into a £306,779 surplus which is a remarkable achievement.

We were successful in securing a major grant from the Power to Change Community Business Fund to support a wide range of improvements, renovations, and major pieces of maintenance to the Southville Centre.

We have supported and learnt from staff through online team meetings, virtual social events, our internal newsletter, regular staff surveys (the results of which have already helped shape the way in which the charity now operates), as well as forming an Operational Working Group. Our collective hard work was recognised when we were awarded Social Enterprise of the Year by SME News.

We have only had to make three redundancies this year, which were as a result of stopping wrap-around school services. We are ending the year with increased staff numbers after expanding several other areas of our work.

Achievements & Performance

We have proudly provided a pay increase to all staff at the start of both 2020/21 and 2021/22, plus enhanced certain salary bands further to better reflect levels of responsibility. We have a stated intent to become a Living Wage Foundation employer and are working to achieve that, having already brought all our salaries above the Government's National Minimum (Living) Wage.

We will retain, and build on, the working adaptations that have proved positive and beneficial, such as working more flexibility where possible to help staff achieve a better work-life balance.

We took a consistent approach throughout the series of lockdowns and kept our community centres closed. This was to protect the well-being of nursery children and their families, plus our staff.

We continued to provide many of the support services and activities we had pre-pandemic, switching to using on-line technologies (such as Early Years Practitioners keeping in contact with families via our on-line portal Tapestry) but still providing a level of face-to-face support where possible. We continually adapted our approaches to help those in need in the most appropriate ways, adhering to all current government guidelines.

Our Work

The activities currently carried out by the charity can be broadly categorised as follows:

- The provision of Early Education & Childcare services
- Community development activities
- The operation of two community centres, known as the Southville Centre and the Chessel Centre. The Southville Centre is a community information and resources hub with an on-site cafe. The Chessel Centre is a nursery setting with a hirable community room.

Early Education & Childcare (EE&C)

Our aim and objective is to provide inclusive, high-quality care and education for children and support for families and carers.

As always, but particularly at the time of writing this, it is vital that we continue to provide safe and secure environments. We have developed a 'road map' for staff and parents describing the timelines for fully reopening our premises as we emerge from the pandemic.

We provide 103 nursery places for children between the ages of 12 months and 5 years at the Southville Centre and a further 54 places at the Chessel Centre. Demand for full-time early education and childcare remains high in BS3. We have increased capacity and have 62 team members working in EE&C to meet increased safety measures required to manage Covid-19 security.

We were hugely appreciative of the government continuing to provide the free early education entitlement (FEEE) funding for eligible families. The funding provided significant financial support to the charity. Our nursery families were incredibly supportive; those whose children could not access our nurseries (at the time we were only able to provide childcare for Key and Essential Workers) agreed to initially pay 50%, and then 25%, of their usual fees to maintain their places.

Our Work

We took the decision to end our Out of Schools Service (breakfast club, afterschool club, and holiday club) to focus on meeting the demand for early years provision. We created additional childcare spaces to cater for our 1–2-year-olds and supported our term-time only families with a wraparound childcare offer, extending the time children spent in our setting.

We are planning to reopen our popular Toddler Group and our intergenerational Grandparent and Grandchild Group in September 2021.

We have developed our departmental structure, adding two new Deputy posts (one focusing on Early Years Care & Education and the other on Operations) to add capacity to our management level within the department and provide the Head of EE&C with support.

We have also restructured line-management to build capacity and skill levels, with Senior Early Years Professionals now managing Assistant level staff. We are supporting teams with continued professional development opportunities, including taking part in interview panels and internal Advisory and Working Groups.

We currently have four staff members training for Level 3 qualifications, with a further three waiting to begin their Level 3 training. We are supporting two staff members working towards their Level 4 qualifications and another who is working towards a Level 6 qualification.

Statutory training has been a real focus for us this year, with more than 90% of the child-focused EE&C team holding, or being booked onto, Pediatric First Aid. 95%+ of the department hold a certificate in Safeguarding and Prevent. 65% of the team now hold Level 2 qualifications in Food Hygiene (previously only a few key colleagues were trained in Food Hygiene).

Five team members are qualified as Designated Safeguarding Leads, with an additional two team members qualifying this year, plus we are planning Physical Handling, Behaviour Management, and Equality, Diversity, Inclusion & Belonging training across our teams.

Our Work

In April 2021, we appointed our first Apprentice; the hope is that we encourage and support more young people to begin their careers in Early Years with us.

The trustees support the work of the EE&C department with Elizabeth Normand acting as our Special Educational Needs & Disability plus Safeguarding trustee, and Jess Woodsford supporting Equality Diversity Inclusion & Belonging to ensure this is embedded in our service provision and across the charity.

Fees and voluntary contributions will increase in September 2021, in-line with an increase in associated running costs.

Community Development

2020/21 was a challenging year in the Community Development department. Our key task was to ensure that we maintained connections with the groups and individuals accessing our services, but also to create and tailor new models of support in response to the pandemic. We have a focus on reducing social isolation and loneliness, usually through social groups. Meeting face-to-face was not possible during 2020/21 due to government restrictions and so many of the activities we ran prior to Covid-19 had to be re-modelled.

Monday Club, a social club for older people involving a weekly visit to the Southville Centre, a hot meal and activities, had to be halted. We developed a weekly phone rota where a staff member or volunteer would call members to 'check in and chat'.

We made socially distanced visits outside members of Monday club homes; dropped-off cards, gifts, and hot meals; sang happy birthday; and delivered games and puzzles to many doorsteps. In-between lockdowns when the 'rule of 6' allowed, we arranged small outdoor gatherings in local parks. We involved members with various arts and crafts projects, and successfully introduced an intergenerational story-time where members would join phone calls to connect with our nursery children. A story would be read by one of our Nursery Practitioners and then all participants would discuss their favourite characters, followed by time for 'free-chat' to discuss anything from what was being enjoyed for lunch or a favourite place to walk.

Our Work

Youth Club, which opened in November 2019 for 80 young people each week sadly had to close its doors due to the pandemic; however, contact was maintained via weekly blogs and videos with various themes like home-cooking, wellbeing activities, and general knowledge quizzes.

Community Webs, a social prescribing service where team members usually work from GP surgeries, had to be re-modelled into a telephone service and we saw an increase in referrals from GPs. Link Workers have also been supporting people for longer than they would normally because services that individuals would usually have been signposted to have developed huge waiting lists.

We became involved with the phenomenal local Covid-19 Mutual Aid Response Group a few days after the initial lockdown began. A dedicated Facebook group was set-up, phone helpline and a website were established, and postcards were delivered to over 400 streets locally advising residents that support was available. 1,152 people signed-up to volunteer.

As a Bristol City Council 'Community Hub', referrals were passed to us for hyper-local support. We operated a triage system and offered appropriate support through either a standard volunteer, an enhanced DBS-checked volunteer, or a Community Worker with a specialist focus.

Requests for help were matched with a local volunteer and hundreds of prescriptions and grocery orders were collected and delivered.

In September 2020, we secured funding to transition the Mutual Aid Group into our organisation. The expertise and learning will be retained, and we will ensure that volunteers have the correct support and governance to meet on-going demand.

A significant increase of people living with poor mental health as a result of the pandemic has been widely reported. As an organisation we are aware of the wider determinants of health and the effect that social, economic, and environmental factors can have on a person's wellbeing.

Our Work

- We applied for and secured funding to enable us to support people that were self-isolating or shielding without family or friends to help them. We set-up a series of groups: BS3 Companions, a phone befriending service; Pen Pals, which involve writing to someone and receiving a letter back; and most recently in-line with the easing of Covid-19 restrictions, Buddying – where a person that may be anxious about leaving home is gradually reintroduced to their community, maybe over a coffee, a walk in the park, or a trip to a local shop.
- We partnered with Family Action to create Bedminster Food Club, offering weekly fresh food for local residents at a fixed weekly rate of £3.50. We worked with St Paul's Church who hosted the BS3 Larder to distribute emergency food parcels.
- We supported local individuals and families via local networks and schools with emergency grants to support the purchase of essential items and winter utility costs.
- We partnered with Bristol based charity Changes Bristol, a specialist organisation supporting people with poor mental health, and two local Peer Support groups were established in the BS3 area. We helped set-up STAR (Share Talk & Remember), a bereavement and loss group, established in partnership with a local funeral director.

Both the mental health support groups and STAR were able to run as face-to-face groups during the lockdowns as they are recognised essential services. We are considering the longer-term investment needed to support people to live fulfilled lives and remain well in their communities and have fed into the new Community Mental Health Framework which emphasises the importance of early intervention and prevention.

This year we have forged significantly closer working relationships with the statutory sector and including the Adult Social Care teams, Community Teams and Families & Focus Teams at Bristol City Council. We formed a partnership with the Knowle West Health Park Company, and successfully bid for the Sirona care & health, South Bristol Locality Voluntary Community Sector Lead Anchor role. The nine-year contract contributes towards our engagement with the development of the South Bristol Locality Integrated Care Partnership (of which, Simon Hankins, CEO, is the Deputy-Chair).

Our Work

We are considered one of the key organisations within Bristol, North Somerset, and South Gloucestershire by our local authorities and the Clinical Commissioning Group.

Community Centres, Room Hire & Events

Our community centres closed to the public at the start of the first lockdown. However, the Southville Centre reception remained open throughout for telephone, email, social media, and in-person front door enquiries.

Facilities and Reception Team members have worked incredibly flexibly to support external and internal customers. Those team members over the course of the pandemic have all at one point or another, been furloughed, returned on flexi-furlough, and when requested, worked increased hours to meet the needs of the charity and service users.

The Southville and the Chessel Centres were maintained and serviced throughout the period. Covid-19 risk assessments were undertaken, and all necessary processes were put in-place to keep team members and service users safe. The premises were successfully reconfigured several times as departmental and organisational plans adjusted. Vacant room hire and offices were repurposed to provide EE&C with additional childcare space and were used as dedicated isolation rooms to support our disease prevention strategy.

Vital supplies of PPE were sourced, distributed, stock-controlled and replenished. Additional cleaning time and new hygiene processes were put into place, information disseminated, and work undertaken again to support the health and wellbeing of our team members and service users.

The Southville Centre continued to operate as a community resource, a distribution centre, and as an advice hub. We used our communication channels internally and externally to provide stakeholders with timely information about organisational developments as well as local and national updates and guidance.

Our Work

Community members were kept informed of charity developments. We continued to promote our news, service provision and partnership updates via social media, our supporter newsletter, local press publications and via community notice boards to reach those not digitally connected. We also created a virtual tour of our nursery to give prospective families an insight into our Ofsted 'Outstanding' provision.

As well as staffing the main switchboard, answering queries, and signposting callers to services, resources or other team members, support was provided to the Covid-19 Mutual Aid Response Group emergency helpline. We assisted members of the community by triaging them, either providing them with help and information, or by signposting them to the most relevant source for their needs.

There has been investment in the continued professional development of team members during this period with both in-person and online training being accessed. Staff have attended courses relating to equalities, administration, event planning, first aid and fire marshal training.

Building maintenance and improvements have taken place during the closure period to ensure that premises are safer and more attractive on reopening. Key team members have contributed significantly to grant writing and grant administration for several successful funding awards.

Team members have also taken a key role in fundraising for the organisation in terms of campaign design, promotion, and in taking part in activities themselves. A recent crowdfunding campaign successfully raised money to purchase and install an external, public access defibrillator outside the Southville Centre. Staff also actively sought donations and gifts in kind via our Supporter Newsletter and other channels of communications, including word-of-mouth. This proactive enthusiasm resulted in all sorts of gifts being donated such as plants, toys, craft materials, as well as local people giving their time to help us improve our outdoor spaces for staff and children's enjoyment.

Room hire customers and the charity have been mutually supportive of each other. Customers agreed to pay retainers during the first period of lockdown to support the charity financially. Some helped with our fundraising campaigns by taking part themselves and by

Our Work

sharing on their networks. We have supported their businesses by promoting them via our communication channels, for example promoting those who moved to running exercise classes online. We are hugely looking forward to welcoming room hire customers and users back later this year (2021).

Covid-19 restrictions put an end to our calendar of building-based community events such as the annual Arts Trail, our charity's 30th Year Celebrations and the Festive Market. However, we remodeled some events and transitioned them to online where possible (e.g., the AGM and the annual Arts Trail); we also partnered with other community groups to support activities that could take place in the open-air with Covid-19 safety measures in place.

We are currently planning a 30+1 Year Birthday event to celebrate three decades of the charity working with and for the community. It will mark the successes of the charity and the stories of local people by weaving them into a social history performance piece.

We have formed an Equalities, Diversity, Inclusion & Belonging (EDIB) group and we have registered the charity for the Bristol Equality Charter which will provide us with an organisational benchmark, including toolkits, to help progress our work within the Charity. The Reception and Facilities teams are ensuring the recommendations of the EDIB group are reflected in the physical workspace, the visitor experience and the charity's outward facing customer service processes, and external communications.

The work has led to EDIB becoming an embedded part of our practice in every area of the organisation; this has included a review of recruitment advertising and procedures, customer feedback surveys and the roll out of software (TWINE) and process that capture the EDIB data of our service users. The data recording on TWINE will inform us about the demographic of the people who we are currently reaching. We will therefore be able to identify gaps which we can then seek to tackle. We want to ensure we are providing equal access to everyone requiring our services in the community; this is fundamentally at the core of our charitable aim.

Income Generation

Early Education & Childcare

The regular, unrestricted income generated through the provision of early education and childcare services in the last year gave a net contribution of £228,456.

Community Centres, Room Hire & Events

In the last year, the gross income brought in through events, room hire, and associated services was reduced by 98% from the prior year, due to Covid restrictions and lockdown from £47,462 to £1,157.

Grant Writing

In the last year, the gross income brought in through successful grant applications was £540,871.

Music Space sub-lease

The organisation has a sub-lease on part of its premises at the Southville Centre called the Caretakers Cottage. This is let to a charity, Music Space. Income from the letting along with associated costs in the last fiscal year brought in a little under £8,000.

Café & Catering

In the last year, the gross income from the Café and Catering activity was greatly affected by the closure of the café due to Covid restrictions and no income was recorded during 2020-21. Kate's Kitchen and BS3 Community Development have continued to work together to provide meals for the nurseries.

Income Generation

Fundraising Activities

BS3 Community Development generates most of its income and funding through the services provided and grants secured. Most of our Community Business trading (using social enterprise principles) is within our charitable objects. The surpluses generated from our primary trading activities are used to support the charity and help us fulfil our charitable purposes. We continue to operate the charity using social enterprise principles in a way that ensures that our core services and activities, as well as the management, maintenance and running of the Southville and Chessel Centres, remain sustainable; always with an eye on achieving our triple bottom line of making a financial and social return on our investments (with the social return aligning to our charitable objects) and doing that in an environmentally responsible way. BS3 Community Development is not currently registered with the Fundraising Regulator.

Our Team

Staff & Volunteers

BS3 Community Development employs on average 86 paid team members.

In 2020/21 we had on average 191 regular volunteers supporting the services that we deliver, and over 1,152 volunteers offering hyper-local support at the height of the pandemic. Those regular individuals were volunteering for a combined total of approximately 200 hours a week. We fully recognise that the charity would be nothing without our amazing staff and incredible volunteers (which includes our wonderful trustees and other Board Members) who give so much to the organisation, our services and to the community of BS3. Without an inspired, engaged, enthusiastic and dedicated workforce, supported by equally motivated volunteers, we could not achieve so much positive work with, and for, those who live and work in the BS3 postcode area of South Bristol, so thank you to each one of you.

2020/21 (and to date) has been an incredibly difficult, trying, emotional and fluid period for one and all, both at work and outside of work due to the pandemic and maybe many other factors; however, everyone has played their part to support the charity and each other through those times and beyond. The pandemic is still with us, but we have gotten through it relatively okay. Unfortunately, some team members chose to leave us very early on due to the pandemic. We also had to let three team members go after making their positions redundant as we were unable to find them any alternative employment that they wished to take-up. Since those early days of the pandemic other team members have re-evaluated their lives and have chosen to take a different path and so have left; we wish them all the best for the future.

There is always a level of turnover of staff and volunteers. We always seek to recruit those with the required skills, knowledge, and experience, but also ensure that they have values that align to the charity's own, as well as that they bring levels of passion for their work, to working in the charitable sector, plus with BS3 Community Development. If we can recruit people to positions that align with their passions then the work won't be viewed simply as a job, more as their vocation. We also seek to support each team member to help them along their career pathway as far as they wish to go and will work with them to identify opportunities for advancement within the charity; however, if those aren't available, then we

Our Team

will support them to find such opportunities elsewhere since career progression is primarily for the individual more so than for the organisation (although it is important for us as well).

Finally, having a workforce (that includes volunteers) that reflect our community's diversity (in all its forms) is important to us. We have developed our Equalities, Diversity, Inclusion and Belonging Advisory Group who are recommending how we ensure that we are inclusive in our approaches and our operation.

So, to end, we would like to thank all our staff and volunteers for their huge commitment to the charity as well as the tremendous levels of flexibility, understanding and support provided to one-another and the organisation that has been central to our being able to get through 2020/21 and be in the strong position that we are in so far into 2021/22 – thank you.

Future Plans

We will be revisiting and updating our business plan and will seek to strike a balance between meeting the apparent and immediate needs of our community and our strategic aspirations of addressing the underlying causes of social, health and wellbeing inequalities.

As the country begins to move out of the pandemic and the 'new normal' begins to take shape, mid- to longer-term impacts of the pandemic will also start to emerge. We will explore what our role should be in supporting members of our community; especially those who are most vulnerable.

We will encourage the involvement of our community, staff, and other stakeholders in helping us to set our strategic direction and will continue to explore ways of developing that two-way conversation.

We will continue to identify fundraising opportunities and will develop realistic options for increasing our self-generated trading income. We will keep putting time and energy into applying for grants to support our current activities and organisational costs, as well funding to develop and roll-out new services.

There will be an enhanced focus on securing longer-term, multi-year contracts and service level agreements from statutory sector (and statutory sector funded) organisations such as NHS Health and Bristol City Council Social Care sectors.

We have expanded our GP-surgery-based Community Webs Social Prescribing service to meet an increase in demand for support from adults due to the pandemic. In addition, the number of children and young people needing social prescribing support has sadly risen sharply over the last year. We hope to be able to persuade the Primary Care Networks in the South Bristol Locality to fund specialist Children & Young People Link Workers to address this need.

Our nursery expansion plans have had to be suspended for the time being due to the pandemic and the high levels of uncertainty that has brought to the charity. However, we are

Future Plans

very aware of the growing and unmet demand for high quality childcare in the BS3 area. We are continuing to explore opportunities for working with suitable care home providers to develop co-located, intergenerational nurseries.

We have expanded and partially re-modelled our nursery provision to maintain higher levels of occupancy, at a more consistent level, which will contribute to our financial viability.

We will be bringing the Southville Centre café and associated catering in-house in 2021. Our contractor Kate's Kitchen, who provided an excellent catering service and café, now wish to focus on their event catering. While we will be sorry to see Kate's Kitchen go, this will provide us with an opportunity to offer a community-focused café.

Whilst we were successful in securing a far greater number and value of grants in 2020/21, we expect that competition for available funding will increase in 2021/22 since, like us, large numbers of VCS organisations will need to replace continuing lost trading income.

The 'Black Lives Matter' campaign and the wider related issues of racism and inequalities in our society, institutions, communities, and workplaces, have led us to undertake a full organisational review. The undertaking will examine everything we do and how we do it, viewed through our Equality, Diversity, Inclusion & Belonging (EDIB) lens. We are actively recruiting for a more diverse board membership to better reflect and represent the community who we are here for. The business case and the moral case for doing so is unquestionable.

As always, our staff are our greatest assets and so we will continue to identify ways to strengthen our teams, involve them in the decisions that affect them and support them through the tail-end of the pandemic. We are planning 'decompression' events which will bring everyone together and allow us all to reflect on what we've each experienced, let-off steam, celebrate the fact that we have got through what we hope will be the worst of the pandemic and that things are beginning to open-up once again.

Financial Review

The future is unknown, but with the drive to 'build back better' we will be defining what 'better' and what 'fairer' looks likes for our community and for us and moving our focus and direction of travel accordingly.

2020/21 started in the worst conceivable way, with the first national lockdown forcing the closure of our Early Education & Childcare services and the resulting loss of a considerable proportion of our income. Since our nurseries re-opened in June 2020 our financial position has steadily improved and, remarkably, we finished the year in a stronger financial position than we started or expected.

Investment Policy & Performance

BS3 Community Development has a measured attitude to risk, consciously investing cash funds into financial institutions/ companies involved in the Financial Services Compensation Scheme (FSCS). During 2021/22, BS3 Community Development will continue to review its investment policy and seek to protect reserves and cash held by the organisation.

As of 31st March 2021, BS3 Community Development had investments in different term funds, namely:
Business bank accounts,
Deposit bank accounts (instant access),
Savings bank accounts (instant access).

Investment Decisions

Where appropriate, the Finance Manager proposes new or updated investments to the Finance sub-Committee; these are actioned only if approved by that standing committee and sanctioned by the full board.

Financial Review

Investment Management

BS3 Community Development investments are reviewed according to the terms of the investment. Investments are monitored to ensure that the interest rate secured is acceptable to the Finance sub-Committee members and trustees.

Going Concern

The trustees are confident that BS3 Community Development remains a going concern. As of 31st March 2021, the charity held unrestricted, general free cash reserves of £476,408 These are made up of unrestricted, undesignated funds, not committed or invested in tangible fixed assets or long-term liabilities or liabilities due within 12 months, including loan payments and Charity Bond interest payments. The cash balance as of 31st March 2021 was £985,131, net assets were £1,228,743, and an unrestricted surplus of £306,779 was generated over the course of the fiscal year. The organisation's cash-flow forecast projects ahead a further year to March 2022, with cash-flow projected to dip no lower than £436,768.

The trustees consider that the charity has sufficient unrestricted reserves and cash-flow to continue as a going concern for a period of at least twelve months from the date on which these financial statements are approved. The trustees therefore consider it appropriate to adopt the going concern basis for the preparation of the accounts.

Financial Risk Management, Objectives & Policies

Trustees are integrally involved in the scrutiny of organisational planning and in reviewing all major risks. Sub-Committees also support the senior management team (SMT).

The charity maintains a Risk Assessment Framework & Risk Management Policy which includes a financial risk section. The register is updated and reviewed quarterly. The SMT, members of the Finance sub-Committee and the board of trustees review financial reports on a regular basis.

Financial Review

All payments are approved/authorised by a minimum of two members of SMT. Transactions exceeding £2,000 that do not appear in the budget have trustee authorisation in addition to SMT authorisation.

Other than the Finance sub-Committee meeting, sub-committee meetings were suspended for much of 2020/21 as we switched from reporting against an agreed budget to monitoring a bi-weekly updated cash-flow forecast. Cash-flow forecasts were provided to the full board of trustees and scrutinised by either the Executive trustees, or the full board, via fortnightly meetings with the SMT.

By the end of the year, we were able to revert to standard committee and governance structures. Close oversight of financial performance and especially cash-flow, continues.

Principal Risks & Uncertainties

The most significant risk for BS3 Community Development is the requirement to repay or refinance our Charity Bonds (£560,000). Repayment is due at the end of February 2023. The plan to partially repay and partially refinance this debt is reviewed at the Finance sub-Committee as a quarterly standing item.

Another significant risk is the fundraising climate. Charitable Trusts and Foundations have awarded significant funds during 2020/21 as part of the emergency response. This may restrict the level of funding available at a time when demand from charities for funding is increasing due to the impact of the pandemic.

Financial Review

Reserves Policy

The organisation set aside £115,000 and £20,000 as designated reserves towards the Charity Bond Repayment 2023 and as match funding on a capital buildings maintenance project respectively during the year 2020-21. Although the trustees did not update the Reserves Policy during the year, a more in-depth review is scheduled in during 2021.

The financial risks and liabilities the organisation could be exposed to should it be forced to close have been reviewed and a Reserves Policy formally adopted. The range and level of reserves required by the organisation is set out below and prioritised in the following order:

- In the medium-term BS3 Community Development is required to set-aside finances for the repayment of £560,000 to the 'SCDA 4% Charity Bonds' investors by the end of February 2023. The intention is to reduce the level of the loan, but to seek appropriate re-financing of the residual amount. The level of reduction will start to be agreed approximately eighteen months before the full re-payment is due.

- To fund a total of £310,590, to give an 'Armageddon' scenario for redundancies where closure may ensue, and an exit strategy is required = £173,306; and to fund the organisational operating costs for a minimum of a one-month period = £137,284.

- An amount of £40,000 to fund unexpected expenditure for building repairs to the Southville Centre and the Chessel Centre, where these cannot be met by future income alone.

Financial Review

In 2020/21 and due to the Covid-19 pandemic, the Charity's strategy was to focus on being able to continue to provide services and financial survival, principally through its primary trading activities and services. The charity raised its profile with some fundraising via CAF donate and Just Giving. The Charity further secured contracts/service level agreements with statutory sector organisations (and others), as well as on-going applications for grant funding and unrestricted grants through the local and national governments.

The trustees are aware that it is unlikely that the target level and range of reserves will be reached for several years; therefore, over the next five years reviewing and contributing to the charity's reserves will be a priority.

To optimize the level of reserves BS3 Community Development can set-aside, the senior management team and trustees will agree income and expenditure levels during the annual budgeting process, alongside scrutiny of levels of income and expenditure during the year. The level of surplus income will be reviewed during each financial year and, when appropriate and possible, any remaining surplus will be set aside into the charity's reserves at the end of each year.

Structure, Governance & Management

Constitution

The company is constituted under an Articles of Association and is a registered charity number 1000544.

Method of Appointment or Election of Trustees

Trustees of BS3 Community Development are all volunteers.
The management of the charitable company is the responsibility of the trustees.
The trustees constitute directors of BS3 Community Development for the purposes of the Companies Act 2006 and are trustees of the charity for the purposes of the Charities Act 2011.

Trustees are each elected and co-opted under the terms of the Articles of Association for a period of up to nine years.

There is a limit of fifteen trustees who can be elected by the BS3 Community Development membership at the Annual General Meeting (AGM).
At the AGM either one third, or three (whichever is the greater number), of the trustees stand for re-election. If they so wish, or if agreed by the board, the longest serving third, or three, trustees step down and put themselves forward for re-election.
Chair (or co-Chairs) and Vice-Chair (or co-Vice-Chairs) are elected annually by the trustees at the first meeting following the AGM.

Policies Adopted for the Induction and Training of Trustees.

To ensure that new trustees are appointed regularly, the board undertakes a regular skills audit of current trustees and matches those against the skills required by our strategic business plan. When recruiting new trustees, the board of trustees aims to attract a diverse range of candidates who have the skills, expertise and experience the charity needs.

Structure, Governance & Management

Potential trustees are given a formal induction to the charity and provided with information about it, including the Articles of Association, latest business plan, our activities and organisational structure, along with information on the role of trustees, their responsibilities and charity law.

Individuals undertake a formal probationary period during which they are expected to become a member of BS3 Community Development, become familiar with our activities, and attend at least three trustee board meetings as an observer. On completion of a probationary period, they can be formally co-opted as a trustee by the trustees, prior to standing down and being put forward for election at the next AGM. Prior to being elected, potential trustees are asked to complete a formal trustee declaration.

Pay Policy for Senior Staff

The senior management team (SMT) salary and rewards are associated with specific roles, which are not gender specific. Parity is sought between the same or similar jobs.

Organisational Structure and Decision-making

The board of trustees is ultimately responsible for the overall control and strategic direction of BS3 Community Development, including ensuring that the organisation abides by any legal requirements.
Day-to-day management is delegated to our CEO, Dr Simon D Hankins, and the senior management team.

The senior management team comprises:

- Becca McDougall, Finance Manager
- Dawn Lockhart, Head of Communications
- Kelly Murphy, Head of Early Education & Childcare
- Ruth Green, Community Development Manager

Structure, Governance & Management

Membership

BS3 Community Development is a membership organisation. Anyone can become a 'Member' with a two-year membership costing £2. Trustees must be members.

Each year, BS3 Community Development has an Annual General Meeting where all signed-up and paid-up members are entitled to vote for those members standing for available places on the board of trustees.

We also have 'Supporters'; there is no fee to be a supporter. Supporters receive regular news about what BS3 Community Development is doing, our events and news.

Risk Management

The trustees have adopted a Risk Management Framework and have considered the major risks to which the charity is exposed; they have reviewed those risks and established systems and procedures to manage the risks. The Risk Management Framework is understood by trustees and is actively considered (where practically possible) in staffing structures, benefits packages, recruitment, review systems and training budgets, including trustee training.

The trustees are satisfied that all operational systems are in place to ensure sound governance and management of the charity; this has been upheld in the monitoring undertaken by our funding bodies and auditors.

Trustees' Responsibilities Statement

The trustees (who are also directors of the charity for the purposes of company law) are responsible for preparing the Trustees' Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice). Company law requires the trustees to prepare financial statements for each fiscal year, which give a true and fair view of the state

of affairs of the charity and of the income and expenditure of the charity for that period. In preparing those financial statements the trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities Statement of Recommended Practice (SORP).
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK accounting standards and statements of recommended practice 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 presume that the charity will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.
In so far as the trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware, plus.
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

The trustees 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

Structure, Governance & Management

governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity, but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

The auditors, Godfrey Wilson Limited, have indicated their willingness to continue in office. The Designated trustees will propose a motion re-appointing the auditors at a meeting of the trustees.

Trustees' Statement

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of BS3 Community Development (the company) for the year ended 31 March 2021.

The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the SORP, applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Ireland (FRS 102) (effective 1 January 2019).

Since the company qualifies as small under section 383, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

Approved by the trustees on 21 October 2021 and signed on their behalf by





Peter Bird and Peter Phillips, Co-Chairs

Independent auditors' report

To the members of

BS3 Community Development

Opinion

We have audited the financial statements of BS3 Community Development (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. 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 charity's affairs as at 31 March 2021 and of its 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.

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 charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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 charity'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 trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

Independent auditors' report

To the members of

BS3 Community Development

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.

Opinion 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 (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' report) have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees
As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees 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 they 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 charity'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 charity or to cease operations, or have no realistic alternative but to do so.

Our 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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 procedures we carried out and the extent to which they are capable of detecting irregularities, including fraud, are detailed below:

(1) We obtained an understanding of the legal and regulatory framework that the charity operates in, and assessed the risk of non-compliance with applicable laws and regulations. Throughout the audit, we remained alert to possible indications of non-compliance.

(2) We reviewed the charity's policies and procedures in relation to:

- Identifying, evaluating and complying with laws and regulations, and whether they were aware of any instances of non-compliance;
- Detecting and responding to the risk of fraud, and whether they were aware of any actual, suspected or alleged fraud; and
- Designing and implementing internal controls to mitigate the risk of non-compliance with laws and regulations, including fraud.

(3) We inspected the minutes of trustee meetings.

(4) We enquired about any non-routine communication with regulators and reviewed any reports made to them.

(5) We reviewed the financial statement disclosures and assessed their compliance with applicable laws and regulations.

(6) We performed analytical procedures to identify any unusual or unexpected transactions or balances that may indicate a risk of material fraud or error.

(7) We assessed the risk of fraud through management override of controls and carried out procedures to address this risk. Our procedures included:

- Testing the appropriateness of journal entries;
- Assessing judgements and accounting estimates for potential bias;
- Reviewing related party transactions; and
- Testing transactions that are unusual or outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. Irregularities that arise due to fraud can be even harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

Independent auditors' report

To the members of

BS3 Community Development

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

Use of our report
This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity'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 charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Alison Godfrey

Date: 25 October 2021

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:
GODFREY WILSON LIMITED
Chartered accountants and statutory auditors
5th Floor Mariner House
62 Prince Street
Bristol
BS1 4QD

BS3 Community Development

Statement of financial activities *(incorporating an income and expenditure account)*

For the year ended 31 March 2021

	Note	Restricted £	Unrestricted £	**2021 Total £**	2020 Total £
Income from:					
Donations	3	30,886	241,560	**272,446**	48,118
Charitable activities	4				
Early Education and Childcare		-	1,317,284	**1,317,284**	1,648,448
In Community and Older People's Services		353,715	-	**353,715**	127,535
The Centres		187,156	9,153	**196,309**	91,206
Investments		-	-	**-**	10
Total income		571,757	1,567,997	**2,139,754**	1,915,317
Expenditure on:					
Raising funds		-	41,670	**41,670**	18,695
Charitable activities					
Early Education and Childcare		-	1,088,828	**1,088,828**	1,424,927
In Community and Older People's Services		355,123	-	**355,123**	173,850
The Centres		20,572	128,970	**149,542**	84,236
Total expenditure	6	375,695	1,259,468	**1,635,163**	1,701,708
Net income		196,062	308,529	**504,591**	213,609
Transfers between funds		1,750	(1,750)	**-**	-
Net movement in funds	7	197,812	306,779	**504,591**	213,609
Reconciliation of funds:					
Total funds brought forward		73,526	650,626	**724,152**	510,543
Total funds carried forward		271,338	957,405	**1,228,743**	724,152

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 16 to the accounts.

BS3 Community Development

Balance sheet

As at 31 March 2021

	Note	£	2021 £	2020 £
Fixed assets				
Tangible assets	11		**1,123,959**	1,161,437
Current assets				
Debtors	12	**123,432**		60,334
Cash at bank and in hand		**985,131**		461,968
		1,108,563		522,302
Liabilities				
Creditors: amounts falling due within 1 year	13	**(203,416)**		(191,384)
Net current assets			**905,147**	330,918
Total assets less current liabilities			**2,029,106**	1,492,355
Creditors: amounts falling due after more than 1 year	14		**(800,363)**	(768,203)
Net assets	15		**1,228,743**	724,152
Funds	16			
Restricted funds			**271,338**	73,526
Unrestricted funds				
Designated funds			**135,000**	-
General funds			**822,405**	650,626
Total charity funds			**1,228,743**	724,152

These accounts have been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the trustees on 21 October 2021 and signed on their behalf by




Peter Bird - Co-Chair Pete Philips - Co-Chair

BS3 Community Development

Statement of cash flows

For the year ended 31 March 2021

	2021	2020
	£	£
Cash used in operating activities:		
Net movement in funds	**504,591**	213,609
Adjustments for:		
Depreciation charges	**37,478**	37,270
Interest paid	**22,585**	30,198
Dividends, interest and rents from investments	**-**	(10)
Decrease / (increase) in debtors	**(63,098)**	(25,389)
Increase / (decrease) in creditors	**1,630**	36,398
Net cash provided by operating activities	**503,186**	292,076
Cash flows from investing activities:		
Dividends, interest and rents from investments	**-**	10
Purchase of tangible fixed assets	**-**	(10,287)
Net cash used in investing activities	**-**	(10,277)
Cash flows from financing activities:		
Repayment of borrowing	**(30,023)**	(43,351)
Cash inflow from new borrowing	**50,000**	-
Net cash provided in / (used in) financing activities	**19,977**	(43,351)
Increase / (decrease) in cash and cash equivalents in the year	**523,163**	238,448
Cash and cash equivalents at the beginning of the year	**461,968**	223,520
Cash and cash equivalents at the end of the year	**985,131**	461,968

Analysis of changes in net debt

	At 1 April 2020	Cash flows	New loans	Other non-cash movements	**At 31 March 2021**
	£	£	£	£	**£**
Cash	461,968	473,163	50,000	-	**985,131**
Loans falling due within 1 year	(7,563)	(12,834)	(5,314)	7,746	**(17,965)**
Loans falling due after 1 year	(208,203)	(560,308)	(44,686)	12,834	**(800,363)**
Total	246,202	(99,979)	-	20,580	**166,803**

1. Accounting policies

a) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities in 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.

BS3 Community Development 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).

b) Going concern basis of accounting

The COVID-19 pandemic has had a profound impact on the global economy, and has in turn affected the charity. The trustees have considered the impact of this issue on the charity's current and future financial position. The charity holds unrestricted, general reserves of £822,405 and a cash balance of £985,131. The trustees consider that the charity has sufficient unrestricted reserves and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. In addition, the charity has undertaken steps to mitigate the impact of the pandemic including: applying for COVID-19 emergency grant funding and making use of the Government's Coronavirus Job Retention Scheme. For these reason, the accounts have been prepared on the going concern basis.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from the government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of goods and services being delivered, including nursery provision, events and room hire is deferred until criteria for income recognition are met.

d) Donated services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use by the charity of the item, is probable and the economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), general volunteer time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

1. Accounting policies (continued)

e) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity: this is normally upon notification of the interest paid or payable by the bank.

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose. Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

g) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Irrecoverable VAT is charged as a cost against the organisation and the costs are shared on the basis of activity on a percentage of square meterage used. Irrecoverable VAT is included in 'running costs' in note 6.

h) Allocation of central costs

Support and governance costs:

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Governance costs are the costs associated with the governance arrangements of the charity, including costs of complying with the constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated across the activities of the charity using square meterage and full time equivalent employees of each activity, or funders specific or agreed requirements, as cost drivers.

Centre costs:

Along with the allocation of support and governance costs, the charity also apportions some of the Centres' expenditure for buildings, running and staffing costs across the activities of the charity. This full cost recovery method better reflects the true cost to the charity of each activity and the Centres. The charity has developed percentage formulae based on square meterage for buildings costs, and full time equivalent employees for running and staffing costs. These formulae are used as cost drivers or those specific to funders requests or agreed requirements. Costs are then allocated back to each charitable activity. Formulae templates are adjusted annually to ensure a true reflection of the charity's activities in its finances.

i) Tangible fixed assets

Depreciation is provided at rates calculated to write-down the cost of each asset to its estimated residual value over its expected useful lifetime. The depreciation rates in use are as follows:

- Leasehold improvements — 2% straight line basis
- Fixtures, fittings and equipment — 25% straight line basis
- Land and buildings — 2% straight line basis (retaining land value of £275,000)

Items of equipment are capitalised where the purchase price is, or exceeds, £1,000.

1. Accounting policies (continued)

j) Impairment of fixed assets

At each reporting period end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss, if any.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in the statement of financial activities. Impairment losses are charged as a direct charitable cost to The Centres.

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently recognised at amortised cost using the effective interest method.

The charity bond is recognised as a concessionary loan. The bond is initially recognised at the amount received and is subsequently adjusted to reflect any accrued interest payable. The bond is reviewed for impairment and to the extent the loan is irrecoverable, a corresponding impairment loss is recognised in the SOFA.

o) Pension costs

The company operates a defined contribution pension scheme for its employees. There are no further liabilities other than that already recognised in the SOFA.

p) Accounting estimates and key judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

1. Accounting policies (continued)

p) Accounting estimates and key judgements (continued)

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The key source of estimation uncertainty that has a significant effect on the amounts recognised in the financial statements is depreciation, as described in note 1(i).

2. Prior period comparatives

	Restricted £	Unrestricted £	**2020 Total £**
Income from:			
Donations	15,305	32,813	**48,118**
Charitable activities			
Early Education and Childcare	3,735	1,644,713	**1,648,448**
In Community and Older People's Services	127,535	-	**127,535**
The Centres	14,250	76,956	**91,206**
Investments	-	10	**10**
Total income	160,825	1,754,492	**1,915,317**
Expenditure on:			
Raising funds	-	18,695	**18,695**
Charitable activities			
Early Education and Childcare	5,043	1,419,884	**1,424,927**
In Community and Older People's Services	173,850	-	**173,850**
The Centres	-	84,236	**84,236**
Total expenditure	178,893	1,522,815	**1,701,708**
Net income / (expenditure)	(18,068)	231,677	**213,609**
Transfers between funds	16,051	(16,051)	**-**
Net movement in funds	(2,017)	215,626	**213,609**

3. Income from donations

	Restricted £	Unrestricted £	**2021 Total £**
Donations - fundraising	-	16,749	**16,749**
Donations - organisations	21,122	3,512	**24,634**
Donations - individuals	9,764	2,463	**12,226**
Donations - gifts in kind	-	26,743	**26,743**
Donations - unrestricted grants	-	192,093	**192,093**
Total income from donations	30,886	241,560	**272,446**

During the year, the charity received gifts in kind including nursery equipment, executive coaching, Ascent Women's Leadership training, HR support and pro bono professional and legal fees and consultancy work. In the prior year, gifts in kind included IT equipment, executive coaching, HR support and pro bono Economica consultancy work.

Prior period comparative:

	Restricted £	Unrestricted £	2020 Total £
Donations - organisations	8,050	9,261	17,311
Donations - individuals	7,155	6,367	13,522
Donations - gifts in kind	100	12,925	13,025
Donations - unrestricted grants	-	4,260	4,260
Total income from donations	15,305	32,813	48,118

4. Income from charitable activities

	Restricted £	Unrestricted £	**2021 Total £**
Early education and childcare:			
Childcare income	-	1,317,284	**1,317,284**
Total early education and childcare	-	1,317,284	**1,317,284**
In Community and OPS:			
Grants	353,715	-	**353,715**
Total In Community and OPS	353,715	-	**353,715**
The Centres:			
Grants	187,156	-	**187,156**
Rental and room hire income	-	1,157	**1,157**
Other	-	7,996	**7,996**
Total Centres	187,156	9,153	**196,309**
Total income from charitable activities	540,871	1,326,437	**1,867,308**

Prior period comparative:

	Restricted £	Unrestricted £	2020 Total £
Early education and childcare:			
Grants	3,735	-	3,735
Childcare income	-	1,644,713	1,644,713
Total early education and childcare	3,735	1,644,713	1,648,448
In Community and OPS:			
Grants	127,535	-	127,535
Total In Community and OPS	127,535	-	127,535
The Centres:			
Grants	14,250	-	14,250
Rental and room hire income	-	47,462	47,462
Café	-	21,279	21,279
Other	-	8,215	8,215
Total Centres	14,250	76,956	91,206
Total income from charitable activities	145,520	1,721,669	1,867,189

5. Government grants

The charity received government grants during the year, from HMRC relating to the Coronavirus Job Retention Scheme. The total value of such grants in the period ending 31 March 2021 was £114,021 (2020: £4,260 HMRC CJRS). The charity received unrestricted grants from Bristol City Council - Business Support for the period ending 31 March 2021 of £66,071 and £12,000 from BCC - Community Development for contributions towards the Covid efforts in South Bristol. There are no unfulfilled conditions or contingencies attached to these grants.

6. Total expenditure

	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	**2021 Total £**
Staff costs (note 9)	32,132	714,042	170,779	67,646	208,643	**1,193,242**
Other staffing costs	-	1,720	1,106	-	13,429	**16,255**
Direct project costs	613	84,310	27,159	21,194	11,500	**144,776**
Grants payable (note 8)	-	-	68,978	-	-	**68,978**
Premises costs	-	157	43	39,327	20,007	**59,534**
Depreciation	-	-	-	18,298	19,180	**37,478**
Finance costs	-	-	-	6,105	16,480	**22,585**
Professional fees	-	-	100	-	18,451	**18,551**
Running costs	-	1,470	2,823	35,687	32,462	**72,442**
Promotion and advertising	-	493	350	-	479	**1,322**
Sub-total	32,745	802,192	271,338	188,257	340,631	**1,635,163**
Allocation of support and governance costs	6,813	204,927	59,901	68,990	(340,631)	**-**
Allocation of centre costs to other activities	2,112	81,709	23,884	(107,705)	-	-
Total expenditure	**41,670**	**1,088,828**	**355,123**	**149,542**	**-**	**1,635,163**

Total governance costs were £6,600 (2020: £6,748).

Costs allocated to The Centres show the total cost of running the Southville and Chessel centres. Where these costs are shared by other activities (Early Education and Childcare and In Community and OPS) they are allocated in line with the policy stated in note 1 (h). The remaining cost in The Centres represents the cost of running the centres as a community building.

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2020 Total £
Staff costs (note 9)	14,255	776,065	66,818	105,363	204,960	1,167,461
Other staffing costs	-	6,368	829	2,765	5,907	15,869
Direct project costs	93	182,556	46,501	2,236	19,345	250,731
Grants payable (note 8)	-	-	14,017	-	-	14,017
Premises costs	-	-	678	64,272	10,117	75,067
Depreciation	-	-	-	17,789	19,481	37,270
Finance costs	-	-	-	8,142	23,806	31,948
Professional fees	-	-	-	2,530	9,245	11,775
Running costs	-	1,041	423	31,333	62,985	95,782
Promotion and advertising	-	-	249	420	1,119	1,788
Sub-total	14,348	966,030	129,515	234,850	356,965	1,701,708
Allocation of support and governance costs	2,998	312,050	30,148	11,769	(356,965)	-
Allocation of centre costs to other activities	1,349	146,847	14,187	(162,383)	-	-
Total expenditure	18,695	1,424,927	173,850	84,236	-	1,701,708

7. Net movement in funds

This is stated after charging:

	2021	2020
	£	£
Depreciation	**37,478**	37,270
Operating lease payments	**11,912**	11,912
Trustees' remuneration	**Nil**	Nil
Trustees' reimbursed expenses	**Nil**	Nil
Auditors' remuneration:		
▪ Statutory audit	**6,600**	6,200
▪ Other services	**-**	548

8. Grants payable:

	2021	2020
	£	£
BCC - DEFRA:		
Ashton Gate Primary School	**10,000**	-
Ashton Park Secondary School	**8,000**	-
Southville Primary School	**6,100**	-
Holy Cross Primary School	**5,000**	-
Parson Street Primary School	**4,400**	-
Luckwell Primary School	**3,600**	-
Grants to 57 individuals between £100-£220	**11,330**	-
BCC - Winter Support Fund:		
Ashton Gate Primary School	**4,000**	-
Luckwell Primary School	**4,000**	-
Grants to 10 individuals of £100	**1,000**	-
Discretionary TNB Awards:		
Awards to 25 individuals of under £200	**3,348**	-
Community Webs:		
Knowle West Health Park	**8,200**	14,017
	68,978	14,017

Grants payable are to schools, individuals and charitable organisations across Bristol. All grants are paid to fund charitable activities. The grants shown above do not include any contribution to core costs.

9. Staff costs and numbers

Staff costs were as follows:

	2021	2020
	£	£
Salaries and wages	**1,103,480**	1,065,942
Social security costs	**62,245**	65,386
Pension costs	**14,366**	16,089
Non-salaried staffing costs	**13,151**	20,044
	1,193,242	1,167,461

No employee earned more than £60,000 during the year.

Key management personnel of the charitable company comprise the trustees, CEO, Head of EE&C, Head of Communication, Community Development Manager and Finance Manager. The total employee benefits of the key management personnel were £206,574 (2020: £190,070).

Included within salaries and wages above are termination and redundancy payments of £2k (2020: Nil)

Staff numbers were as follows:

	2021	2020
	No.	No.
Average head count	**86.42**	82.50
Full time equivalent	**55.45**	54.00

10. Taxation

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

11. Tangible fixed assets

	Leasehold improvements £	Fixtures, fittings and equipment £	Land and buildings £	**Total £**
Cost				
At 1 April 2020	223,765	221,717	1,337,321	**1,782,803**
Additions in year	-	-	-	**-**
At 31 March 2021	223,765	221,717	1,337,321	**1,782,803**
Depreciation				
At 1 April 2020	16,207	190,218	414,941	**621,366**
Charge for the year	4,476	19,180	13,822	**37,478**
At 31 March 2021	20,683	209,398	428,763	**658,844**
Net book value				
At 31 March 2021	**203,082**	**12,319**	**908,558**	**1,123,959**
At 31 March 2020	207,558	31,499	922,380	1,161,437

The Southville Centre (Beauley Road, Bristol) is on a 999 year lease from Bristol City Council. The lease was signed in 1990 and is for a peppercorn rent. The costs of renovating the site and building were expensed in the year they were incurred, in line with accounting policies and standards at the time. Included within land and buildings is land worth £275,000 which has not been depreciated.

12. Debtors

	2021 £	2020 £
Trade debtors	**27,605**	47,295
Prepayments	**-**	3,150
Accrued income	**95,117**	9,889
Other debtors	**710**	-
	123,432	60,334

13. Creditors : amounts due within 1 year

	2021	2020
	£	£
Bank loan	**17,965**	7,563
Trade creditors	**26,802**	40,545
Accruals	**44,029**	17,600
Other taxation and social security	**14,711**	22,074
Other creditors	**99,909**	103,602
	203,416	191,384

14. Creditors : amounts due after 1 year

	2021	2020
	£	£
Bank loan	**195,495**	208,203
Charity bond	**560,000**	560,000
Bounce back loan	**44,868**	-
	800,363	768,203

Analysis of debt maturity

Debt due after more than one year:		
repayable between one and five years	**648,037**	617,626
repayable in five years or more	**152,326**	150,577
	800,363	768,203

CAF Bank loan rate changes took place on 11 March 2020 to 3% and again on the 20 March 2020 to 2.85%. During the year to 31 March 2021, the rate reduced to 2.75% in April 2020. The charity was granted an interest payment holiday on the loan for six months during 2020-21, due to the pandemic. This enabled the charity to help stablise its finances.

The charity bonds are unsecured, and are repayable in full in February 2023. Interest is payable annually in arrears at 4% gross. A reduced interest expense of £14,240 was payable to bond holders during the year, as the charity secured a six month interest free period from a large investor. Tax of £2,240 in relation to the charity bond was paid to HMRC.

The charity secured a Government backed Business Interuption Payment - Bounce Back Loan via the Cooperative Bank in a bid to secure future low interest loans should the organisation require additional cashflow, in the early part of the pandemic. The loan was secured at 2.5% interest with no payments due within the first year of the loan.

15. Analysis of net assets between funds

	Restricted funds £	Desginated funds £	General funds £	**Total funds £**
Tangible fixed assets	-	-	1,123,959	**1,123,959**
Net current assets	271,338	135,000	498,809	**905,147**
Non current liabilities	-	-	(800,363)	**(800,363)**
Net assets at 31 March 2021	**271,338**	**135,000**	**822,405**	**1,228,743**

Prior period comparative	Restricted funds £	Designated funds £	General funds £	Total funds £
Tangible fixed assets	-	-	1,161,437	1,161,437
Net current assets	73,526	-	257,392	330,918
Non current liabilities	-	-	(768,203)	(768,203)
Net assets at 31 March 2020	73,526	-	650,626	724,152

16. Movements in funds

	At 1 April 2020 £	Income £	Expenditure £	Transfers between funds £	**At 31 March 2021 £**
Restricted funds					
Community development:					
In Community projects:					
Community Webs	26,786	65,533	(49,759)	-	**42,560**
Bedminster Youth Club	17,039	10,260	(15,788)	-	**11,511**
Discretionary TNB Fund	3,348	-	(3,348)	-	**-**
SW&EB Health Inequalities	4,725	997	(803)	-	**4,919**
Tech&Talk	2,256	-	(1,224)	-	**1,032**
Hyper Local	812	-	-	-	**812**
Alonely	3,318	-	-	-	**3,318**
Make it Local	-	80,000	(80,851)	851	**-**
BS3 Community Larder	-	18,007	(7,190)	-	**10,817**
Legacy Project NLF	-	73,416	(73,718)	302	**-**
Community Awards & grants	-	63,900	(63,330)	(570)	**-**
Covid Support grants	-	44,650	(45,093)	443	**-**
Mental Health Changes	-	4,706	(1,453)	-	**3,253**
In community projects	-	10,010	(5,479)	724	**5,255**
Older people's services	676	12,872	(7,087)	-	**6,461**
Early education and childcare:					
Grandparent & Toddler group	316	-	-	-	**316**
Organisational development	14,250	-	(14,250)	-	**-**
Organisational - buildings improvements	-	187,406	(6,322)	-	**181,084**
Total restricted funds	73,526	571,757	(375,695)	1,750	**271,338**
Unrestricted funds					
Designated funds:					
Charity bond	-	115,000	-	-	**115,000**
Power to Change match funding	-	20,000	-	-	**20,000**
Total designated funds	-	135,000	-	-	**135,000**
General funds	650,626	1,432,997	(1,259,468)	(1,750)	**822,405**
Total unrestricted funds	650,626	1,567,997	(1,259,468)	(1,750)	**957,405**
Total funds	724,152	2,139,754	(1,635,163)	-	**1,228,743**

16. Movements in funds (continued)

Purposes of restricted funds

Community Webs
Funding from NHS England / CCG (although paid via local Primary Care Network (PCN) Bridge View Medical (BVM)) for the delivery of social prescribing in their GP surgeries (or remotely during the pandemic).

Bedminster Youth Club
Funds awarded from Quartet for the ongoing delivery and development of Bedminster Youth Club.

Discretionary TNB Fund
Funding from The National Benevolent Association for discretionary support to individuals in need.

SW&EB Health Inequalities
Carried forward funds from Bristol City Council to support health inequalities in South and West Bedminster.

Tech&Talk
Funds held for ILOP (Improving Lives for Older People) for tech and talk computer and chat cafes.

Hyper Local
Funds held for local group ILOP (Improving Lives for Older People) for delivery of workshops around retirement, isolation and loneliness.

Alonely
A series of monologues performed by local volunteers that did research in flu clinics, libraries and on the street talking to older people about loneliness - the life stories were worked into a performance with a dramaturg and producer and have been performed in many places, including at the House of Commons, to many colleges and at many events to raise awareness of loneliness and hopefully provoke thinking about, and reduce the stigma attached to, loneliness.

Funds held for local group ILOP (Improving Lives for Older People) for delivery/production of Alonely monologues around isolation and loneliness.

Make it Local
Bristol City Council Funded work to support the identification of Community Led Adult Social Care. Including engagement, partnership working and asset based community development support.

BS3 Community Larder
Partnership working with St Pauls Church (BS3 Larder) for emergency food support during the pandemic - collecting donations / utilising for food supplies.

16. Movements in funds (continued)

Legacy Project - NLF
Funding from the National Lottery for emergency support/covid/community support - Legacy project including befriending services, STAR group etc.

Community Awards & Grants
Funds awarded from Bristol City Council to support economically vulnerable families / crisis support during covid pandemic (allocated via school networks and partner agencies) with winter fuel payments.

Funds awarded from Bristol City Council to support economically vulnerable families / crisis support during covid pandemic (allocated via school networks and partner agencies) with food / emergency supplies.

Covid Support Grants
Funds from Quartet to support bringing back the staff team to support the community during covid.
Funding from National Lottery for emergency support during the covid pandemic.
Funding support from Power to Change to support development of covid responses.

Mental Health Changes - Bristol
Funds from NHS England/CCG/Changes Bristol for partnership work and community outreach regarding mental health peer support groups.

In Community projects

General Community projects
- Secret Gardens - local residents open their homes for the weekend to allow community members to have a 'mooch', often tea and cake served!

- Good Garden Awards - certificates are distributed by volunteer 'garden judges' to homes in BS3 that 'make a difference to their street by adding some colour', a hanging basket has received an award before!

- Including and not exclusively our contributions to the Food On Our Doorstep project, Peer support and case management for link workers during the pandemic and other delivery work, engagement with the Local Parks Groups (supported by Bristol City Council) and engagement in research with the University of Bristol for reimagining day care.

Older people's services
Older peoples club, historically run from our centre but remodelled due to covid - restarting July 2021 in a different setting.

Grandparent and Toddlers group
An intergenerational play group run from our Chessel Centre site; weekly Grandparent and Toddler sessions, in partnership with Children Centre Leaders; Hempals and originally funded by Quartet Community Foundation - on hold during the pandemic.

16. Movements in funds (continued)

Organisational development: Power to Change - Exemplar Grant
Funding was secured to undertake market research and other required activities to be able to develop a Business Case for the development of an intergenerational nursery co-located in the expansion of the St Monica Trust, Westbury Fields Retirement Village. This work was not able to take place because of the pandemic and the grant was paid back to the funder during 2020-21.

Organisational - Buildings Improvement:
Power to Change – Community Support Fund Capital Grant with match funding, supporting buildings maintenance, improvements, and repair works; to enable the retention of existing customer base, increase the potential activity and footfall, including more sustainable options for our facilities.

Purposes of designated funds

Charity Bond
During 2020-21 trustees designated £115,000 from the charity's free cash reserves, towards the charity bond repayment figure of £560,000.

PtC Match Funding
During 2020-21 the trustees set aside £20k to contribute towards match funding project for the Power to Change Community Business Fund.

Transfers between funds
Transfers between funds not stated under the funders notes, relate to transfers from general funds to support slight overspends on completed project work. A transfer between the Community Awards DEFRA funding was made to another restricted fund for FOOD (Food On Our Doorstep).

16. Movements in funds (continued)

Prior period comparative	At 1 April 2019 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2020 £
Restricted funds					
Community development:					
In Community projects:					
Community Webs	46,699	47,759	(67,672)	-	26,786
Bedminster Youth Club	-	37,300	(20,261)	-	17,039
Discretionary TNB Fund	5,500	-	(952)	(1,200)	3,348
SW&EB Health Inequalities	4,950	-	(225)	-	4,725
Tech&Talk	4,878	200	(4,322)	1,500	2,256
Hyper Local	4,102	-	(290)	(3,000)	812
Your Food Your Health	3,564	12,343	(17,227)	1,320	-
Alonely	2,070	1,700	(1,952)	1,500	3,318
Come on Board	314	3,302	(3,618)	2	-
Rocking the Boat	-	1,000	(1,000)	-	-
In community projects	-	2,100	(6,851)	4,751	-
Older people's services	2,553	36,425	(49,480)	11,178	676
Early education and childcare:					
Grandparent & Toddler group	913	4,446	(5,043)	-	316
Organisational development	-	14,250	-	-	14,250
Total restricted funds	75,543	160,825	(178,893)	16,051	73,526
Unrestricted funds					
General funds	435,000	1,754,492	(1,522,815)	(16,051)	650,626
Total unrestricted funds	435,000	1,754,492	(1,522,815)	(16,051)	650,626
Total funds	510,543	1,915,317	(1,701,708)	-	724,152

17. Operating lease commitments

The charity had operating leases at the year end with total future minimum lease payments as follows:

	2021 £	2020 £
Amount falling due:		
Within 1 year	**11,912**	11,912
Within 1 - 5 years	**6,905**	10,013
	18,817	21,925

18. Related party transactions

Trustees of the charity use the nursery services at BS3 Community Development and all transactions are carried out at arms length. There are no other related party transactions in the year ended 31 March 2021 (2020: £nil).