KNOWLE WEST MEDIA CENTRE

England & Wales · Charity number 1092375

Details

Other names	KNOWLE WEST MEDIA PROJECT, KWMC
Status	Registered
Legal form	Charitable company
Company number	04358350
Registered	2002-06-10
Register	View on the Charity Commission register

Contact

Address	Knowle West Media Centre Leinster Avenue Bristol BS4 1NL
Phone	01173773161
Email	enquiries@kwmc.org.uk
Website	www.kwmc.org.uk

Activities

Objects: 2.1 The Charity's objects are restricted specifically, in each case only for the public benefit to:a) To utilise the power of technology, media and the arts to develop the capacity and skills of people in socially and economically disadvantaged communities, with a focus on working directly with those living in Knowle West and South Bristol. b) To promote social inclusion for the public benefit by preventing people from becoming socially excluded, and assisting them to integrate into society. For the purpose of this clause ‘socially excluded’ means being excluded from society, or part of society, as a result of being a member of a socially and economically disadvantaged community.

Activities: To achieve cultural, social and economic regeneration by involving the community in media activity, education and action. Social Capital: building involvement, trust and decision making. Digital Creativity: as a force for change and route into education. Environmental Action: local awareness leading to global change. Enterprise: developing opportunities for local businesses and work.

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Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research
- **What:** Education/training, Disability, Accommodation/housing, Arts/culture/heritage/science, Environment/conservation/heritage, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities

Geography

- **Area of benefit:** MEMBERS OF THE SOCIALLY AND ECONOMICALLY DISADVANTAGED COMMUNITY OF KNOWLE WEST.
- Bath And North East Somerset
- Bristol City
- North Somerset
- South Gloucestershire

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£1,910,966	£1,804,150	£2,651,536	41
2024-03-31	£1,594,603	£1,868,429	£2,547,877	32
2023-03-31	£1,604,280	£1,771,053	£2,824,850	34
2022-03-31	£1,706,155	£1,729,704	£2,991,623	34
2021-03-31	£2,185,339	£1,679,984	£3,015,172	29

Trustees

Name	Role	Appointed
Charles Edward Kimber		2024-11-28
Jessica Rose Elsa Sutton Bunyan		2019-11-26
Kiki Paddy		2022-05-09
Miriam Anna Venner		2019-11-26
POLLY ALICE DAVIS		2017-11-21

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KNOWLE WEST MEDIA CENTRE

England & Wales - Charity number 1092375

Accounts

Knowle West Media Centre

(A registered charity and a company limited by guarantee)

incorporating Leinster House Partnership
(a company limited by guarantee)

and We Can Make Knowle West
(a Community Interest Company)

Report and Audited Financial Statements

for the year ended 31 March 2025

Charity number 1092375
Company number 04358350

Leinster House Partnership Limited
Company number 04866786

We Can Make Knowle West CIC
Company number 12779789

Knowle West Media Centre

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Knowle West Media Centre

Reference and administrative details

For the year ended 31 March 2025

Company number	04358350
Charity number	1092375
Registered office and operational address	Leinster Avenue Knowle West Bristol BS4 1NL
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:

Ms JS Braithwaite		Resigned 28/11/2024
Ms JR Bunyan		
Ms PA Davis		
Ms C Davies		Resigned 11/06/2025
Mr R Fisher		
Mr CE Kimber	Treasurer	Appointed 28/11/2024
Ms RA Laurence		Resigned 27/02/2025
Ms K Paddy		
Ms MA Venner	Chair	

Senior Managers	Martha King and Thomas Newman
Bankers	Triodos Bank Deanery Road Bristol BS1 5AS
Auditors	Godfrey Wilson Limited Chartered accountants and statutory auditors 5th Floor Mariner House 62 Prince Street Bristol BS1 4QD

Knowle West Media Centre

Report of the trustees

For the year ended 31 March 2025

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice - Accounting and Reporting by Charities (effective from January 2019).

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1 Our Purpose

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

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

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

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

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

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

- Celebrating the creativity of communities and providing opportunities for people to engage in cultural and arts activity.

2 Mission and Values

Our Mission: Shaping fairer futures together, through arts, tech and care.

Our Vision for social change is a society where all people and communities are at the heart of making fairer places creatively, have the power and know-how to address the issues that matter to them, can realise their potential and have the freedom and resources to live creatively fulfilling lives.

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

Integrity: behaving in a way that's honest and fair, and being prepared to be held accountable for our actions.

Imagination: looking beyond the way things are or have been done, and imagining new, creative approaches.

Collaboration: working together towards a common goal, valuing the contribution and expertise that each individual brings.

Equity: recognising that in order for everyone to have an equal opportunity to succeed, some people may need additional support.

Resilience: persevering with a task but having the flexibility to adapt to change.

3 Achievements and Performance

3.1 Key statistics 2024-25

The statistics below show the number of people we worked with or who used our services in 2024/25:

- Number of sessions = 290 (2024: 380)
- Number of attendances = 8,820 (2024: 7,160)
- Number of unique attendees = 4,452 (2024: 3,623)
- Number of sessions for people aged under 25 = 192 (2024: 184)
- Number of attendances by people aged under 25 = 2,495 (2024: 2,528)
- Number of unique attendees aged under 25 = 376 (2024: 609)
- Number of volunteers = 20 (2024: 30)
- Number of volunteer hours = 425 (2024: 420)

The last year has been one of significant change and development. In 2024/25 we worked with over 4,450 people, up from 3,623 last year. We delivered fewer sessions, engaging more unique participants who attended more frequently reflecting a deliberate focus on deeper, more meaningful connections.

People came together in our spaces to learn new skills through hands-on making, exploring new and exciting creative technology and taking part in a variety of arts and tech workshops. Participants have shaped public art and influenced decisions about their neighbourhood. Young people have produced their first SoundWave Festival, gaining new skills and a sense of belonging through designing and running youth-led events. Artists gained paid opportunities and connected with communities.

By focusing on deeper engagement, we are creating lasting change and a more confident, creative and connected Knowle West.

3.2 Changes to our team and structure

In spring 2024, our founder and chief executive Carolyn Hassan retired and KWMC has been at an exciting and pivotal juncture. The new co-director leadership model has been in place since October 2024. The whole team and trustees worked with Practical Governance Collective to establish this co-director model. Now, we are looking to go further towards distributed models of leadership – ensuring staff and community can participate in decision making at all levels of the organisation.

Over the last year we have involved the whole organisation in 'sensing' where we are now, looking back at what we want to keep, visioning how we want to move forward and developing creative and operational ideas through away days, coaching and supported prototyping.

As our founder Carolyn Hassan retired, we worked with her in autumn 2024 to curate a year-long exhibition 'Foundations for the Future'. The exhibition charts 29 years of KWMC, exploring how ideas have grown, the differences we have made together and providing inspiration for future work.

3.3 Projects

The charity has previously been organised into 6 programmes:

Arts and Neighbourhoods: Supporting creative enquiry and new ways of thinking and doing;
Living Lab: Harnessing the potential of technology to address local needs;
Young People's Programme: Equipping the next generation of creatives and campaigners;
'KWMC: The Factory': Making new futures through manufacturing and business;
Knowle West Alliance: Building a collaborative partnership of local residents, businesses and organisations to support positive action in Knowle West. (A joint initiative with Filwood Community Centre, The Park, Re:work and Knowle West Health Park); and
We Can Make: Working with the community to create affordable homes at 'point of need' by unlocking micro-sites for development.

The Movement in Funds note reflects this structure but there has been a conscious increase in cross-programme working, with teams brought together from different programmes with the skills needed to deliver a particular project. This even applies to the Knowle West Alliance and We Can Make, which are more 'standalone' in having their own objectives: KWMC and We Can Make staff have worked together on the Retrofit project, for example.

This report therefore reflects the four strands of practice which cut across programme lines:

• **Inspiring Creativity and Learning** – Engaging and inspiring communities of all ages through accessible, creative activity and programmes using digital arts that build learning, skills development, and problem-solving beyond traditional education and training systems.

• **Making for Real** – Transforming ideas into tangible demonstrations of change by delivering programmes that span digital design, fabrication, and real-world construction.

• **Community Storymaking & Cultural Placemaking** – Activating community-led story making and cultural placemaking through arts. Changing perceptions of Knowle West – centering people's lived experiences and aspirations, celebrating the richness of social bonds, local knowledge, culture and heritage.

• **Digital Tech for all** – Promoting digital inclusion and employability by developing digital skills, critical capacities, sparking interest in technology careers among disadvantaged young people, and creatively exploring how technologies and data influence everyday life.

Strand 1 - Inspiring Creativity & Learning – Cultivating the art of possibility

Young People's Programme

This year, young people have continued to shape and inspire everything we do at KWMC. We delivered two family day events, including a nature-themed collaboration with Broadmeadow artists. Four of the families who came along had never been to KWMC before. We also hosted a Community Feast during February half term, a chance for families to eat together, explore an exhibition and take part in creative activities in a warm, welcoming space.

Our after-school programme ran across all four of our regular sessions, Creative Hub, Maker City, SoundWave and SoundWave+ and this year we launched Creative Hub+, a new space for 14–17-year-olds to develop their own creative cross-disciplinary projects.

We ran our first Radical Creators half-term offer, a new youth-led social action programme. Young people chose the issues that mattered most to them and used the tools, tech and creative resources at KWMC and The Factory to design and deliver their own campaigns. Later in the year, we delivered a second Radical Creators programme, with themes chosen by the group including knife crime, trees and connection to nature.

We also delivered Radical Creators: Climate, a six-week paid skills programme supported by Bloomberg (via Centre for Sustainable Energy). Young people explored event design and production, and developed the beginnings of a local youth climate event.

In the summer, we ran our biggest Maker City Work Experience to date, we had over 150 applicants and we were able to allocate the spaces to hyper local young people from Knowle West. Over two weeks, we welcomed twenty-five Year 10 and Year 12 students from local schools. They explored KWMC's mission of Making Fair and Thriving Neighbourhoods Together through visits to our partners at Arup, Arcadis and Mott Macdonald. They took on site challenges, team activities and applied their learning to real-world design projects. The group then worked more locally with architects and Bristol City Council's Levelling Up team on ideas for the redevelopment of Filwood Community Centre.

We ran two one-off sessions with local youth organisation Youth Moves and One Love Hub, embedding community connectiveness and engaging more young people in South Bristol.

Our annual SoundWave Festival brought together over 150 people to celebrate young people's creativity. 25 performers took to the stage, in an event delivered in partnership with OTR and Pizza Rova.

One young person performed at Knowle West Fest and also featured on the radio - a proud moment for them and for us.

This year, four young people submitted work to UCL's Making Good International Prize. One was awarded a Highly Commended mention and went on to write an article in a local magazine. A brilliant example of youth voice reaching beyond KWMC.

Adult Learning

This year, our Creative Cuppa weekly drop-in continued to provide an accessible entry point for people to experiment and gain access and support in using our digital tech, arts and making programmes, helping to reduce barriers that often prevent participation. Creative Cuppa hosted a series of creative tech workshops led by guest artists. These included weaving secret messages with artist duo Wisterlitz using their Knitwitter tool, making sound-generating pompoms and drawings with PRRRRRT!, creating pattern-based light and music installations with Jasmine Butt, working with artist V Buckenham to develop digital storytelling skills through the Downpour app, and a Factory Inspire trip where participants explored laser cutting and vinyl heat pressing.

The drop-ins also celebrated performance and shared culture. Tom Marshman and Megan Clark-Bagnall hosted a joyful tea party of poetry, cake and conversation, inviting people to reflect on what "home" means. During another session, Tom Marshman, a queer artist, also shared an extract of a Christmas-themed show, sparking discussion and moments of connection.

Nature-based activities encouraged people to engage with local green spaces in creative ways. The Creative Nature Trail on Northern Slopes, developed with Nature Nurture, brought families outdoors, while tree-listening workshops helped shape Deepwood, a new community artwork. Three co-creation events and one-to-one interviews with residents captured personal experiences of nature and deepened this strand of practice.

We celebrated community creativity through the launch of two Sharing Stories exhibitions in Bedminster and Filwood Libraries, which showcased local voices and experiences.

Partnerships with the University of Bristol added further opportunities for skill development and exploration. We hosted a Creative Data Skills workshop with the Equitable Privacy team, provided a Digital Privacy Clinics in the neighbourhood offering practical advice. We also supported three Cognition workshops, which tested a prototype VR experience designed for visually impaired people.

We created opportunities for adults to try new skills, explore creative technology, and connect with artists and each other, all while gaining confidence to navigate the digital world and take next steps in learning, work, and nurturing creative enterprise.

Artist Development

We work with artists to develop their socially engaged, digital arts and co-creation practices. This enables them to gain confidence in working with communities, build networks, and expand their practice. We also create space for artists to share and test practice with communities through our What If events. This year we offered residencies, commissions, inspire trips and seed funding. Through The Factory, our neighbourhood digital design and makerspace, we provided space and skills support for artists and makers to design, prototype, and connect with others.

Highlights this year included a public art residency led by artist Myah Asha Jeffers, who collaborated with ten women from the global majority community to respond to the theme of Future High Streets. Sound artist Rowan Bishop worked with Myah and participants to produce an audio artwork.

We also supported artists to explore new contexts for collaboration, such as supporting artists to work with WeAreMore allotment group to co-create podcasts about nature with young people, and commissioning an emerging designer to work alongside young people and community groups on a paid opportunity to reimagine museum exhibits for the Sharing Stories project.

We supported David Matunda through a MyWorld Fellowship to explore community tech infrastructure.

We ran seven co-design workshops with six young designers to shape exhibitions for the Sharing Stories project, creating paid opportunities for emerging talent. We invited UWE graphic design students to develop poster concepts about liveable neighbourhoods, which were showcased at KWMC, and commissioned a local filmmaker to create the Foundations for the Future documentary.

We welcomed Linzy Na Nakorn and Rachael Clerke as artists in residence for Filwood Broadway for 2025. The pair started their residency on Filwood Broadway as it physically transforms, creating fun, engaging art projects and events alongside the £14.5million Levelling Up Funded works that are taking place which will see the road layout amended to create more space for people, revamping Filwood Community Centre, expanding play opportunities for young people, and building new homes. We also commissioned two emerging artists, Jemimah and Jakob, to support the Filwood in Motion graphic design, strengthening pathways for local creative careers.

Wider capacity building and sharing what we do

As Bristol's **Living Lab** and active members of the European Network of Living Labs (ENoLL), we continue to share our creative, community-centred co-creation practices with arts, research, and innovation networks locally, nationally and internationally. This work helps to build wider understanding of inclusive arts and technology practices, while positioning Knowle West as a hub for impactful experimentation and collaboration.

This year, locally, we were active members of the DIY Arts Network, the Bristol City Council Culture Board, and Knowle West Alliance working groups. We hosted the BCC Urbanism Award visit at The Factory, welcomed MP Karin Smyth on a tour, and shared our work with partners including the NESTA Sustainable Futures team. Our team have presented our work at conferences like Stir to Action Festival, the Comino Foundation Gathering, and the Community Tech Network.

In early 2025, KWMC teamed up with We Can Make supporting 4 creative innovation teams (Mechanimal, Nature Nurture, ReMake and Lend and Tend) in developing innovative nature positive projects and experiences with our local communities in Knowle West. Over a period of 3 months, KWMC was nominated the location partner for award-wining and innovative theatre company Mechanimal and creative social enterprise Nature Nurture.

Working closely with our commissioned artist Kaajal Modi and collaborators from HiveIT and Springfield Community Allotments, we invited community members and KWMC's groups of Young People from Sound Wave to become co-creators.

Internationally, we contributed to key platforms including the ENoLL Open Living Lab Days in Romania, where we led workshops and talks, and the ENoLL Deep Dive artist training for visiting delegates to KWMC. We also presented our work at the Nordic Environmental Social Science Conference, sharing our Greengage citizen observatories approach, and contributed to the GW4 Crucible symposium masterclass. Our practice was further shared through interviews with Policy Lab, talks at Watershed and collaborative gatherings with academic and community partners.

KWMC is Bristol's Living Lab and an active member of the European Network of Living Labs. We are participants in EU Horizon research projects (such as our current project Greengage), working with other consortium members from across Europe. We bring our expertise in co-designing with communities and share our arts led engagement approaches using our Bristol Approach framework.

The aim of Greengage is to engage with citizens to co-create green initiatives and create 'citizen observatories' focussing on mobility, air quality and healthy living, with the aim of helping to deliver the European Green Deal objectives for carbon-neutral cities.

Through these activities we not only built the capacity of our own organisation but also contributed to sector-wide learning and visibility, demonstrating the value of co-creation, innovation and community-led arts practice across multiple contexts.

Strand 2 - Making for Real – Ideas becoming tangible

This year through collaborations with WeCanMake and the Retrofit programme, we have worked with communities, researchers, artists, local government and businesses on place-based innovation in housing, energy and social infrastructure. Highlights included the launch by WeCanMake of the Front Garden Retrofit Kit, both locally at Knowle West Fest and nationally at Brum Zine Fest. WeCanMake hosted visits from groups including Neath Port Talbot community organisers, the Right to Build Taskforce, and the Academy of Urbanism. WeCanMake ran regular community meet-ups, from painting our Playbox together to exploring retrofit action across South Bristol. At Rodfords Mead we held co-design workshops and a 'pizza and co-design party' to collectively imagine the future use of this small-site neighbourhood, as well as a Rodford Dreams community day to invite ideas for long-term community benefit.

We also continued to contribute to national conversations on housing and community-led development. Team members from WeCanMake spoke at the Community Land Trust Network Conference 'Stir to Action', and shared our Library of Social Infrastructure through online events. We partnered with Civic Square on street retrofit demonstrations, shared our timber cassette system with fifty Oxford Brookes students, and commissioned a short film exploring Rogate Wood timber plantations – reconnecting residents with the local materials used in WeCanMake homes.

WeCanMake commissioned a mural by Yoli-Ward Streeter for a storage container at the Rodfords Mead site, hosted monthly creative meetups at The Factory, and brought together artists, residents and national peers to exchange ideas on regenerative neighbourhoods. Young people were actively involved too: through Maker City sessions at local schools and colleges, careers fairs reaching over 550 students, and practical workshops introducing fabrication skills and sustainable design.

At The Factory we launched DIY Trades Schools. The sessions focused on building confidence with tools and DIY, making practical items for the home and local spaces, and exploring creative approaches to everyday challenges. Each workshop offered a chance to learn something new in a friendly and supportive environment, meet neighbours, and share food while making connections.

Trade Schools are aimed at beginners - no previous skills or knowledge are required. They offer an open space for people who might not usually feel confident taking part in DIY or creative workshops. We are committed to making them as accessible as possible, particularly for women, people of colour, working-class communities, LGBTQIA+ people, neurodivergent and disabled people, and those currently out of work.

Through Making for Real, we continue to demonstrate what's possible when communities have the tools, space and support to shape their own environments. This creates visible, hopeful change at street, neighbourhood and city levels.

Strand 3 - Community Storymaking & Cultural Placemaking – Crafting new visions of Knowle West

Storymaking has been a key focus this year, with a series of paid commissions putting creative and digital tools directly in the hands of local people. We commissioned emerging creatives and local filmmakers to produce new work. Highlights included SoundWave case study films, capturing young people's perspectives, and the Foot in the Door documentary about our Junior Digital Producer programme. As part of our "Foundations for the Future" exibition, we engaged our founding director, Carolyn Hassan, to collect stories from almost 30 years of KWMC practice. We also commissioned a film examining our early media work challenging inequity in the film industry, creating paid opportunities for emerging talent. The year culminated in an exhibition celebrating nearly three decades of community storytelling and a new film reflecting voices from the Sharing Stories project.

Our Public Art programme progressed significantly. KWMC was confirmed as lead public art producer for the Levelling Up programme on Filwood Broadway. We embedded community involvement throughout, holding regular meetings with Bristol City Council's Arts Development Team, running public art workshops with residents and stakeholders, and supporting the drafting of briefs and selection of artists. Appointed public artists Racheal and Linzy were introduced to local people, creating opportunities for collaboration and dialogue around new commissions.

We ran several collaborative community events which brought people together. Knowle West Fest in June 2024, where KWMC acted as lead producers, attracted over 1,000 local residents. The festival supported local artists and creatives to share their talent, including a DJ set performed by young people from SoundWave. Visitor feedback was overwhelmingly positive: 92% felt proud to be part of the community, 80% felt well supported to take part in arts and cultural activities, 86% felt more confident participating in creative activity, 83% felt inspired, and 88% felt more connected to their community.

Other community-focused events included the Knowle West Health Park Family Fun Day, where we worked with local organisations, including Knowle West Alliance, to deliver creative activities for families, and a community festival at KWMC celebrating local social action in partnership with five community organisations.

The Sharing Stories project included 20 gathering stories workshops, run in partnership with community organisations Filwood Community Centre and Acta, enabling residents to share their experiences and perspectives, which informed creative outputs across exhibitions and films.

Through cultural events, commissions, and partnerships, we created spaces for people who may not usually engage with the arts to come together, share experiences, and shape the cultural life of their neighbourhood. This work ensures that Knowle West's stories are told by those who live them. The public art reflects community voices, and local people have more opportunities to participate in and lead cultural activity, changing perceptions of the area.

Strand 4 - Digital Tech for All

This year our focus has been on building digital capacities, opening up creative experimentation, and supporting people to design tools that respond directly to community needs.

Our artist-led sessions ranged from weaving binary messages into fabric as mentioned in our adult programme, to building electronic pompoms that produced sound, and creating installations that combined light and music. The sessions provided a playful, practical way to experiment with digital tools while also sparking discussion about how technology shapes our lives.

We supported digital inclusion through community tech drop-ins, including three Tea and Tech sessions in partnership with Improving Lives of Older People. These provided a social space for older residents to bring their devices and gain confidence in using them.

Partnerships with the University of Bristol brought opportunities for communities to explore digital rights and innovation. We partnered with the University of Bristol on Cognition VR workshops exploring accessibility. We also supported UoB to set up Equitable Privacy Clinics in the neighbourhood where residents asked questions about how their data is used and how they can protect themselves online.

We worked with artist Kaajal Modi to launch a new digital tool for nature-based solutions, demonstrating how communities can co-create technologies that reflect their own values and priorities.

At The Factory we run a membership programme with members continuing to learn about and access digital fabrication equipment. The most popular machines in The Factory are the vinyl cutter, the heat press and the UV printer.

3.4 Knowle West Alliance

The Knowle West Alliance (KWA) is a network of local residents, organisations, groups and businesses. KWMC is a founder and host organisation and continues to collaborate with the Alliance in its mission to build and support positive action in Knowle West. This has helped us to bring our practice of arts, tech and care into the wider community ecology.

The Knowle West Alliance continues to be a well-regarded collaborative force within the community, with around 40 organisations engaging with the alliance this year through one of our programmes. During this period we engaged a variety of local residents and organisational representatives through various different strands of work.

The KWA Working Group, which is the steering committee for the project made up of representatives from the community, met 6 times in the year to direct the activities of the core staff team. Additionally, two food network meetings were attended by 15 residents and local project staff, and three equalities network meetings were attended by (on average) 25 local residents and organisations. We continued to support KW Planning and KW Futures, two resident-led groups focused on urban planning, design and development, and we developed a close relationship with the council's LUF team via the Filwood High Streets Working Group project. We provided ongoing hands-on support to We Are More, who are running the Springfield Allotment site with our support as a family 'forward food' and gardening initiative.

The KWA Grants panel met 8 times, and we gave more than £30,000 to local organisations including seed money for the Pollinator Pathways project recently featured on the BBC and in The Guardian. We stewarded an £18,000 grants package from the Police Crime Commissioner, for projects support safer and friendlier streets, and we worked with the architects appointed to Filwood Community Centre to give £5,000 in grants to improve local high streets. Many small and unconstituted community groups continue to rely on our small grants, such as the Mendip Boardwalk Girls Football Team, who used their small grant to buy uniforms and training equipment, and Butterworth Court Residents group who enjoy an annual Christmas meal, and a regular walking group funded in part by our grants programme.

KWA's annual training programme went ahead in January – March 2025, with over 100 local people attending 23 training sessions across the 3-month period. These eclectic sessions are decided on by the local community through feedback and surveys, and sessions included fundraising skills for community groups, how to have difficult conversations in the local community, supporting neurodivergence, understanding local planning rules, and skills for running meetings. We also supported a community test and learn training space in collaboration with Knowle West Health Park and Hartcliffe and Withywood Community Partnership, nominating 3 local people to join the 6-week trauma informed practice programme.

"I thought the training was exceptional and really warming. My big takeaway was the power of people and making connections and the positivity that exists within Knowle West. People love living here, and they make the community what it is." Amy, Bristol Refugee Festival.

The Alliance also published three editions of The Knowledge, a 20-page magazine co-created with the community, and facilitates the community website. KWA has a Facebook page with 4,000 followers and a regular reach of over 20,000 people.

4 How our activities deliver public benefit

Trustees and staff are aware of the public benefit requirement for charities and have had due regard to the Charity Commission's guidance on public benefit when developing strategy and planning activities.

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

Knowle West Media Centre supports people in three different ways:

- Building confidence and networks;
- Developing skills and ideas; and
- Enabling innovation and change.

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

Locally, we are an active member of the local Knowle West Alliance (see 3.4), a collective of organisations and local people working together to create positive change through shared projects and endeavours and by supporting residents to have greater influence in the decisions affecting their area. Our work supports many of the aspirations outlined in the Bristol One City Plan, such as ensuring everyone is 'well connected with digital services,' 'can play their part in powerful, connected, inclusive neighbourhoods' and gain 'the support and skills they need to thrive and prosper.'

We know that the challenges affecting Knowle West, such as unaffordable housing, barriers to accessing education and employment opportunities, digital and social exclusion, are not limited to Knowle West, but impact communities around the UK and the world.

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

5 Financial Review

5.1 Summary

The combination of a more competitive fundraising environment and the focus on restructuring following the retirement of our Founder and Chief Executive in March 2024 made 2024-25 a difficult year financially, and the KWMC group recorded a deficit on unrestricted funds of £99,836. The deficit was covered by general unrestricted reserves, which were reduced from £251,429 to £172,104 (see Balance Sheet, General Fund).

The restructuring involved redundancy payments during 2024/25 of £26,818 and the normal recruitment process time meant that fundraising was not fully resourced for several months. Fundraising resumed at full capacity once the second of the two Co-Directors was in post half-way through the year, but the inevitable time-lag between bid submission and finding start dates means the main impact of this will be in 2025/26 and beyond.

Total income was £1,910,966 in 2024/25. This represented an increase of 20% on the 2023/24 figure of £1,594,603 in 2023/24. However a significant proportion of this income was received late in the financial year, and grant funding of £480,590 (25% of total income) was carried forward to 2025/26 (see Balance Sheet, Project grants). Expenditure was £1,804,150, down by 3% on 2023/24 due to a slight contraction of both charitable and trading activities.

5.2 Grant funding

Grant and contract income increased by £242k (17%) to £1,641,575. The figures for the group as a whole include We Can Make Knowle West CIC, which had a successful year of fundraising and secured increased funds from the Nationwide Foundation, Joseph Rowntree Foundation and Civic Square. The other programmes were however unable to secure sufficient funding to fully cover overheads, which resulted in the deficit described above.

Grant and contract income continued to be the overwhelming majority (85.9%) of total income in the year, only slightly down on 87.8% in 2023/24. The Nationwide Foundation was the single largest funder at £337,874 (17.6% of income). Other major funders include Bristol City Council (£261,218), the National Lottery Community Fund (£123,968), Civic Square (£100,000), the Forestry Commission (£99,999), Innovate UK (£94,014) and Arts Council England (£92,188). Note 20 to the accounts contains a complete list of all restricted funds and grant funders.

5.3 Trading income

Rent income from room lettings increased approximately in line with inflation from £78,516 to £81,152, an inflation increase of 4% having been applied to the rents of our managed workspace tenants in April 2024. Six of the seven managed workspaces were let for the whole year, with one remaining vacant apart from occasional use a meeting space.

Income from **Factory** commissions increased from £46,172 to £55,182, helped by a larger commission to design and build two library displays for Bristol City Council as part of a 'pop-up museum' project. Income from the Factory membership scheme fell slightly from £11,137 to £9,785.

The **Eight** creative agency was wound down during the year, in line with the recommendations of change consultants (PG Collective) engaged in 2023/24. The last three projects were completed during the year, generating income of £5,058.

Overall, the charity's trading arm **Leinster House Partnership Ltd** was able to achieve am unrestricted surplus of £76,181 (2023/24: £79,560). The surplus was transferred to the charity in the form of a distribution, as permitted under UK tax law.

5.4 We Can Make Knowle West CIC

The results of We Can Make Knowle West CIC, of which KWMC is the sole shareholder, are consolidated within the KWMC group accounts. Rental income from its two affordable homes totalled £15,196 (2023/24: £14,469). Rents and other fee income generated a surplus before tax of £10,361, which gave rise to a Corporation Tax liability of £3,157.

For the last two years We Can Make Knowle West CIC has transferred its surplus to Knowle West Media Centre, but plans for separation and independence are at an advanced stage and this is expected to be finalised during 2025/26 financial year. For this reason the CIC retained its surplus in 2024/25, but the two organisations plan to continue to work together, for example by sharing The Factory units at Filwood Green Business Park, and making joint funding bids.

5.5 Surplus and reserves

The **General Fund** (free reserves) declined by £79,325 as described above. Designated funds were used as planned, reducing by £20,511. £4,732 of this fund related to fee income brought forward but designated for a particular project. This was used during the year and replaced by a new fund of £3,334.

A further **designated fund** of £178,600 (reduced from £182,400 during the year) represents a grant from Bristol City Council which was loaned to We Can Make Knowle West CIC to part-fund the construction of two affordable homes. A further tranche of £3,800 of the loan was converted into a grant in 2024/25 and paid to We Can Make Knowle West CIC to part fund the depreciation of the homes. The grant is shown as an unrestricted fund as the funder's restriction has been met. It will be used to part-fund depreciation of the affordable homes over their 50-year life.

Restricted funds increased by £203,495 to £2,169,620. Restricted funds are made up of the depreciation reserve (£1,689,030 at the year end) and grant income carried forward (£480,590). The depreciation reserve was reduced by £50,164 during the year, as grant funding was released to cover depreciation charges. Grant income carried forward increased by £253,659, due to advance funding received near the end of the year. See the 'Carried forward' column of Note 20 for a full breakdown.

5.6 Appointment of new auditors

The last competitive audit tender had been held in 2010 when Hollingdale Pooley were appointed, although Burnside became our auditor by default in 2019 when that company took on Hollingdale Pooley's business. In view of this, trustees asked for a tender process to be held in 2024.

We approached four companies who were already acting as auditors in the Bristol and South West charity sector, all of whom initially agreed to quote. Two later withdrew for capacity reasons, and although Godfrey Wilson's quote was the higher of the remaining two, it was accepted due to recommendations from existing clients. The unsuccessful company provided a strong tender, but were felt to be higher risk as they were less known.

Godfrey Wilson was therefore appointed as group auditor in March 2025 and the company has audited the 2024/25 accounts.

6 Financial outlook and going concern

The planned independence of We Can Make Knowle West CIC from the Knowle West Media Centre group means that it needs to be considered separately from the rest of the group. We Can Make has committed expenditure in 2025/26 of £610,000 and this is now fully covered by secured income.

The target date for independence is 1 December 2025 and the structures to allow this are now largely in place. It is therefore reasonable to assume that We Can Make will be a separate organisation from 2026/27. Co-operation and mutual support is expected to continue however, as we will continue to share The Factory and work together on funding bids where appropriate.

The 2025/26 budget for KWMC and LHP Ltd shows committed expenditure of £1.106 million. Secured income totals £871,000 which leaves a fundraising target (in September 2025) of £235,000. The budget also shows potential or unsecured income of £308,000: this includes expected future trading income and submitted bids awaiting the funder's decision.

The unsecured income is analysed by level of risk. £107,000 is assessed as low risk, £35,000 as medium risk and £166,000 as high risk. All funding bids are assessed as high risk until we receive an indication of likely success, whether they are to new or existing funders. The current unsecured income position is a snapshot rather than a final figure for the year as bid writing is an ongoing process.

The future viability of the organisation depends on demonstrating our successful delivery of projects, which in turn convinces existing funders to extend grants, and can convince new funders that we are reliable partners with a proven track record over many years. A recent example of repeat funding was the award by the National Lottery Community Fund of £326,329 over three years from October 2025 to the Knowle West Alliance: this followed an initial 3-year funding period.

Knowle West Media Centre has received Arts Council England National Portfolio Organisation funding since 2012 and this has been extended (at £93,672 pa) until March 2027. A further extension of the current funding round to March 2028 has recently been confirmed and an application process (for existing grant recipients) is due to be announced.

The Bristol Impact Fund (BIF) grant from Bristol City Council is another long-term funding source and a BIF3 bid for £360,000 for the four years from April 2026 has been submitted, with the outcome to be shared in December 2026. This bid is not included in unsecured funding as it will not affect the 2025/26 financial year. The 'all bids' fundraising tracker which does include future financial years shows that bids worth £1.5 million have been submitted and are awaiting funders' decisions.

The trustees and management team have taken steps to reduce staff costs in response to the deficit in 2024/25 and the anticipated reduction in workload following the separation of We Can Make. Three posts have been made redundant in the first half of 2025/26, and other vacant positions were not filled unless there was secured funding in place to cover their cost. Other staff in part funded posts and central support roles have agreed to reduce their hours. Total monthly gross pay (excluding We Can Make) reduced by 23% from £67,097 to £51,535 between September 2024 and September 2025.

Our future sustainability is as always dependent on being able to secure sufficient funding to finance our activities, and Knowle West Media Centre has never been in the position of having secured funding for all committed costs over the next 12 months. With this in mind, the trustees have reviewed the charity's cost-cutting measures and the pipeline of potential funding, and take the view that the charity and group are a going concern, and will remain so after the planned separation of We Can Make Knowle West CIC.

7 Statement on our fundraising practice

7.1 Principles

When raising funds Knowle West Media Centre (KWMC) has regard to the Code of Fundraising Practice issued by the Fundraising Regulator, and adheres to its four main principles of legality, openness, honesty and respect.

7.2 Who carries out the fundraising

The fundraising is carried out entirely by KWMC staff, principally the Co-Directors and programme managers, as part of their normal duties.

KWMC does not use a fundraising agency or consultancy or make additional payments for fundraising activity, either to professional fundraisers or to its own staff.

7.3 Methods of fundraising

The most significant methods of fundraising employed by KWMC are:

- Bids to funding programmes run by public bodies and charitable trusts, either alone or in collaboration with other organisations; and
- Generating surpluses from commercial activity through Leinster House Partnership Ltd, the charity's trading arm. (This activity is not covered by this statement on our fundraising practice.)

The above methods generated 98.7% of total income in 2024/25.

Other fundraising methods used:

- A page on own KWMC website invites donations and directs potential donors to the Enthuse online fundraising platform;
- Invitations to donate are made at public events organised by KWMC, which are held for purposes other than fundraising; and
- Donations box in the foyer of the Media Centre.

The following fundraising methods are NOT used:

- Direct mail;
- Telephone calls to members of the public;
- Street-based collecting;
- Door-to-door collecting;
- Donations boxes on third-party premises;
- Messages to mobile devices;
- Bulk e-mails;
- Fundraising events;
- Lotteries and prize draws;
- Payroll giving; and
- Legacies.

7.4 Funding from grant-making bodies

KWMC does not send mass mailings to funders, but makes tailored bids to funds where the charity and its proposed activity meet the eligibility requirements.

We ensure that we obtain the terms of any funding in writing, preferably in the form of a signed grant offer.

We do not appeal against rejections unless there is clear evidence of a factual error.

We act in accordance with the conditions of the grant, and seek the prior permission of the funder when we wish to change the grant agreement.

We follow the funder's reporting requirements and provide in full the information, evidence and certification that may be specified.

The KWMC website invites proposals for partnerships that support socially engaged arts practice, creative technology, community-led innovation, digital inclusion, climate action, and work with young people.

We review partnership requests carefully to ensure they are realistic, equitable, and beneficial for our community.

Partnership bids, such as consortium bids for European Union funding, are carefully checked prior to submission to ensure that our commitment is deliverable and as agreed.

7.5 Online fundraising

The fundraising page on our website makes clear that any funds received will support the work of the charity as a whole – 'every donation helps us provide free programmes and opportunities for people of all backgrounds' – rather than specific projects.

The page also makes clear that we use Enthuse to handle the processing of online donations.

Donors are not required to pay a fee to Enthuse, and the fees charged to KWMC are made clear to donors before they commit to supporting the charity.

KWMC is registered with the Information Commissioner's Office and follows the requirements of the General Data Protection Regulation (GDPR).

Data held for donors is limited to name, address, e-mail address and taxpayer status (for Gift Aid purposes). Bank details are not held by KWMC.

Donors' data is not shared with any third parties (other than Enthuse).

Gift Aid on donations is claimed where possible. Enthuse collects Gift Aid for KWMC on donations made through its platform.

7.6 Fundraising at events

Invitations to donate to KWMC may be made as part of the online sign-up process with Eventbrite, or on a physical notice at the entrance to the event itself.

In both cases we always make clear that admission to the event is free of charge, and any donation to KWMC is entirely voluntary.

7.7 Donations box in foyer

Donations are entirely at the discretion of the donor, and visitors to the Media Centre are not asked to make donations.

The donations box is positioned discreetly by the wall of the foyer, without prominent signage, other than the KWMC logo and a 'Thanks for supporting us' message.

7.8 Complaints handling and risk assessment

KWMC has a separate complaints procedure which details how complaints can be made and how KWMC will deal with them.

KWMC has never received a complaint about fundraising, and the nature of our fundraising (which is overwhelmingly from grant-making bodies) means that the risk of deviations from our standard practice is assessed as low.

We will continue to explore new means of raising funds, and this statement will be reviewed as our fundraising practice changes.

7.9 Fundraising expenditure

Total fundraising expenditure in the year was £318,735, however of this, £138,594 related to trading activities, which is not considered a fundraising cost. There were also £98,881 of allocated support and governance costs, the majority of which relates to trading activities. This leaves £81,260 of fundraising costs, which is below the £100k threshold and, as such, the charity is not required to register with the Fundraising Regulator.

8 Risk Management

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

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

The risk register is regularly reviewed and Arts Council England, one of our long-term funders, requires us to report each quarter on changes to the risk profile.

9 Reserves Policy

The Reserves Policy states that the unrestricted general fund should be equivalent to one quarter of total expenditure planned in the current year's budget, to allow the charity to fund its day-to-day activities without recourse to short-term borrowing. Based on the 2025/26 budgeted expenditure (excluding We Can Make) of £1.19 million, this gives a target of £280,000.

As stated in the Financial Review above, reserves fell by £79,325 to £172,104 in 2024/25, leaving the general fund approximately £108,000 below the reserves target. The policy states that the fund should if possible be increased by £20,000 pa until the target is met.

Total group bank balances at the time of writing (September 2025) are £387,065, but excluding We Can Make Knowle West CIC the cash balance is £142,500, and in view of the planned separation of We Can Make, this shows an urgent need to restore reserves and replenish working capital.

In practice more funding is paid in advance than in arrears, and where possible the charity will negotiate with funders to ensure this is the case. Ultimately however the issue of working capital can only be addressed in the long term by generating surpluses as per the Reserves Policy.

10 Investment Policy

Cash flow fluctuations prevent the Media Centre from making use of long-term investments, and funds are held in instant access, interest-bearing deposit accounts. The Investment Policy requires the Head of Finance to seek the best terms that are available from a bank that shares the charity's ethical principles.

Knowle West Media Centre's current banker is Triodos Bank, which has its UK headquarters in Bristol. Triodos fits KWMC's ethical criteria as it only invests in organisations that benefit people and the environment, and publishes details of every organisation it lends to. Triodos scored joint highest in Ethical Consumer's most recent review of business banking (summer 2025).

11 Our Plans for the Future

Now more than ever we need safe places in neighbourhoods where people can come together, connect and be creative. We need powerful new stories and demonstrators of futures where everyone belongs. We are dedicated to carrying on being a place that welcomes all, especially those most marginalised by society, and that creates opportunities for people to grow their creativity and capacity to be the changemakers of tomorrow.

Our programme for 2025/26 will continue to mix our communities' amazing people-powered creativity with incredible artists to co-create bold creative projects that bring us together, imagine new futures and create real change.

Filwood in Motion is a flagship programme for 2025/26 - a year-long artist residency on Filwood Broadway that will be full of creativity, care and community spirit. Over the course of 2025, resident artists Linzy Na Nakorn and Rachael Clerke will be organising an eclectic mix of events, workshops, meals and epic spectacle.

Following the launch of our Foundations for the Future exhibition in January 2025, we will be hosting a series of events, including reunions, in-conversations and workshops exploring what differences we have made together and what the future looks like.

An experimental Plastics Pavillion will be built outside KWMC in summer 2025. Created by artist Ben Parry, and made of recycled plastic, the Pavilion will serve as a gathering space for conversations and workshops about the impact of plastic in our everyday lives and how we can all take action to address the plastic pollution crisis.

Our regular young people's programme at KWMC including Maker City, SoundWave, Creative Hub and Radical Creators will continue, as will our unique schools and innovative Work Experience offers.

We will be relaunching a new creative regular meetup – Community x Arts x Tech – a space for artists and community members to meet, share and develop ideas, and get inspired by projects that mix community, arts, and tech. We are proud to welcome 'Mother Cyborg', a key figure in the international community tech movement, to visit Knowle West from Detroit and share her inspirational practice.

As part of Retrofit Street, our collaborative project with WeCanMake, our Trade Schools programme will continue with a series of creative workshops where residents can develop the skills we need to reimagine, repair and make changes to our homes, streets and neighbourhoods.

Finally, the year ahead will be a momentous one for WeCanMake. After starting as an artist project in 2016, and being incubated by KWMC, WeCanMake will become fully independent and transition out of the KWMC charitable group in December 2025. Close co-operation and mutual support will continue through ongoing project collaborations and continued shared use of The Factory.

Operationally a priority for the new Co-Directors, since the new co-leadership model commenced in October 2024, has been to develop a robust income pipeline and conduct a business review to develop and maximise earned income streams. As part of this we have reduced costs and focused on our core mission-led work. Looking ahead, the work to financially stabilise the organisation and ensure a sustainable business model will be a central priority for 2025/26. We will be continuing to support quarterly team days and staff-led working groups, further nurturing a work culture of care, transparency and increasing distributed decision making.

We are excited to continue working at a hyper-local level with our community, as part of the Knowle West Alliance, at a city level through the Bristol Culture Network and City Culture Board, at a national level through the Co-Creating Change Network and internationally as active members of the European Network of Living labs. Together we can dream and make fairer futures - for real.

12 Structure, Governance and Management

12.1 Governing Document

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

12.2 Recruitment and Appointment of Management Committee

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

The Management Committee seeks to ensure that the needs of all user groups are appropriately reflected through the diversity of the trustee body. Our Articles of Association state that "the number of directors shall not be less than five, one of which must represent the community of Knowle West in Bristol".

To enhance the potential pool of trustees, the charity has, through networking with local people, locally-based organisations and media and arts organisations across the city, sought to identify individuals who would be willing to become members of the centre and use their own experience to assist the charity.

A range of skills are represented on the Management Committee, including expertise in academic standards, the arts, business management, strategy, coaching and marketing. However, with the number of trustees at six (close to the minimum level of five), we are currently looking to strengthen the board.

12.3 Trustee Induction and Training

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

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

12.4 Organisational Structure

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

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

A Finance Sub-Committee, made up of the treasurer (a trustee), the Co-Director (Business Development and Operations) and the Head of Finance, meets before Management Committee meetings to consider financial issues, reports and budgets in depth. The Sub-Committee's terms of reference include the following:

- Reviewing the long-term plan and advising the Management Committee on its approval;
- Reviewing annually the funding and reserves position of the organisation;
- Governance of the annual budget process;
- Reviewing annually the organisation's standing orders;
- Advising the Management Committee on the financial impact of new accounting policies, laws and regulations;
- Measuring the performance of the auditor and making an annual recommendation on reappointment;

- Reviewing the annual report and accounts for consistency with financial information reviewed by the Committee during the year and advising the Management Committee on any differences;
- Reviewing annually with management the efficiency and effectiveness of financial systems and controls; and
- Reporting to the Management Committee on governance and financial matters relating to trading activities and the trading subsidiary.

Six authorised signatories are registered with the bank, including three trustees and three senior employees. Any two of the signatories may make payments on behalf of the company in accordance with the financial limits set out in the Financial Standing Orders.

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

Each programme is led by a Programme Manager. The activities of the programmes during the year are summarised in section 3 above. The Co-Directors' delegated powers are further delegated to Programme Manager in respect of the financial management of their own programmes. These powers include:

- Agreeing contracts for services and making purchases of materials and equipment needed to deliver the programmes that they manage, subject to the financial limits on individual items in Section 3 of this document; and
- Approval of payments to suppliers.

The project programmes receive managerial, administrative and financial support from the 'core' central services department, which is managed by the Co-Director of Business Development and Operations, supported by the Head of Finance.

13 Related Parties

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

LHP Ltd is a not-for-profit company limited by guarantee and has been controlled by KWMC since 22 September 2006. The trustees of the Media Centre, are all also directors of LHP Ltd, and vice versa.

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

We Can Make Knowle West CIC was registered with Companies House on 30 July 2020 as a vehicle for community-led housing development in Knowle West and South Bristol. Knowle West Media Centre is initially the sole shareholder, holding 10 shares with an aggregate nominal value of £1. The CIC began trading in 2020/21.

These financial statements consolidate the results of Knowle West Media Centre, Leinster House Partnership Ltd and We Can Make Knowle West CIC on a line-by-line basis.

Statement of responsibilities of the trustees

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 Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The trustees are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charity and the group and the incoming resources and application of resources, including the net income or expenditure, of the charity and the group for the year. 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 SORP;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable 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 the group 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 the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

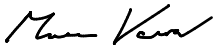
- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

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 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
Godfrey Wilson Limited were appointed as auditors to the group and parent charity during the year and have expressed their willingness to continue in that capacity.

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



Miriam Venner - Chair

Independent auditors' report

To the members of

Knowle West Media Centre

Opinion

We have audited the financial statements of Knowle West Media Centre (the 'parent charity') and its subsidiary (the 'group') for the year ended 31 March 2025 which comprise the consolidated statement of financial activities, consolidated and parent charity balance sheets, consolidated 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 the Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group and parent charity's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, 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 group and parent 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.

Independent auditors' report

To the members of

Knowle West Media Centre

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charity and their environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' 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 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 group and the parent 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 group or the parent 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 group and parent 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 group and parent 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

Knowle West Media Centre

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

Date: 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

Knowle West Media Centre

Consolidated statement of financial activities *(incorporating an income and expenditure account)*

For the year ended 31 March 2025

	Note	Unrestricted funds 2025 £	Restricted funds 2025 £	**Total funds 2025 £**	Restated Total funds 2024 £
INCOME from:					
Donations and legacies					
Donations		2,269	14,371	**16,640**	11,415
Other trading activities	3				
Sales		162,613	-	**162,613**	95,764
Rent income		81,152	-	**81,152**	78,516
Charitable activities	4				
Grants and contracts		273,702	1,367,873	**1,641,575**	1,399,688
Investment income					
Interest receivable		8,986	-	**8,986**	9,220
Total income		528,722	1,382,244	**1,910,966**	1,594,603
EXPENDITURE on:					
Raising funds		318,735	-	**318,735**	245,718
Charitable activities		338,142	1,147,273	**1,485,415**	1,622,711
Total expenditure	6	656,877	1,147,273	**1,804,150**	1,868,429
Net income / (expenditure) before tax		(128,155)	234,971	**106,816**	(273,826)
Corporation tax payable		3,157	-	**3,157**	3,147
Net income / (expenditure) before transfers		(131,312)	234,971	**103,659**	(276,973)
Transfers between funds		31,476	(31,476)	**-**	-
Net movement in funds	7	(99,836)	203,495	**103,659**	(276,973)
Reconciliation of funds:					
Total funds brought forward		581,752	1,966,125	**2,547,877**	2,824,850
Total funds carried forward		481,916	2,169,620	**2,651,536**	2,547,877

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 20 to the accounts.

Expenditure on raising funds and charitable activities in the prior period has been restated, however this has no effect on total expenditure. Further detail is disclosed in note 4 to the accounts.

Knowle West Media Centre

Consolidated and parent balance sheets

As at 31 March 2025

	Note	**The group 2025 £**	The group 2024 £	**The charity 2025 £**	Restated The charity 2024 £
Fixed assets					
Tangible assets	10	**2,132,144**	2,204,327	**108,491**	143,191
Social investments	11	**-**	-	**178,600**	182,400
Investments	12,13	**50**	50	**51**	51
		2,132,194	2,204,377	**287,142**	325,642
Current assets					
Stocks	14	**1,144**	1,513	**-**	-
Debtors	15	**223,568**	378,935	**305,156**	539,385
Cash at bank and in hand		**597,212**	384,764	**203,138**	132,006
		821,924	765,212	**508,294**	671,391
Liabilities					
Creditors: amounts falling due within 1 year	16	**(172,029)**	(294,216)	**(157,329)**	(244,751)
Net current assets		**649,895**	470,996	**350,965**	426,640
Total assets less current liabilities		**2,782,089**	2,675,373	**638,107**	752,282
Creditors: amounts falling due after more than 1 year	17	**(130,553)**	(127,496)	**-**	-
Net assets	19	**2,651,536**	2,547,877	**638,107**	752,282
Funds	20				
Restricted funds:					
Capital funds		**1,689,030**	1,739,194	**-**	-
Revenue funds		**480,590**	226,931	**183,732**	171,931
Unrestricted funds:					
Designated funds		**309,812**	330,323	**290,425**	330,322
General funds		**172,104**	251,429	**163,950**	250,029
Total funds		**2,651,536**	2,547,877	**638,107**	752,282

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

Miriam Venner - Chair

Knowle West Media Centre

Consolidated statement of cash flows

For the year ended 31 March 2025

	2025	2024
	£	£
Cash used in operating activities:		
Net movement in funds	**103,659**	(276,973)
Adjustments for:		
Depreciation charges	**101,522**	156,041
Dividends, interest and rents from investments	**(8,986)**	(9,220)
Loss on the disposal of fixed assets	**-**	720
Decrease / (increase) in stock	**369**	2,282
Decrease / (increase) in debtors	**155,367**	(72,792)
Increase / (decrease) in creditors	**(101,972)**	73,773
Net cash provided by / (used in) operating activities	**249,959**	(126,169)
Cash flows from investing activities:		
Dividends, interest and rents from investments	**8,986**	9,220
Purchase of tangible fixed assets	**(29,339)**	(24,450)
Net cash provided by / (used in) investing activities	**(20,353)**	(15,230)
Cash flows from financing activities:		
Repayment of borrowing	**(147,711)**	(7,289)
Cash inflows from new borrowing	**130,553**	-
Net cash used in financing activities	**(17,158)**	(7,289)
Increase / (decrease) in cash and cash equivalents in the year	**212,448**	(148,688)
Cash and cash equivalents at the beginning of the year	**384,764**	533,452
Cash and cash equivalents at the end of the year	**597,212**	384,764

Analysis of net changes in debt are given in note 21.

1. Accounting policies

a) General information and basis of preparation

Knowle West Media Centre is a charitable company limited by guarantee registered in England and Wales. The registered office address is Leinster Avenue, Knowle West, Bristol, BS4 1NL.

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.

Knowle West Media Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Group accounts

These financial statements consolidate the results of the charitable company and its wholly-owned (controlled) subsidiaries on a line by line basis. Transactions and balances between the charitable company and its subsidiaries have been eliminated from the consolidated financial statements. Balances between the three companies are disclosed in the notes of the charitable company's balance sheet. A separate statement of financial activities, or income and expenditure account, for the charitable company itself is not presented because the charitable company has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006.

c) 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. Please refer to section 6 of the Report of the trustees for a detailed assessment of the charity's financial prospects.

d) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item 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 provision of a service is deferred until criteria for income recognition are met.

1. Accounting policies (continued)

e) 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.

f) 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.

g) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted 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 particularly areas of the charity's work or for specific projects being undertaken by the charity.

h) 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 activity for which the expenditure was incurred.

i) Allocation of support 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 the costs of complying with constitutional and statutory requirements and any costs associated with the strategic management of the charity's activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities based on the proportion of resources occupied by each activity as follows:

	2025	2024
Raising funds	**18.0%**	13.0%
Charitable activities	**82.0%**	87.0%

1. Accounting policies (continued)

j) 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 life. The depreciation rates in use are as follows:

Office fittings and equipment	25% reducing balance
Leasehold improvements	Straight line over remaining life of lease
Housing stock	50 years straight line
Freehold buildings	2% straight line

Items of equipment are capitalised where the purchase price exceeds £250.

k) Social investments

Social investments are concessionary loans made to third parties that directly further the charitable purposes of the charity. The loans are recognised as the amount paid, less cumulative repayments. They are reviewed annually for impairment.

l) Stock

Stock is included at the lower of cost or net realisable value. Donated items of stock are recognised at fair value which is the amount the charity would have been willing to pay for the items on the open market.

m) 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.

n) 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.

o) Creditors

Creditors and provisions are recognised where there is 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.

p) Financial instruments

The charitable company 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.

q) 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.

1. Accounting policies (continued)

r) Foreign currency transactions

Transactions in foreign currencies are translated at rates prevailing at the date of the transaction. Balances denominated in foreign currencies are translated at the rate of exchange prevailing at the year end.

s) 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.

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 sources of estimation uncertainty that have a significant effect on the amounts recognised in the financial statements are depreciation, accrued income and deferred income as described in note d and j above.

2. Prior period comparatives: statement of financial activities (restated)

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
INCOME from:			
Donations and legacies			
Donations	2,822	8,593	11,415
Other trading activities			
Sales	95,764	-	95,764
Rent income	78,516	-	78,516
Charitable activities			
Grants and contracts	285,654	1,114,034	1,399,688
Investment income			
Interest receivable	9,220	-	9,220
Total income	471,976	1,122,627	1,594,603
EXPENDITURE on:			
Raising funds	245,718	-	245,718
Charitable activities	312,092	1,310,619	1,622,711
Total expenditure	557,810	1,310,619	1,868,429
Net expenditure before tax	(85,834)	(187,992)	(273,826)
Corporation tax payable	3,147	-	3,147
Net expenditure before transfers	(88,981)	(187,992)	(276,973)
Transfers between funds	34,930	(34,930)	-
Net movement in funds	(54,051)	(222,922)	(276,973)

3. Income from other trading activities

	2025	2024
	£	£
Sales:		
Fee income	**97,646**	38,455
Factory commissions	**55,182**	46,172
Factory membership	**9,785**	11,137
Sub-total	**162,613**	95,764
Rent income	**81,152**	78,516
Total income from other trading activities	**243,765**	174,280

All income from other trading activities in the current and prior year was unrestricted.

4. Income from charitable activities

	Unrestricted	Restricted	**2025 Total**
	£	£	**£**
Grants	97,188	1,367,873	**1,465,061**
Contracts	176,514	-	**176,514**
Total income from charitable activities	**273,702**	**1,367,873**	**1,641,575**

Prior period comparative:	Unrestricted	Restricted	2024 Total
	£	£	£
Grants	116,025	1,114,034	1,230,059
Contracts	169,629	-	169,629
Total income from charitable activities	285,654	1,114,034	1,399,688

5. Government grants

The charitable group receives government grants, defined as funding from Bristol City Council, Arts Council England, Forestry Commission and National Lottery Community Fund to fund charitable activities. The total value of such grants in the period ending 31 March 2025 was £489,225 (2024: £623,934). There are no unfulfilled conditions or contingencies attaching to these grants in 2024/25.

6. Total expenditure

	Raising funds £	Charitable activities £	Support and governance costs £	**2025 Total £**
Staff costs (note 8)	80,726	732,254	361,537	**1,174,517**
Fundraising	534	-	-	**534**
Trading	138,594	-	-	**138,594**
Depreciation	-	-	101,522	**101,522**
Direct project costs	-	292,343	-	**292,343**
Legal and professional fees	-	-	9,868	**9,868**
Office costs	-	-	43,831	**43,831**
IT costs	-	-	12,384	**12,384**
Premises	-	-	30,269	**30,269**
Publicity	-	-	288	**288**
Sub-total	219,854	1,024,597	559,699	**1,804,150**
Allocation of support and governance costs	98,881	460,818	(559,699)	-
Total expenditure	**318,735**	**1,485,415**	**-**	**1,804,150**

Total governance costs were £11,950 (2024: £21,407).

6. Total expenditure (continued)

Prior period comparative (restated)

	Raising funds £	Charitable activities £	Support and governance costs £	2024 Total £
Staff costs (note 6)	75,827	633,928	407,935	1,117,690
Fundraising	914	-	-	914
Trading	81,480	-	-	81,480
Depreciation	-	-	156,041	156,041
Direct project costs	-	410,958	-	410,958
Legal and professional fees	-	-	23,523	23,523
Office costs	-	-	42,724	42,724
IT costs	-	-	9,876	9,876
Premises	-	-	25,087	25,087
Publicity	-	-	136	136
Sub-total	158,221	1,044,886	665,322	1,868,429
Allocation of support and governance costs	87,497	577,825	(665,322)	-
Total expenditure	245,718	1,622,711	-	1,868,429

Prior period expenditure has been restated to reclassify costs between raising funds, charitable activities and support and governance, and reallocate support and governance costs, to more accurately reflect the use of resources on these activities. This has no effect on total expenditure.

7. Net movement in funds

This is stated after charging:

	2025	2024
	£	£
Depreciation	**101,522**	156,041
Operating lease payments	**1,540**	1,500
Trustees' remuneration	**Nil**	Nil
Trustees' reimbursed expenses	**Nil**	Nil
Auditors' remuneration:		
▪ Statutory audit (excluding VAT)	**11,950**	11,684

8. Staff costs and numbers

Staff costs were as follows:

	2025	2024
	£	£
Salaries and wages	**1,023,759**	990,587
Social security costs	**91,978**	86,041
Pension costs	**31,962**	31,267
Redundancy costs	**26,818**	9,795
	1,174,517	1,117,690

During the year, redundancy costs comprised of £18,464 statutory redundancy payments (2024: £9,795) and £8,354 ex-gratia payments (2024: nil). Redundancy and termination costs have been funded from unrestricted general funds.

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

The key management personnel of the charitable company comprise the Trustees, Chief Executive Officer, Head of Finance, Operations Manager, Development Manager and six Programme Managers. The total employee benefits of the key management personnel were £369,163 (2024: £377,337).

	2025	2024
	No.	No.
Average number of employees:		
Headcount	**41**	41
Full-time equivalent	**30**	32

9. Taxation

The parent charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes. The subsidiary companies distribute any profits to the charity after corporation tax.

10. Tangible fixed assets

Group

	Land, building and leasehold improvements £	Housing stock £	Subsidiary equipment and vehicles £	Office fittings and equipment £	**Total £**
Cost					
At 1 April 2024	2,702,254	335,356	206,039	518,250	**3,761,899**
Additions in year	-	-	25,851	3,488	**29,339**
At 31 March 2025	2,702,254	335,356	231,890	521,738	**3,791,238**
Depreciation					
At 1 April 2024	963,060	13,414	206,039	375,059	**1,557,572**
Charge for the year	50,164	6,707	6,463	38,188	**101,522**
At 31 March 2025	1,013,224	20,121	212,502	413,247	**1,659,094**
Net book value					
At 31 March 2025	**1,689,030**	**315,235**	**19,388**	**108,491**	**2,132,144**
At 31 March 2024	1,739,194	321,942	-	143,191	2,204,327

Charity

	Land, building and leasehold improvement £	Office fittings and equipment £	**Total £**
Cost			
At 1 April 2024	164,036	518,250	**682,286**
Additions in year	-	3,488	**3,488**
At 31 March 2025	164,036	521,738	**685,774**
Depreciation			
At 1 April 2024	164,036	375,059	**539,095**
Charge for the year	-	38,188	**38,188**
At 31 March 2025	164,036	413,247	**577,283**
Net book value			
At 31 March 2025	**-**	**108,491**	**108,491**
At 31 March 2024	-	143,191	143,191

11. Social investments: concessionary loans

The charity provided a concessionary loan to its wholly owned subsidiary, We Can Make Knowle West CIC, to support the delivery of charitable objectives. Funds were used by the subsidiary to build two affordable houses, reflecting the charitable nature of the investment.

	2025	Restated 2024
	£	£
At 1 April 2024	**182,400**	186,200
Loan repayments written down in the year	**(3,800)**	(3,800)
At 31 March 2025	**178,600**	182,400

	2025	Restated 2024
	£	£
Loan repayments falling due:		
Within one year	**3,800**	3,800
After more than one year	**174,800**	178,600
	178,600	182,400

The concessionary loan has been reclassified from debtors to social investments to better reflect the nature and purpose of the loan.

12. Subsidiary undertakings

Leinster House Partnership Ltd

Leinster House Partnership acts as the trading arm of Knowle West Media Centre, handling non-primary-purpose trading and rental income from the Media Centre.

	Unrestricted funds 2025 £	Restricted funds 2025 £	**Total funds 2025 £**	Total funds 2024 £
INCOME from:				
Other trading activities				
Rent receivable	85,586	-	**85,586**	89,524
Other income	70,025	-	**70,025**	97,994
Investment income				
Interest receivable	2,745	-	**2,745**	2,856
Total income	158,356	-	**158,356**	190,374
EXPENDITURE on:				
Administrative expenses	82,175	50,164	**132,339**	160,977
Total expenditure	82,175	50,164	**132,339**	160,977
Net incoming / (outgoing) resources before transfers	76,181	(50,164)	**26,017**	29,397
Reconciliation of funds				
Distribution to parent charitable company	(76,181)	-	**(76,181)**	(79,561)
Net movement in funds	-	(50,164)	**(50,164)**	(50,164)
Total funds brought forward	1,399	1,739,194	**1,740,593**	1,790,757
Total funds carried forward	**1,399**	**1,689,030**	**1,690,429**	1,740,593

The aggregate of the assets, liabilities and funds was:

	2025 £	2024 £
Assets	**1,793,915**	1,902,558
Liabilities	**(103,486)**	(161,965)
Funds	**1,690,429**	1,740,593

12. Subsidiary undertakings (continued)

We Can Make Knowle West CIC

We Can Make Knowle West acts as a vehicle for community-led housing development in Knowle West and South Bristol.

	Unrestricted funds 2025 £	Restricted funds 2025 £	**Total funds 2025 £**	Total funds 2024 £
INCOME from:				
Donations and legacies				
Donations	-	3,000	**3,000**	-
Other trading activities				
Rent receivable	15,196	-	**15,196**	14,469
Charitable activities				
Grants and contracts	94,558	341,872	**436,430**	97,022
Investment income				
Interest receivable	2,749	-	**2,749**	1,265
Total income	112,503	344,872	**457,375**	112,756
EXPENDITURE on:				
Administrative expenses	102,142	84,077	**186,219**	53,200
Total expenditure	102,142	84,077	**186,219**	53,200
Net incoming / (outgoing) resources before tax	10,361	260,795	**271,156**	59,556
Corporation tax payable	3,157	-	**3,157**	3,147
Net incoming / (outgoing) resources before transfers	7,204	260,795	**267,999**	56,409
Reconciliation of funds				
Transfers between funds	(451)	451	-	-
Distribution to parent charitable company	-	-	-	(1,408)
Net movement in funds	6,753	261,246	**267,999**	55,001
Total funds brought forward	2	55,000	**55,002**	1
Total funds carried forward	**6,755**	**316,246**	**323,001**	55,002

12. Subsidiary undertakings (continued)

We Can Make Knowle West CIC

The aggregate of the assets, liabilities and funds was:

	2025	2024
	£	£
Assets	**776,155**	464,017
Liabilities	**(453,154)**	(409,015)
Funds	**323,001**	55,002

13. Parent charity

The parent charity's gross income and the results for the year are disclosed as follows:

	2025	2024
	£	£
Gross income	**1,473,077**	1,401,941
Results for the year	**(114,177)**	(281,810)

14. Stock

	The group		**The charity**	
	2025	2024	**2025**	2024
	£	£	**£**	£
Raw materials	**1,144**	1,513	**-**	-

15. Debtors

	The group		**The charity**	
				Restated
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade debtors	**83,390**	78,320	**26,060**	50,568
Prepayments	**16,339**	19,714	**16,339**	22,714
Accrued income	**117,628**	275,389	**111,645**	271,984
Sundry debtors	**6,211**	5,512	**5,974**	2,312
Intercompany	**-**	-	**145,138**	191,807
	223,568	378,935	**305,156**	539,385

Charity debtors have been restated to reclassifiy a loan to the wholly owned subsidiary, We Can Make Knowle West CIC, as a social investment (see note 11).

16. Creditors: amounts falling due within 1 year

	The group		The charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Trade creditors	**38,604**	109,471	**25,994**	107,057
Accruals	**27,481**	17,239	**15,783**	9,549
Deferred income (see note 18)	**44,932**	68,857	**20,729**	42,215
Taxation and social security	**49,459**	57,479	**29,259**	49,485
Loan	**-**	20,215	**-**	-
Sundry creditors	**11,553**	20,955	**7,036**	16,633
Intercompany	**-**	-	**58,528**	19,812
	172,029	294,216	**157,329**	244,751

17. Creditors: amounts falling due after more than 1 year

	The group		The charity	
	2025	2024	**2025**	2024
	£	£	**£**	£
Loan	**130,553**	127,496	**-**	-

Subsidiary company We Can Make Knowle West CIC has secured a loan for the purpose of constructing affordable modular homes. Interest is charged at 2.5% and the loan is repayable in full by 31 March 2027.

18. Deferred income

	Balance at 1 April 2024 £	Released in year £	Deferred in year £	**Balance at 31 March 2025 £**
Bristol City Council - 10% uplift (£5,492) for years 3 & 4 - October 2023 to September 2025. Deferred income at 31 March 2025 is for April to September 2025	4,119	(2,746)	-	**1,373**
Bristol City Council - 50% of Steering Group income (£450) for Year 3. Prepaid element is for April to September 2024	225	(225)	-	**-**
Bristol City Council - Fee for incomplete commission c/f	2,032	(2,032)	-	**-**
Battersea Arts Centre - Fee for incomplete commission c/f	7,856	(7,856)	-	**-**
Bristol City Council - Fee for 2024/25	12,500	(12,500)	-	**-**
Bristol Waste Company - Prepaid advert in spring 2024 issue of Knowledge newsletter	500	(500)	-	**-**
Arcadis (UK) LLP - Fee for 2024/25	14,983	(14,983)	-	**-**
Arcadis (UK) LLP - Fee for April & May 2025	-	-	16,255	**16,255**
Centre for Sustainable Energy - Fee for workshops to be held in August 2025	-	-	3,101	**3,101**
Sub-total: The Charity	42,215	(40,842)	19,356	**20,729**

18. Deferred income (continued)

	Balance at 1 April 2024 £	Released in year £	Deferred in year £	**Balance at 31 March 2025 £**
Sub-total: The Charity	42,215	(40,842)	19,356	**20,729**
Circle of Two - Fee for uncompleted work c/f	229	(229)	-	**-**
University of Bristol - Fee for uncompleted work c/f	700	(700)	-	**-**
Bristol City Council - Fee for uncompleted work c/f	1,573	(1,573)	-	**-**
Bristol City Council - Fee for uncompleted work c/f	2,785	(2,785)	-	**-**
Bristol City Council - Grant deferred to cover future committed project costs	21,355	(3,342)	-	**18,013**
Connected Places Catapult - Fee for committed materials and ecologist's	-	-	6,190	**6,190**
The Group	**68,857**	**(49,471)**	**25,546**	**44,932**

Deferred income relates to contract income received in advance of the services being delivered.

19. Analysis of net assets between funds

Group

	General funds £	Designated funds £	Restricted funds £	**Total funds £**
Fixed assets	136,686	306,478	1,689,030	**2,132,194**
Net current assets	165,971	3,334	480,590	**649,895**
Long-term liabilities	(130,553)	-	-	**(130,553)**
Net assets at 31 March 2025	**172,104**	**309,812**	**2,169,620**	**2,651,536**

Prior year comparative	General funds £	Designated funds £	Restricted funds £	Total funds £
Fixed assets	139,592	325,591	1,739,194	2,204,377
Net current assets	239,333	4,732	226,931	470,996
Long-term liabilities	(127,496)	-	-	(127,496)
Net assets at 31 March 2024	251,429	330,323	1,966,125	2,547,877

20. Movements in group funds

	(Restated) At 1 April 2024 £	Income £	Expenditure and tax £	Transfers between funds £	**At 31 March 2025 £**
Restricted funds					
Core					
Bristol City Council	-	21,290	(14,414)	-	**6,876**
Power to Change	10,000	-	(10,000)	-	**-**
Watershed	5,000	-	(5,000)	-	**-**
Arts & Neighbourhoods & Living Lab					
Bristol City Council	3,250	183,003	(115,701)	-	**70,552**
Bristol Climate and Nature Partnership	-	2,500	(2,500)	-	**-**
Bristol Green Capital Partnership	-	1,100	(1,100)	-	**-**
European Union	-	16,789	(16,789)	-	**-**
Innovate UK	-	94,014	(94,014)	-	**-**
National Lottery	-	400	(400)	-	**-**
Natural History Consortium	-	500	(500)	-	**-**
Quartet CF	-	5,000	(2,724)	-	**2,276**
University of Bristol	-	7,000	(7,000)	-	**-**
We Can Make (Homes)					
Bristol City Council	-	-	(3,800)	3,800	**-**
Bristol City Leap	-	12,800	-	-	**12,800**
Civic Square	-	100,000	-	-	**100,000**
Dyers Char Trust	-	3,000	-	-	**3,000**
Forestry Commission	-	99,999	(99,999)	-	**-**
Joseph Rowntree Foundation	99,157	55,000	(22,165)	(25,400)	**106,592**
Nationwide Foundation	3,386	337,874	(264,779)	(2,015)	**74,466**
Young People					
Bloomberg Philanthropies	-	3,500	(3,500)	-	**-**
Bristol City Council	-	375	(375)	-	**-**
Comino Foundation	-	63,931	(63,931)	-	**-**
HMRC	-	7,422	(7,422)	-	**-**
Nisbet Trust	-	15,000	(7,500)	-	**7,500**
University College London	4,264	6,396	(10,660)	-	**-**
Youth Music	-	50,740	(50,411)	(329)	**-**
Sub-total	125,057	1,087,633	(804,684)	(23,944)	**384,062**

20. Movements in group funds (continued)

	At 1 April 2024 £	Income £	Expenditure and tax £	Transfers between funds £	**At 31 March 2025 £**
Sub-total from previous page	125,057	1,087,633	(804,684)	(23,944)	**384,062**
The Factory					
Arts & Humanities					
Research Council	-	85,692	(85,030)	(662)	**-**
Bristol Energy Network	-	4,830	(4,830)	-	**-**
Power to Change	3,000	-	(3,000)	-	**-**
University of Bath	2,000	-	-	-	**2,000**
Knowle West Alliance					
Bristol City Council	14,273	56,550	(33,347)	-	**37,476**
Bristol Green Capital P'ship		400	(400)	-	**-**
KW Health Park	1,123	-	(1,123)	-	**-**
National Lottery	71,575	123,568	(156,571)	-	**38,572**
Open University	774	-	(280)	-	**494**
Quartet CF	2,934	12,092	(2,934)	-	**12,092**
Square Food Foundation	1,500	-	(1,500)	-	**-**
University of Bristol	1,257	-	(1,257)	-	**-**
Restricted donations	3,438	11,479	(9,023)	-	**5,894**
Depreciation reserve	1,739,194	-	(50,164)	-	**1,689,030**
Intercompany transactions	-	-	6,870	(6,870)	**-**
Total restricted funds	1,966,125	1,382,244	(1,147,273)	(31,476)	**2,169,620**
Unrestricted funds					
Designated funds:					
BCC grant loan to WCMKW	182,400	-	-	(3,800)	**178,600**
Other designated funds	4,732	212,188	(207,081)	(6,505)	**3,334**
Depreciation reserve	143,191	-	(44,651)	29,338	**127,878**
Total designated funds	330,323	212,188	(251,732)	19,033	**309,812**
General funds:					
KWMC	250,029	179,360	(271,463)	6,024	**163,950**
LHP Ltd	1,399	158,356	(158,356)	-	**1,399**
WCMKW CIC	2	112,503	(105,299)	(451)	**6,755**
Intercompany transactions	(1)	(133,685)	126,816	6,870	**-**
Total general funds	251,429	316,534	(408,302)	12,443	**172,104**
Total unrestricted funds	581,752	528,722	(660,034)	31,476	**481,916**
Total funds	**2,547,877**	**1,910,966**	**(1,807,307)**	**-**	**2,651,536**

20. Movements in group funds (continued)

Purposes of funds

The purpose of the funds is detailed in the achievements and performance section of the Trustees' Report (see page 3).

Transfers

£25,400 funding from the Joseph Rowntree Foundation was transferred to the depreciation reserve to cover future depreciation of a Maxus e-Deliver 9 electric van, a shipping container with play kit and a storage container.

£2,015 funding from the Nationwide Foundation was transferred to the depreciation reserve to cover future depreciation of a Dell Precision 7680 laptop.

£329 funding from the Youth Music Foundation was transferred to the depreciation reserve to cover future depreciation of a Pioneer DDJ-FLX4 DJ controller and a Pioneer DJC-B bag.

£662 funding from the Arts and Humanities Research Council was transferred to the depreciation reserve to cover future depreciation of gazebo weights (shared cost with Arts Council) and 5 x used children's bikes.

£6,870 was transferred from Knowle West Media Centre and We Can Make Knowle West to group company Leinster House Partnership Ltd to purchase services including room hire.

£3,800 (2%) of the Bristol City Council unrestricted fund transferred to subsidiary We Can Make Knowle West CIC to cover depreciation of the first two homes in 2024/25.

£6,505 includes the transfer of surpluses (£6,236) on unrestricted funds to the General Fund plus £269 fee income transferred to the depreciation reserve to fund future depreciation of a Godox FL15OS LED video light.

£451 fee income was transferred to the depreciation reserve to cover future depreciation of a shipping container door and door frame.

£29,338 is the total transfer to the depreciation reserve to cover the cost of future depreciation of all capital assets purchased in the financial year.

20. Movements in group funds (continued)

Prior year comparative (restated)

	At 1 April 2023 £	Income £	Expenditure and tax £	Transfers between funds £	At 31 March 2024 £
Restricted funds					
Core					
Bristol City Council	596	-	(596)	-	-
Power to Change	20,000	20,000	(30,000)	-	10,000
Thrive Renewables	3,304	-	-	(3,304)	-
Watershed	5,000	-	-	-	5,000
Arts & Neighbourhoods & Living Lab					
Bristol City Council	-	82,349	(79,099)	-	3,250
Bristol Green Capital Partnership	-	6,250	(6,250)	-	-
DLUHC	5,807	-	(5,807)	-	-
European Union	11,937	54,500	(66,437)	-	-
Feeding Bristol	-	8,900	(8,900)	-	-
Innovate UK	-	92,437	(92,437)	-	-
University of Bath	-	18,000	(18,000)	-	-
University of Bristol	-	15,000	(15,000)	-	-
We Can Make (Homes)					
Bristol City Council	-	-	(3,800)	3,800	-
Forestry Comm	-	209,436	(205,456)	(3,980)	-
National Lottery	-	33,522	(33,522)	-	-
Joseph Rowntree Foundation	105,758	77,518	(176,392)	(3,498)	3,386
Nationwide Foundation	44,157	55,000	-	-	99,157
Young People/Education					
BBC Children in Need	2,083	-	(2,083)	-	-
Comino Foundation	-	61,507	(61,173)	(334)	-
HMRC	-	7,277	(7,277)	-	-
University College London	8,950	25,585	(30,271)	-	4,264
Youth Music	6,222	52,216	(55,089)	(3,349)	-
The Factory					
Bristol City Council	9,240	-	(7,857)	(1,383)	-
Power to Change	-	12,000	(8,184)	(816)	3,000
University of Bath	-	36,217	(34,217)	-	2,000
West of England Combined Authority	-	17,833	(13,534)	(4,299)	-
Sub-total	223,054	885,547	(961,381)	(17,163)	130,057

20. Movements in group funds (continued)
Prior year comparative (continued)

	At 1 April 2023 £	Income £	Expenditure and tax £	Transfers between funds £	At 31 March 2024 £
Sub-total from previous page	223,054	885,547	(961,381)	(17,163)	130,057
Knowle West Alliance					
Bristol City Council	38,708	25,680	(49,710)	(405)	14,273
KW Health Park	1,750	1,062	(1,689)	-	1,123
National Lottery	61,772	199,244	(189,441)	-	71,575
Open University	900	-	(126)	-	774
Places for People	-	1,000	(1,000)	-	-
Quartet CF	21,508	-	(18,574)	-	2,934
Square Food Foundation	-	1,500	-	-	1,500
Sustain Redland	239	-	(239)	-	-
University of Bristol	1,318	-	(61)	-	1,257
Restricted donations	100	8,594	(5,256)	-	3,438
Depreciation reserve	1,839,698	-	(100,504)	-	1,739,194
Intercompany transactions	-	-	17,362	(17,362)	-
Total restricted funds	2,189,047	1,122,627	(1,310,619)	(34,930)	1,966,125
Unrestricted funds					
Designated funds:					
Arts Council England NPO	-	92,188	(89,583)	(2,605)	-
BCC grant loan to WCMKW	186,200	-	-	(3,800)	182,400
We Can Make	3,324	171,266	(167,995)	(1,863)	4,732
Depreciation reserve	168,291	-	(49,550)	24,450	143,191
Total designated funds	357,815	263,454	(307,128)	16,182	330,323
General funds:					
KWMC	276,589	111,089	(139,035)	1,386	250,029
LHP Ltd	1,399	190,374	(190,374)	-	1,399
WCMKW CIC	1	17,527	(17,526)	-	2
Intercompany transactions	(1)	(110,468)	93,106	17,362	(1)
Total general funds	277,988	208,522	(253,829)	18,748	251,429
Total unrestricted funds	635,803	471,976	(560,957)	34,930	581,752
Total funds	2,824,850	1,594,603	(1,871,576)	-	2,547,877

21. Analysis of changes in net debt

	At 1 April 2024	Cash flows	**At 31 March 2025**
	£	£	**£**
Cash	384,764	212,448	**597,212**
Loans falling due within 1 year	(20,215)	20,215	**-**
Loans falling due after 1 year	(127,496)	(3,057)	**(130,553)**
Total	237,053	229,606	**466,659**

22. Operating lease commitments

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

	The group		**The charity**	
	2025	2024	**2025**	2024
	£	£	**£**	£
Amount falling due:				
Within 1 year	**1,541**	1,541	**1,541**	1,541
Within 1 - 5 years	**1,926**	3,467	**1,926**	3,467
	3,467	5,008	**3,467**	5,008

23. Related party transactions

Leinster House Partnership, a company limited by guarantee, is a wholly owned subsidiary of the charity. During the year, the charity received goods and services totalling £19,530 (2024: £29,500) from the trading company. The trading company made a gift aid payment to the charity of £76,173 (2024: £79,560). At the balance sheet date, the trading company owed the charity £94,178 (2024: £143,506).

We Can Make Knowle West, a community interest company, is a wholly owned subsidiary of the charity. During the year, the charity provided goods and services to the CIC amounting to £35,904 (2024: £1,408). In addition, the charity received goods and services totalling £1,500 (2024: Nil) from the CIC in the year. At the balance sheet date, the CIC owed the charity £257,976 (2024: £247,513).

24. Prior period restatements

Prior year funds have been restated to reanalyse the depreciation reserve between restricted and unrestricted funds for funds where the restriction was discharged upon purchase of the asset. Unrestricted assets are now shown as the depreciation reserve in designated funds.

Prior year Charity debtors have been restated to reclassify the intercompany loan to We Can Make Knowle West CIC as a social investment concessionary loan (see notes 11 and 15). Total assets are unaffected.

Prior year expenditure has been restated as detailed in note 6. These are reclassifications only and have no impact on net movement in funds.

KNOWLE WEST MEDIA CENTRE

England & Wales - Charity number 1092375

Accounts

Knowle West Media Centre

(A registered charity and a company limited by guarantee)

incorporating Leinster House Partnership
(a company limited by guarantee)

and We Can Make Knowle West
(a Community Interest Company)

Report and Financial Statements for the Year Ended 31 March 2024

Charity number 1092375
Company number 04358350

Leinster House Partnership Limited
Company number 04866786

We Can Make Knowle West CIC
Company number 12779789

Knowle West Media Centre

(A registered charity and a company limited by guarantee, incorporating **Leinster House Partnership**, a company limited by guarantee; and **We Can Make Knowle West** Community Interest Company)

Financial Statements
For the Year Ended 31 March 2024

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The Management Committee presents its report and audited financial statements for the year ended 31 March 2024.

1 Our Purpose and Activities

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

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

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

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

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

- Digital inclusion and creativity as a force for change and route into education and employment.
- Equipping young people with skills and tools to become the next generation of creatives and social justice campaigners.
- Environmental action: building local awareness and actions that lead to positive global change.
- Enterprise: developing opportunities for new businesses and employment.
- Making new futures, through providing access to technology.

- Experimenting with new ideas with citizens to shape how we could live in the future.
- Celebrating the creativity of communities and providing opportunities for people to engage in cultural and arts activity.

The charity is organised into 6 programmes:

Arts and Neighbourhoods: Supporting creative enquiry and new ways of thinking and doing

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

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

Living Lab: Harnessing the potential of technology to address local needs

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

Knowle West Media Centre
31/03/24

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

2 Values

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

Integrity: behaving in a way that's honest and fair, and being prepared to be held accountable for your actions

Imagination: looking beyond the way things are or have been done, and imagining new, creative approaches

Collaboration: working together towards a common goal, valuing the contribution and expertise that each individual brings

Equity: recognising that in order for everyone to have an equal opportunity to succeed, some people may need additional support

Resilience: persevering with a task but having the flexibility to adapt to change

3 Achievements and performance

3.1 Key statistics

The statistics below show the number of people we worked with or who used our services in 2023/24:

Number of sessions = 380 (2023: 430)
Number of attendances = 2,625 active participants; 7,160 including visitors (2023: 7,594)
Number of unique attendees = 698 active participants; 3,623 including visitors (2023: 3,672)

Number of sessions for people aged under 25 = 184 (2023: 199)
Number of attendances by people aged under 25 = 2,528 (2022: 1,931)
Number of unique attendees aged under 25 = 268 active participants; 609 including visitors (2023: 258)
Number of volunteers = 30
Number of volunteer hours = 420

Knowle West Media Centre
31/03/24

3.2 Introduction

2023-24 was a busy year at Knowle West Media Centre. Through arts, tech and care we worked with almost 700 people in local green spaces, high streets and homes. We collaborated with communities and artists to co-create fairer and more thriving neighbourhoods for everyone.

Each week we regularly welcome around 150 young people and adults into our spaces to develop their creative, tech and social action skills, build their confidence and capacities and create new pathways.

We continue to share our practice as part of global, national and local networks. We were an honorary attendee at the first Canadian Living Labs summit in November 2023, presenting our practice in Barcelona at the European Network of Livings Labs (ENoLL) Open Living Lab Days, participating in the UK national Retrofit Reimagined Festival and working locally as founding members of the Knowle West Alliance.

We believe deeply in collaboration and partnerships and act as part of an eco-system of change makers.

3.3 Changes to our team and structure

Our founder and Chief Executive Officer Carolyn Hassan announced her intention to retire at the end of March 2024, and we took this opportunity to review and re-create our leadership structure. We commissioned Practical Governance Collective to work with our board, staff team and others to help us transition towards a more distributed leadership model.

A number of options were considered, all involving an element of co-leadership, a model where two or more people are in charge of a team or group. They share ownership of the goals of their team but divide the roles and responsibilities between them. We see co-leadership as a collaborative way of working that shares power and democratises decision-making to a greater degree.

The final recommendation, which was accepted by the KWMC board of trustees in February 2024, was for a structure led by two co-directors, a Creative Director and Business and Operations Director. These two posts are supported by five programme leads: a Head of Finance, a Head of Creative Tech & IT Infrastructure, a Head of Adults Programme, a Head of Young People's Programme and a Head of Culture, Buildings & People. This group forms a collaborative management team.

From April 2024 we have worked to activate these plans. We now have two co-directors: Martha King was promoted internally to Creative Co-Director, and Tom Newman was recruited to the post of Co-Director of Business Development and Operations in September 2024. The structure envisaged above is being revised and refined, but we continue to make steps on our journey towards a leaderful culture and more distributed ways of working.

3.3 Projects

Young People's Programme

Another successful year of the Young People's Programme resulted in a new year-group of young people feeling empowered to use their own voice to create change and embrace the informal learning environment offered by KWMC.

We run 3-4 nights of after-school sessions for young people, aged from 10 to 17 every week. These include:

Maker City Social Action and Making: As well as being upskilled on digital fabrication equipment and industry standard software young people worked with professionals on social action briefs and a special summer programme was led by Move and Code where they learned how to create immersive environments using physical computing, resulting in fantastical crazy golf courses.

"I have made many friends, seen many future career choices such as engineering and technology... If I wasn't at Maker City on a Tuesday I would probably be at home bored and online too much."
[Young person]

SoundWave Music and Sound: Through these weekly sessions aimed at empowering young people to express themselves and explore their voice through music and sound, young people have learned podcasting and composition skills whilst gaining confidence.

Creative Hub Introduction to creative tech and media: Young people learned animation, stop-motion, photography, coding and film making skills. We welcomed visiting artists Air Giants to play with inflatable robots, Bristol Mural collective and design consultancy Layerable to create digital graffiti worlds in AR, worked on photography with artist Kirsty Mackay, hosted a comedy session with local comedian Amy Mason, and developed short films with Pig Shadow Puppetry Workshops.

"The programme is so fantastic. With an absence of focus on the creative arts in schools, places like KWMC are incredibly important for our children's development. Thank you for doing such a great job and investing in our kids."
[Parent]

The **Maker City** programme develops young people's of skills in digital fabrication, design and the built environment. Our work focuses on encouraging young people to learn how to use their art and technology skills for social action; finding innovative solutions to challenges in the present and future for their community.

Our funders Comino Foundation, Arup, Mott McDonald, Arcadis and Bristol City Council have enabled us to extend the reach of this programme to more schools, independent home-schooled young people and teachers. In offering digital fabrication training to more individuals we are proud to have been able to meet the need for these essential and exciting skills in technology where schools have been struggling.

Young people were set a brief by our Bristol City Council's Strategic Partnership mentors (from Arup, Mott MacDonald & Arcadis) to develop ideas for inclusive green spaces being developed around the Bristol Temple Quarter area. Young people's innovative creations included a prototype for an eco-bench that collects and recycles rainwater.

Also as part of their Maker City activities, young people were briefed to design high street interventions to improve Filwood Broadway, as it is transformed through the Levelling Up Funding.

Young people were briefed by We Can Make to create something to help retrofit a front garden; inspired by We Can Make's Front Garden Retrofit project (see below). Young people's creations included windowsill flowerboxes and a laser-cut chess board with 3D printed chess pieces for front garden community chess.

"I wanted to have more nature and flowers when I looked out my window".
[Young person from Maker City]

Through **Soundwave**, funded by Youth Music, we are able to offer opportunities in our music and recording studios at the Media Centre. This year we took our young participants out into local parks and allotments to immerse themselves in nature. Young people collected sounds, learned about local biodiversity and created their own soundscapes and stories, enhancing nature connection, wellbeing and creativity.

2023/24 was the second year of Knowle West Media Centre's collaboration with the **Bristol Strategic Partnership**. This partnership of engineering and design companies has allowed our young people a unique insight into the working world. Young people visited the offices of Arup, Mott McDonald and Arcadis and learned from mentors at these firms about a variety of jobs in STEM sectors.

Schools: Last year we delivered Maker City and SoundWave programmes in four local primary schools: Holy Cross, Oasis Academy Connaught, Holy Cross Primary School and Parsons Street Primary. Connaught and Holy Cross received weekly after-school sessions over half a term. In Parsons Street Primary, we worked with all Year 6 classes across a term. All schools took part in trips to KWMC: The Factory, where pupils created digitally fabricated community bunting for their classrooms. We also ran a half term of Maker City activities in KnowleDGE for the Year 10 Art Class and 3 half-day sessions at The Factory for local home-educated young people and their home educators, introducing them to design and digital fabrication.

"My daughter has been given her the resources, support and inspiration to be creative, letting her try out different equipment and pursue her own ideas. It's really got Leila inspired about a career in design and tech"
[Parent]

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Work experience: We held two weeks of Maker City work experience in the summer. Over 10 days, we welcomed 25 young people (for 5 days each) from local south Bristol schools and colleges, from Years 10 and 12. The young people were offered a full, interactive week exploring STEAM skills, with a particular focus on the built environment and real-world application.

Young people were given insights into the work of all three Bristol City Council Strategic Partnership partners (Arup, Mott MacDonald & Arcadis), which ranged from engaging in tasks around flood defences, consultation and ideas generation for the development of Castle Park and learning about the challenges of designing, project managing and building on an existing school site. The mentors offered powerful insights into the multiple job roles they have and also their personal journeys into their career.

"It gave me confidence for my new role as Bristol City Youth Council. I was elected in February and one of my first things was realising, oh, I have access to a youth group who are like really creative, like-minded people. So, I was thinking maybe I can ask them to see what their issues were in the community".
[Work experience participant]

Arts & Neighbourhoods

We bring together arts, DIY tech and citizen science to connect, value and access our local green spaces and high streets.

Make your Mark: Through co-design sessions at Springfield Community Allotments and KWMC's Factory local people got hands-on and created signage and flags to increase accessibility at the allotments. People learned digital fabrication skills, worked with artists and sowed seeds for more creative collaborations.

"I think this (Springfield allotment) is an amazing place. It would be great if we can come here more often with the kids. I didn't realise they were going to be so happy and so interested. Especially the little ones."
[Parent]

Garden Lab Whispers Grow: Artists and local people explored how DIY tech, local, and more than human knowledges can be mixed together to further climate action. Through experiments with mud batteries, people co-designed robot snail cameras, and augmented mobility aids to build more connected relationships with nature.

"*This project made me look at the world around me differently.*"
[Project participant]

Collect to Connect: As part of an international movement of citizen science we supported artist residencies, community workshops, ecologist led walks and summer nature celebrations with Avon Wildlife Trust. We creatively collected data about our neighbourhood through nature diaries, explored how to connect green spaces and develop wildlife corridors through ecologist led walks.

"The importance of having diverse approaches is that not everybody has the same interest in nature [...] There are many ways we connect with nature. It's been great to let people see their agency in decision-making, knowing there are others locally who share their passion, allowing them to collectively drive research questions and decisions, making it more empowering than doing it alone."
[Local resident and ecologist]

"*The act of engaging together as a family in community was very important for our wellbeing.*"
[Neighbourhood scientist]

Community Climate Action Plan: In partnership with the Knowle West Alliance, we held community conversations towards a co-designed Community Climate Action Plan to address local environmental priorities. Through surveys and events, residents contributed to shaping a strategy aligned with Bristol's carbon-neutral goals.

High Streets Culture and Events Programme: Supported by Bristol City Council we worked with Filwood Community Centre to produce a year of events and cultural activations on the Filwood Broadway. We held events including Easter trials, coronation celebrations and a larger than ever Knowle West Fest complete with parade.

Talkaoke: As part of the national Futures Festival we commissioned artists The People Speak to bring their pop-up chat show 'Talkaoke' to the streets of KW. We created podcasts from these powerful conversations and shared them as a listening installation at Filwood Community Centre, alongside a heritage exhibition; remembering our past to shape our future.

"That's important, libraries and culture. Over a lot of years it's been quite grey on the Broadway but it's really nice to think about how we could bring colour in. I think art needs to be in the middle of what we're thinking about as well, because it can make peoples days better just by being colourful"
[Talkaoke chat show participant]

Noel West (Lights Lights Lights): We supported local artists Meg Clark-Bagnall and Claudia Collins to take their audio bus performance, Noel West, to the streets of Knowle West, celebrating the cultural significance of lights in the neighbourhood in style. We hosted their Camp as Christmas micro commission installations at KWMC and the artists ran What Lights You Up workshops for the community at KWMC in the dark winter months.

Future High Streets: As part of the Diverse Artists Network's Diaspora festival we commissioned photographer Myah Asha Jeffers to be in residence and explore the future of high streets. For the Diaspora festival she set up pop-up photo activities on Filwood Broadway and continued her activities into 2024; working with local multicultural women to reflect on identity through storytelling, audio making and self-portrait cyanotypes.

"I feel like a sense of belonging in my neighbourhood now."
[Local resident]

Creative Cuppa: We host a weekly creative session offering accessible arts and tech activities to local residents including clients and carers from Milestones and Silvacare. These sessions foster community connections and provide a safe space to develop creative skills and confidence. We provide hot meals and during holidays food bags were distributed, thanks to Feeding Bristol.

"On behalf of Silva Care we would like to express how much we appreciate the friendly welcoming group that the Media Centre run for us. Our clients get a lot from the community spirit and the great variety of activities on offer for them. Everyone looks forward to a Wednesday morning each week."
[Silva Care]

Living Lab

KWMC is Bristol's Living Lab and an active member of the European Network of Living Labs. We are participants in EU Horizon research projects, working with other consortium members from across Europe. We bring our expertise in co-designing with communities and share our arts led engagement approaches using our Bristol Approach framework.

Twinergy: Creation of virtual models ('digital twins') of energy use at consumer, building and community levels.

Putting citizens at the heart of the energy market is the ambition of the Twinergy project which we have been a part of for the last three years. The project has supported households to actively manage and adapt their energy use to market fluctuations through the help of data and automation; with the aim of saving energy, money and carbon emissions.

As part of the project, some households in Knowle West not only reduced their energy use and made savings on their energy bills but were able to make an extra income from selling energy back to the grid. This research project also supported wider learnings on how to create viable business models to do this on a larger scale.

As part of Twinergy we have been using our Bristol Approach framework to work with the community to design and develop digital information boards for some of the community spaces in Knowle West. These information boards communicate messages which can support visitors to think differently about their energy use whilst navigating the space.

Greengage: Engaging with citizens to co-create green initiatives and create 'citizen observatories' focussing on mobility, air quality and healthy living, with the aim of helping to deliver the European Green Deal objectives for carbon-neutral cities.

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KWMC: The Factory

Factory Membership: At The Factory we are continuing to run a membership programme with 67 residents continuing to learn about and access digital fabrication equipment. The most popular machines in The Factory are the vinyl cutter, the heat press and the UV printer which prints onto almost any material by spraying ink through fine nozzles and then curing with an ultraviolet light.

"I love The Factory. It Just makes things more possible. The climate doesn't have to be all doom and gloom. I've had the kit and the support to design things and make things that improve my family's life and the planet."
[Factory member]

Factory Commissions: This year we started working with the production team for Boomtown Fair Festival. This involved taking on design work, CNC cutting and fabrication for a number of elements including large scale signage, light boxes, decorative pieces and the entrance gates to the festival. With over 280 sheets of plywood cut in a very short time this really put our CNC machine, and team, to the test. Sustainability is taken very seriously by the festival and the plywood was made from pine, a quick growing timber from northern Europe.

For a commission of this sort the majority of pieces leave The Factory as bare plywood, to be transformed on site by a team of skilled set designers.

Luke Jerram 'Moon' commission: In spring 2023 we were approached by the multidisciplinary artist Luke Jerram whose practice involves the creation of sculptures, installations and live artworks, to create a scale replica of the moon to be installed outside an observatory on St Martin's in the Isles of Scilly.

We downloaded hundreds of gigabytes of data direct from NASA and, using custom made software, converted this into a 3D model of the surface of the moon. This was split into 73 panels, machined using our CNC router, and assembled onto a laser cut plywood frame. The resulting 1 metre scale replica has mountains, valleys and craters created in extraordinary detail allow people to explore and touch the moon close-up, including the usually unseen dark side of the moon.

Supporting artists: We continue to support artists and emerging creatives by providing space and community connections. Tomasin Cuthbert, Bristol Mural Collective AR Layerable and Pell Ensemble shared work through public exhibitions, workshops and events. We mentored an underrepresented SW based artist through Arbyte Gallery's Hotel Generation programme and supported a creative tech MyWorld fellowship.

"The people here have been so supportive, and it's really opened my eyes to the different things I could do."
[Artist]

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Community-Tech: We have benefited from being part of the national Community-Tech network, facilitated by Promising Trouble. We were pleased to be able to host the launch event for this community of practice and have loved being part of the Power to Change funded Makers and Maintainers project, sharing knowledge and unpacking our long history of community tech.

MyWorld Immersive tech training: Through the MyWorld programme we have provided training opportunities for local people to access high-end media production equipment, such as 360 cameras and professional development opportunities for emerging creatives.

We Can Make

We Can Make Knowle West is a Community Interest Company which is currently wholly owned by Knowle West Media Centre, but is developing plans for independence.

In June 2022, We Can Make successfully completed two low-carbon, locally-made, living rent homes in Knowle West, with the land and homes held in the community in perpetuity. We are now working with more Knowle West families in housing need to unlock land and build homes where they are needed in the community.

Stewardship: Following completion of the construction of two homes, completed in summer 2022, We Can Make has undertaken the role of landlord to the two tenants living in the completed homes. Tenants participated in a Post Occupancy Review in February 2024, facilitated by Arup, which demonstrated that tenants felt involved, secure, and happy in their homes.

Construction: Progress has continued with other potential back-garden developments in Knowle West, with two homes having been submitted to BCC Planning, and continued engagement with other potential families within the neighbourhood. Weekly events were held on one of the small sites, secured through Bristol City Council, throughout the summer culminating in a cohort of local residents coming together for three co-design sessions to feed into the designs.

Operations: We Can Make has grown from a project incubated by KWMC to becoming a CIC, asset holder and landlord, with a strong pipeline of development delivery. This growth has been supported by a Governance Roadmap which sets out its journey from a subsidiary of KWMC to an independent organisation. The Roadmap has been regularly reviewed by the We Can Make board, and the Chair and Co-Directors of KWMC. We Can Make intends to become fully independent in 2025.

Retrofit Reimagined Festival: We hosted a chapter of the national 'Retrofit Reimagined' festival. Over 500 people from all over the UK got the chance to be inspired by creative approaches to retrofitting homes and neighbourhoods, exploring topics from social infrastructure to timber-based housing solutions.

Home Grown Homes: As part of its research strand We Can Make launched its Home Grown Homes report, sharing the culmination of work exploring the question, "Can We Build Timber Neighbourhoods Across the UK?". The report concluded that timber is a scarce resource in the UK and if the whole housing sector were to suddenly switch to timber framing, even more would need to be imported. Re-use of timber products was identified as the best method of making the most of the timber resources we do have available in the UK. For this to happen an urgent step change is needed at the technical, policy, and cultural mindset level and a shift at scale towards 'retrofit first' and away from demolition, designing for deconstruction and capturing timber by-products for re-use.

Multimax: Maximising the use of timber in multi-storey homes. Continuation of the research and development, funded by the Forestry Commission, of a systems design approach, using timber up to 4-storeys, which can be applied to the small sites secured by We Can Make. The findings of this research is due to be published in Spring 2025.

Front Garden Retrofit Kit: Funded by the National Lottery, We Can Make collaborated with Better Block to design a front garden kit for communities to encourage neighbourliness and create space for nature in front gardens across the neighbourhood. The open-source kit, which can be cut on any CNC machine, features items including a bench, sharing library, bird box and planter, and has been installed in over 30 front gardens in Knowle West and elsewhere in the UK.

"Since hosting the front garden retrofit kit, we catch our neighbours more often... it's meant we've engaged with people we haven't necessarily spoken to, which is really good."
[Project participant]

Andover Road Retrofit: Through an exciting new 'Retrofit Street' project, in collaboration with We Can Make, we are working with families on Andover Road to explore the question: 'What if the climate transition and retrofit of our homes and streets were designed, owned, and governed by the people who live there?' The street demonstrator project brings together residents, designers, researchers, and technical experts to explore ideas, try them out for real, and share the learning.

Knowle West Alliance

The Knowle West Alliance (KWA) is a network of local residents, organisations, groups and businesses. KWMC is a founder and host organisation and continues to collaborate with the Alliance in its mission to build and support positive action in Knowle West. This has enabled us to bring our practice of arts, tech and care into the wider community ecology.

The Alliance partners on projects across the estate, offering support via small grants programmes and connections. The local Food Network came together to co-create a Food Action Plan, with residents and workers sharing ideas and pragmatic steps. KWA is building confidence and skills via a programme of training workshops for local volunteers, activists and workers. The Alliance continues to encourage resident voice and influence via the Knowle West Pre-Planning Protocol, which sets the expectation that developers will engage well with local residents as equal partners in creating change.

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

4 How our activities deliver public benefit

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

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

Knowle West Media Centre supports people in three different ways:

- Building confidence and networks
- Developing skills and ideas
- Enabling innovation and change

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

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

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

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

5 Financial Review

5.1 Summary

Total income was £1,594,603 in 2023/24, which was marginally down on the 2022/23 figure of £1,604,280. Despite this, KWMC was able to increase expenditure by £97,376 (5%) to £1,868,429. This was achieved by utilising grant funding received in advance and brought forward from the previous financial year.

5.2 Grant funding

Grant and contract income fell by £93,175 (6%) to £1,399,688. KWMC has over 20 grant funders and there was no single reason for this, but there was a significant fall in funding from the two local authorities (Bristol City Council and West of England Combined Authority) from £323,607 to £120,062. Grant and contract income continued to be the overwhelming majority (87.8%) of total income in the year, though this was slightly down on 93.1% in 2022/23.

The National Lottery Community Fund was the single largest funder at £222,963 (14% of income). The other funders providing at least 10% of total income were the Nationwide Foundation (£180,487) and the European Union (£158,875). Fourteen funders provided grants exceeding £10,000. Note 11 to the accounts contains a complete list of all restricted funds and grant funders.

5.3 Trading income

There was a significant increase in **rent income** from room lettings of 33% from £59,229 to £78,516, which was due to higher occupancy. Six of the seven managed workspaces were let for the whole year, with one becoming vacant in January 2024.

Income from **Factory commissions** doubled from £22,922 to £46,172, helped by two larger commissions; manufacturing a one-metre diameter model of the moon for the artist Luke Jerram and gates, signs and merchandise stands for the Boomtown Festival. The Factory membership scheme, in its second year of operation following its Covid shut-down, almost doubled in size, generating income of £11,137 (2022/23: £5,838).

Income generated by the **Eight** creative agency (from external clients) increased to £38,525 (2022/23: £15,424), mainly due to larger commissions from the University of Bristol and Feeding Bristol. In line with the recommendations of the change consultants (PG Collective) KWMC has decided to move away from the Eight agency model, but the ethos of supporting pathways for people from underrepresented groups remains key to the organisation's mission. This will instead be delivered through providing paid entry-level opportunities for people from Knowle West and South Bristol throughout the organisation and on projects.

Overall, the charity's trading arm **Leinster House Partnership Ltd** was able to achieve a surplus of £79,560 (2022/23: £70,615). The surplus was transferred to the charity in the form of a distribution, as permitted under UK tax law.

5.4 We Can Make Knowle West CIC

The results of We Can Make Knowle West CIC, of which KWMC is the sole shareholder, are consolidated within the KWMC group accounts. Rental income from the two affordable homes totalled £14,469 in their first full year of occupation (2022/23: £11,203). Interest, insurance and repair costs totalled £8,361, giving a surplus before tax of £4,556. The maximum distributable surplus of £1,408, as calculated by our auditor Burnside, was transferred to the charity as permitted under UK tax law.

Total Corporation Tax liability is £3,147, which includes liability of £1,872 for 2022/23 and £1,274 for 2023/24. There was no provision for Corporation Tax in the 2022/23 accounts as the surplus had been transferred to the charity, but in fact a CT liability arose as the depreciation of the houses was disallowed as an expense for tax purposes.

5.5 Surplus and reserves

KWMC recorded a deficit of £26,559 in 2023/24 (2022/23: surplus of £21,488). The deficit was due to one-off restructuring costs including the fee from the change consultants PG Collective (£16,302) and redundancy payments to two employees (£9,795). The deficit reduced unrestricted (free) reserves from £277,988 to £251,429.

A further **designated fund** of £182,400 (reduced from £186,200) represents a grant from Bristol City Council which was loaned to We Can Make Knowle West CIC to part-fund the construction of two affordable homes. £3,800 of the loan was converted a grant in 2023/24 and paid to We Can Make Knowle West CIC to part fund the depreciation of the homes. The grant is shown as an unrestricted fund as the funder's restriction has been met. It will be used to part-fund depreciation of the affordable homes over their 50-year life.

Restricted funds decreased by £248,022 to £2,109,316. Restricted funds are made up of the depreciation reserve (£1,882,385) and grant income carried forward (£226,931). The depreciation reserve was reduced by £150,054 during the year, as grant funding was released to cover future depreciation charges. Grant income carried forward decreased by £171,931, as less advance funding was carried forward than at the previous year-end. See the 'Carried forward' column of Note 11 for a full breakdown.

6 Financial outlook and going concern

Committed expenditure for 2024/25 is £1.74 million. Grants and contract income brought forward from 2023/24 total £231,662, and secured income has reached £1.67 million as of November 2024, which is 96% of the committed expenditure.

Secured multi-year funding includes Arts Council England National Portfolio Organisation funding of £92,188 pa until March 2026, and an EU Horizon research grant (funded by UK Research & Innovation) of €223,218 over 3 years to December 2025.

The Bristol Impact Fund 2 grant from Bristol City Council is worth £25,625 per annum until March 2026. The Andover Road Retrofit project funded through the University of Bath is worth £195k to September 2025 and the related Transforming Energy Together fund of £100k extends the scope of this project. The 3-year £200k grant from the Comino Foundation for Maker City continues until August 2026.

We Can Make Knowle West CIC is developing plans to become independent and leave the KWMC group from April 2025, although this date is not yet confirmed. The financial impact for KWMC includes the loss of contribution to Core costs and the removal of cash balances currently held on behalf of the CIC in the charity's bank account. These impacts will be mitigated to some extent if WCMKW continues to buy in support services from KWMC, such as HR, IT and payroll.

Financial management resources have already been adjusted in anticipation of the expected reduced workload. Financial management days were reduced from 8 to 5 per week following the resignation of the Director of Finance and Operations in December 2023, with the Charity Finance Manager stepping back into the role of Head of Finance. He has been supported by the new Co-Director of Business Development and Operations from September 2024.

Having reviewed the charity's prospects for the remainder of 2024/25 and the next financial year, the trustees take the view that the charity and group are a going concern, and will remain so after the planned separation of We Can Make Knowle West CIC.

7 Risk Management

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

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

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

8 Reserves Policy

The Reserves Policy states that the unrestricted general fund should be equivalent to one quarter of total expenditure planned in the current year's budget, to allow the charity to fund its day-to-day activities without recourse to short-term borrowing. Based on the 2024/25 budgeted expenditure of £1.86 million, this gives a target of £465,000.

As stated in the Financial Review above, reserves fell by £26,559 to £251,429 in 2023/24, leaving the general fund approximately £214,000 below the reserves target. The policy states that the fund should if possible be increased by £20,000 pa until the target is met.

The reserves target is however based on the assumption that funding will be received quarterly in arrears, whereas in practice much funding is received in advance. The cash balance at the time of writing (November 2024) is £454,000, which is only just below the reserves target.

This indicates that the reserves policy target is likely to be over-cautious, but does not imply that the actual level of reserves is excessive. The Head of Finance will carry out a review of the policy using a risk-based approach to determine the appropriate level of reserves, and a revised policy will be drafted for the consideration of trustees.

9 Investment Policy

Cash flow fluctuations prevent the Media Centre from making use of long-term investments, and funds are held in instant access, interest-bearing deposit accounts. The Bank of England lending rate of 5.25% between August 2023 and August 2024 (a 16-year high) resulted in a significant increase in interest received from £3,598 to £9,220 in 2023/24. The Investment Policy requires the Head of Finance to seek the best terms that are available from a bank that shares the charity's ethical principles.

Knowle West Media Centre's current banker is Triodos Bank, which has its UK headquarters in Bristol. Triodos fits KWMC's ethical criteria as it only invests in organisations that benefit people and the environment, and publishes details of every organisation it lends to.

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10 Our Plans for the Future

The last year has been both exciting and challenging. KWMC's founder director, Carolyn Hassan, announced in 2023 that she would be stepping back after over 25 years in March 2024. Since then, we have gone through a process of collective planning, reimagining the future, revisiting our values and mission and clarifying what we do and why.

We have taken time as an organisation to stop and think of what the future could and should look like, what changes we can make to the ways we work to ensure that we become more inclusive, sustainable and resilient.

We now have a new Co-Leadership model in place. Martha King as Creative Co-Director will focus on co-developing the creative vision and strategic direction for KWMC, ensuring that our strategy and creative programme brings alive and progresses our renewed mission for the organisation; 'Making fair and thriving neighbourhoods, through arts tech and care'.

Tom Newman as Co-Director of Business Development and Operations, will work with our team and community to co-shape the renewal, growth and future sustainability of the organisation, with a focus on building community and generating wider social value, as well as financial resilience.

Both Co-Directors are committed to building on KWMC's track record of excellence in creativity, innovation, co-creation and artist development. The process of further distributing leadership across the organisation will continue and we plan to go even further in making it possible for community members, of all ages, to be at the heart of shaping, driving and participating in everything KWMC does.

The coming year will see continued mission driven programming guided by community priorities. We will keep creating inclusive spaces for learning, for imagining and for making through our practices of co-creation, arts-led change making and care. We will be working across the Knowle West neighbourhood in homes, high streets and green spaces, and will continue to share our practice internationally as part of inspiring movements working towards more equitable futures.

11 Structure, Governance and Management

11.1 Governing Document

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

11.2 Recruitment and Appointment of Management Committee

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

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

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

11.3 Trustee Induction and Training

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

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

11.4 Organisational Structure

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

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

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

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

Eight authorised signatories are registered with the bank, including trustees and senior employees. Any two of the signatories may make payments on behalf of the company in accordance with the financial limits set out in the Financial Standing Orders.

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

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

- Arts and Neighbourhoods
- Young People
- Living Lab
- KWMC: The Factory
- We Can Make
- Knowle West Alliance

Each programme is led by a Programme Director or Programme Manager. The activities of the programmes during the year are summarised in section 3 above. The project programmes receive managerial, administrative and financial support from the 'core' central services department, which is managed by the Co-Director of Business Development and Operations, supported by the Head of Finance.

12 Related Parties

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

LHP Ltd is a not-for-profit company limited by guarantee and has been controlled by KWMC since 22 September 2006. The trustees of the Media Centre, are all also directors of LHP Ltd, and vice versa.

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

We Can Make Knowle West CIC was registered with Companies House on 30 July 2020 as a vehicle for community-led housing development in Knowle West and South Bristol. Knowle West Media Centre is initially the sole shareholder, holding 10 shares with an aggregate nominal value of £1. The CIC began trading in 2020/21.

These financial statements consolidate the results of Knowle West Media Centre, Leinster House Partnership Ltd and We Can Make Knowle West CIC on a line-by-line basis.

Knowle West Media Centre
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13. Reference and Administrative Information

Charity Name:	Knowle West Media Centre
Charity registration number:	1092375
Company registration number:	4358350
Registered Office and Operational Address:	Leinster Avenue Knowle West Bristol BS4 1NL

Management Committee

Ms MA Venner	Chair	
Mr R Fisher		
Ms PA Davis		
Ms JR Bunyan		
Ms RA Laurence		
Ms K Paddy		
Ms JS Braithwaite		
Ms C Davies		Appointed 14/12/2023

Senior Managers
Martha King and Thomas Newman

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

Bankers
Triodos Bank, Deanery Road, Bristol BS1 5AS

Solicitors
Stephenson Law, 4 Colston Yard, Bristol BS1 5BD

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

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

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

- select suitable accounting policies and then apply them consistently;

- observe the methods and principles in the Charities SORP;

- make judgements and estimates that are reasonable and prudent;

- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue on that basis.

The Management Committee are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure to our auditors

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

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

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

Approved by the Management Committee on 12 December 2024 and signed on its behalf by:

Ms M A Venner (Chair) & Trustee

Date: 12/12/2024

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2024 (continued)

OPINION

We have audited the financial statements of Knowle West Media Centre (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2024 which comprise the consolidated Statement of Financial Activities, the consolidated Balance Sheet, the charitable company Balance Sheet, the consolidated Statement of Cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

· give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

· have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

This report is made solely to the company's members, as a body, in accordance with Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent chartable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

STEPHEN BURNSIDE BA ACA (Senior Statutory Auditor)

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

Date: 19/07/24

Company no 4358350

Knowle West Media Centre

Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2024

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	2023 £
INCOME from:					
Donations & legacies					
Donations		2,822	8,593	**11,415**	2,063
Other trading activities					
Sales		95,764	-	**95,764**	46,527
Rent income		78,516	-	**78,516**	59,229
Charitable activities					
Grants and contracts		285,654	1,114,034	**1,399,688**	1,492,863
Investment income					
Interest receivable		9,220	-	**9,220**	3,598
Total income	11	471,976	1,122,627	**1,594,603**	1,604,280
EXPENDITURE on:					
Fundraising		25,914	-	**25,914**	25,496
Trading		107,281	-	**107,281**	62,902
Charitable activities		353,658	1,310,005	**1,663,663**	1,612,730
Governance costs		21,407	-	**21,407**	19,761
Depreciation of building		-	50,164	**50,164**	50,164
Total expenditure	12	508,260	1,360,169	**1,868,429**	1,771,053
Net incoming (outgoing) resources before tax		(36,284)	(237,542)	**(273,826)**	(166,773)
Corporation Tax payable		3,147	-	**3,147**	-
Net incoming (outgoing) resources before transfers		(39,431)	(237,542)	**- 276,973**	(166,773)
Reconciliation of funds					
Transfers between funds	11	10,480	- 10,480	**-**	-
Net movement in funds		(28,951)	(248,022)	**(276,973)**	(166,773)
Total funds brought forward		467,512	2,357,338	**2,824,850**	2,991,623
Total funds carried forward		438,561	2,109,316	**2,547,877**	2,824,850

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

Knowle West Media Centre **Company no 4358350**

Balance sheet as at 31 March 2024

	Notes	The Group 2024 £	The Group 2023 £	The Charity 2024 £	The Charity 2023 £
Fixed assets					
Tangible assets	3	**2,204,327**	2,336,638	**143,191**	218,631
Long-term investments		**50**	50	**51**	51
Current assets					
Debtors and prepayments	4	**378,935**	306,143	**721,785**	599,409
Stock		**1,513**	3,795	**-**	-
Cash at bank and in hand		**384,764**	533,452	**132,006**	386,270
		765,212	843,390	**853,791**	985,679
Current liabilities					
Creditors: amounts falling due within 12 months	5	**(294,216)**	(200,228)	**(244,751)**	(170,269)
Net current assets		**470,996**	643,162	**609,040**	815,410
Creditors: Amounts falling due after more than one vear	6	**(127,496)**	(155,000)	**-**	-
Net assets		**2,547,877**	2,824,850	**752,282**	1,034,092
Funds					
Unrestricted funds	11				
General fund		**251,429**	277,988	**250,029**	276,588
Designated funds		**187,132**	189,524	**187,131**	189,524
		438,561	467,512	**437,160**	466,112
Restricted funds					
Project grants		**226,931**	349,349	**171,931**	349,349
Depreciation reserve		**1,882,385**	2,007,989	**143,191**	218,631
Restricted funds		**2,109,316**	2,357,338	**315,122**	567,980
Total funds		**2,547,877**	2,824,850	**752,282**	1,034,092

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

These financial statements were approved by the trustees on 12 December 2024

Signed on behalf of the trustees by:

Miriam Venner (Chair) & Trustee

Date 12/12/2024

Knowle West Media Centre **Company no 4358350**

Consolidated Cash Flow Statement for the year ended 31 March 2024

	Notes	2024 £	2023 £
Cash used in operating activities		**(124,238)**	- 163,902
Cash flows from investing activities:			
Proceeds from sale of fixed assets		**-**	-
Purchase of fixed assets	2	**(24,450)**	(85,143)
Increase/(decrease) in cash and cash equivalents		**(148,688)**	- 249,045
Cash & cash equivalents at start of year		**533,452**	782,497
Cash & cash equivalents at end of year		**384,764**	533,452

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

	Notes	2024 £	2023 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		**(276,973)**	(166,773)
Adjustments for:			
Depreciation charges	2	**156,761**	164,397
Decrease/(increase) in debtors	3	**(72,792)**	(133,661)
Decrease/(increase) in stock		**2,282**	(1,909)
Increase/(decrease) in creditors	4	**66,484**	(25,956)
Net cash used in operating activities		**(124,238)**	(163,902)

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2024

1. Principal accounting policies

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

a) Basis of accounting
The financial statements have been prepared in accordance with Accounting & Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Knowle West Media Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s).

Preparation of the accounts on a going concern basis

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

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

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

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

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

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

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

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

[iv] Investment income is included when receivable.

Principal accounting policies (continued)

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

[vi] Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Expenditure and irrecoverable VAT
Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered.

[i] Expenditure on raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

[iii] Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the reporting accountant's fees and costs linked to the strategic management of the charity.

[iv] All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

e) Tangible fixed assets

[i] Office fittings and equipment are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method for all items costing over £250.

[ii] Improvements to leased property are depreciated on a straight-line basis over the remaining life of the lease.

[iii] The affordable modular homes built by We Can Make Knowle West CIC are valued at historical cost and depreciated on a straight-line basis over 50 years.

f) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instrument are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are measured at the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

g) Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiaries Leinster House Partnership Limited and We Can Make Knowle West CIC on a line by line basis.

Notes to the accounts for the year ended 31 March 2024

2. Prior period comparison

Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2023

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
INCOME from:			
Donations & legacies			
Donations	1,369	694	**2,063**
Other trading activities			
Sales	46,527	-	**46,527**
Rent income	59,229	-	**59,229**
Charitable activities			
Grants and contracts	129,900	1,362,963	**1,492,863**
Investment income			
Interest receivable	3,598	-	**3,598**
Total income	240,623	1,363,657	**1,604,280**
EXPENDITURE on:			
Fundraising	25,496	-	**25,496**
Trading	62,902	-	**62,902**
Charitable activities	255,636	1,357,094	**1,612,730**
Governance costs	19,761	-	**19,761**
Depreciation of building	-	50,164	**50,164**
Total expenditure	363,795	1,407,258	**1,771,053**
Net outgoing resources before transfers	(123,172)	(43,601)	**(166,773)**
Reconciliation of funds			
Transfers between funds	180,358	- 180,358	**-**
Net movement in funds	57,186	(223,959)	**(166,773)**

Notes to the accounts for the year ended 31 March 2024

3. Tangible Fixed Assets

	Land, building and leasehold £	Housing stock £	Subsidiary equipment £	Office fittings and equipment £	Total £
COST					
At 1 April 2023	2,702,254	335,356	206,039	494,760	**3,738,409**
Additions in Year	-	-	-	24,450	**24,450**
Disposals in Year	-	-	-	(960)	**(960)**
At 31 March 2024	2,702,254	335,356	206,039	518,250	**3,761,899**
DEPRECIATION					
At 1 April 2023	862,556	6,707	206,039	326,469	**1,401,771**
Charge for the Year	100,504	6,707	-	48,830	**156,041**
Disposals in Year	-	-	-	(240)	**(240)**
At 31 March 2024	963,060	13,414	206,039	375,059	**1,557,572**
NET BOOK VALUE					
At 31 March 2024	**1,739,194**	**321,942**	**-**	**143,191**	**2,204,327**
At 1 April 2023	1,839,698	328,649	-	168,291	2,336,638

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

	The Group		The Charity	
	2024 £	2023 £	**2024** £	2023 £
4. Debtors and prepayments				
Sundry debtors and prepayments	103,546	81,448	75,594	73,752
Inter company	-	-	374,207	302,652
Grants receivable	275,389	224,695	271,984	223,005
	378,935	306,143	**721,785**	599,409
5. Creditors				
Falling due within 12 months				
Sundry creditors and accruals	225,359	114,856	182,724	99,656
Inter company	-	-	19,812	28,215
Deferred income (note 7)	68,857	85,372	42,215	42,398
	294,216	200,228	**244,751**	170,269

6. Creditors: Amounts falling due after more than one year

Subsidiary company We Can Make Knowle West CIC has secured two long-term loans for the purpose of constructing two affordable modular homes.

	Loan principal	Interest rate	Remaining interest payable	Repayment date
	£		£	
Bristol & Bath Regional Capital CIC	97,711	6.5%	18,772	01/09/2029
City Funds LP	50,000	1.5%	2,303	01/09/2029
	147,711		**21,075**	

7. Deferred income

	Opening balance at 1 April 2023		Amount released to income in year	Deferred in year	Closing balance at 31 March 2024
Battersea Arts Centre - Fee for incomplete commission c/f	35,129	-	35,129		-
University of Bristol - Fee for incomplete commission c/f	4,469	-	4,469		-
Mufti Games Ltd - Fee for incomplete commission c/f	2,500	-	2,500		-
Knowle Neighbourhood Planning Group - Fee for administration of grant of £3,000	300	-	300		-
Bristol City Council - 75% of uplift (£5,492.40) for years 3 & 4 - prepaid element is for April 2024 to September 2025				4,119	4,119
Bristol City Council - 50% of Steering Group income (£450) for Year 3. Prepaid element is for April to September 2024				225	225
Bristol City Council - Fee for incomplete commission c/f				2,032	2,032
Battersea Arts Centre - Fee for incomplete commission c/f				7,856	7,856
Bristol City Council - Fee for 2024/25				12,500	12,500
Bristol Waste Company - Prepaid advert in spring issue of Knowledge newsletter				500	500
Arcadis (UK) LLP - Fee for 2024/25				14,983	14,983
Sub-totals: Charity	**42,398**	**-**	**42,398**	**42,215**	**42,215**

	Opening balance at 1 April 2023		Amount released to income in year	Deferred in year	Closing balance at 31 March 2024
Barnardo's - Fee for uncompleted work c/f	3,783	-	3,783		-
University of Bristol - Fee for incomplete commission c/f (LE089 Vibrant Film)	1,161	-	1,161		-
Active Travel Bristol - Fee for incomplete commission c/f	2,952	-	2,952		-
University of the West of England - Room hire and catering for event on 13 July 2023	847	-	847		-
Control Shift - Fee for incomplete commission c/f (LE091 Feeling Machines Film)	710	-	710		-
Circle of Two - Fee for uncompleted work c/f				229	229
University of Bristol - Fee for uncompleted work c/f				700	700
Bristol City Council - Fee for uncompleted work c/f				1,573	1,573
Bristol City Council - Fee for uncompleted work c/f				2,785	2,785
National Lottery Community Fund - Payment for work still to be delivered	33,521	-	33,521		-
Bristol City Council - Grant deferred to cover future committed project costs				21,355	21,355
Group totals	**85,372**	**-**	**85,372**	**68,857**	**68,857**

8. Capital commitments and contingent liabilities

There are no capital commitments or contingent liabilities at the year end.

9. Employee information

	2024	2023
Number of employees	32.0	34.4

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

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

	2024	2023
	£	£
Salaries and wages	990,587	1,015,756
Social security costs	86,041	90,995
Employer pension contributions	31,267	29,093
	1,107,895	1,135,844

The key management personnel of the group comprises the trustees, the Chief Executive Officer, the Head of Finance, the Operations Manager, the Development Manager and six Programme Managers. The total employee benefits of the key management personnel of the group were £377,337 (2023: £339,136).

10. Trustee information

	2024	2023
	£	£
Trustees remuneration and expenses	-	-

The trustees received no remuneration in the year.

11. Movements in Funds

Restricted Funds:	At 1 April 2023 £	Received in year £	Utilised in year £	Transfers in year £	At 31 March 2024 £
Core					
Nationwide Foundn	596	-	(596)	-	-
Power to Change	20,000	20,000	(30,000)	-	10,000
Thrive Renewables	3,304	-	-	(3,304)	-
Watershed	5,000	-	-	-	5,000
Arts & Neighbourhoods & Living Lab					
Bristol C Council	-	82,349	(79,099)	-	3,250
Bristol Green Capital Ptnrship	-	6,250	(6,250)	-	-
DLUHC	5,807	-	(5,807)	-	-
European Union	11,937	54,500	(66,437)	-	-
Feeding Bristol	-	8,900	(8,900)	-	-
Innovate UK	-	92,437	(92,437)	-	-
Univ of Bath	-	18,000	(18,000)	-	-
Univ of Bristol	-	15,000	(15,000)	-	-
We Can Make (Homes)					
Bristol C Council	-	-	(3,800)	3,800	-
Forestry Comm	-	209,436	(205,456)	(3,980)	-
National Lottery	-	33,522	(33,522)	-	-
Nationwide Foundn	105,758	77,518	(176,392)	(3,498)	3,386
Rowntree Foundn	44,157	55,000	-	-	99,157
Young People/Education					
BBC Childr in Need	2,083		(2,083)	-	-
Comino Foundation	-	61,507	(61,173)	(334)	-
HMRC	-	7,277	(7,277)	-	-
Univ Coll London	8,950	25,585	(30,271)	-	4,264
Youth Music	6,222	52,216	(55,089)	(3,349)	-

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2024

	At 1 April 2023 £	Received in year £	Utilised in year £	Transfers in year £	At 31 March 2024 £
The Factory					
Bristol City Council	9,240		(7,857)	(1,383)	-
Power to Change	-	12,000	(8,184)	(816)	3,000
Univ of Bath	-	36,217	(34,217)	-	2,000
West of England Combined Auth	-	17,833	(13,534)	(4,299)	-
Knowle West Alliance					
Bristol City Council	38,708	25,680	(49,710)	(405)	14,273
KW Health Park	1,750	1,062	(1,689)	-	1,123
National Lottery	61,772	199,244	(189,441)	-	71,575
Open University	900	-	(126)	-	774
Places for People	-	1,000	(1,000)	-	-
Quartet CF	21,508	-	(18,574)	-	2,934
Square Food Fdn	-	1,500	-	-	1,500
Sustain Redland	239	-	(239)	-	-
Univ of Bristol	1,318	-	(61)	-	1,257
Restr'd donations	100	8,594	(5,256)		3,438
	349,349	1,122,627	(1,227,477)	(17,568)	226,931
Depreciation resrv	2,007,989	-	(150,054)	24,450	1,882,385
Inter company	-	-	17,362	(17,362)	-
Total Restricted Funds	**2,357,338**	**1,122,627**	**(1,360,169)**	**(10,480)**	**2,109,316**
Unrestricted Funds:					
Designated fund - Arts Council England NPO	-	92,188	(89,583)	(2,605)	-
Designated fund - BCC grant loaned to WCMKW	186,200	-	-	(3,800)	182,400
Designated fund - We Can Make	3,324	171,266	(167,995)	(1,863)	4,732
General fund	276,589	111,089	(139,035)	1,386	250,029
General fund in LHP Ltd	1,399	190,374	(190,374)	-	1,399
General fund in WCMKW CIC	1	17,527	(17,526)	-	2
Inter company transactions	(1)	(110,468)	93,106	17,362	(1)
Total Unrestricted Funds	**467,512**	**471,976**	**(511,407)**	**10,480**	**438,561**
Total Funds	**2,824,850**	**1,594,603**	**(1,871,576)**	**-**	**2,547,877**

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

Transfers

£3,304 funding from Thrive Renwables was transferred to the depreciation reserve to cover future depreciation of LED lighting.

£3,980 funding from the Forestry Commission was transferred to the depreciation reserve to cover future depreciation of a vacuum cleaner, an impact wrench, an electric stacker, a nail gun and a pallet truck.

£3,498 funding from the Nationwide Foundation was transferred to the depreciation reserve to cover future depreciation of a Christiania electric cargo bike

£334 funding from the Comino Foundation was transferred to the depreciation reserve to cover future depreciation of an Explorer pop-up gazebo

£3,349 funding from the Youth Music Foundation was transferred to the depreciation reserve to cover future depreciation of 3 x Akai mini controller keyboards, a CPR Ensemble EDU gaming-style music making instrument, 3 x Roland Aira T8 beat machines, 3 x Roland Aira J6 chord synths and 6 x Scarlett Solo audio interfaces.

£1,383 funding from Bristol City Council was transferred to the depreciation reserve to cover future depreciation of 5 x Currys headphones and 2 x Pico G2 4K virtual reality headsets.

£816 funding from Power to Change was transferred to the depreciation reserve to cover future depreciation of 2 x workbenches with MDF tops and castors.

£4,299 funding from the West of England Combined Authority was transferred to the depreciation reserve to cover future depreciation of a 60W laser cutter tube and a pair of Currys headphones.

£405 funding from Bristol City Council was transferred to the depreciation reserve to cover future depreciation of a Toucan Connect Video System 360.

£17,362 was transferred from KWMC to its subsidiary Leinster House Partnership Ltd to purchase services including room hire.

£2,605 funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of a MacBook Air, a refurbished iPhone 12 Pro, a lead acid battery for the alarm system back-up power supply and a WD Gold 8TB hard disk drive.

£3,800 (2%) of the Bristol City Council unrestricted fund transferred to subsidiary We Can Make Knowle West CIC to cover depreciation of the first two homes in 2023/24.

£1,863 is the transfer of surpluses on unrestricted funds to the General Fund.

£1,386 is the balance of £477 transferred to the depreciation reserve to cover future depreciation of a Behringer X Air XR16 16-channel digital mixer, and £1,863 transferred from unrestricted funds (see line above).

£24,450 is the total transfer to the depreciation reserve to cover the cost of future depreciation of all capital assets purchased in the financial year.

12. Resources expended

	2024	2023
	£	£
Wages and salaries	1,107,895	1,135,844
Other direct costs		
Audit costs	14,021	12,095
Bad debt	137	61
Bank charges	337	356
Catering costs (for resale)	2,601	1,341
Corporation Tax	3,147	-
Depreciation	156,041	164,397
Equipment rental	2,033	1,838
Expensed equipment	7,702	11,430
Freelance associates	89,636	134,916
Fundraising	914	479
Goods for resale	98	-
Grants to groups	91,000	10,540
Healthcare for staff	5,696	2,843
Heat and light	18,440	12,854
Insurance	17,562	14,811
Interest on loan capital	7,464	7,575
IT consumables and repairs	24,799	29,575
Legal and professional fees (projects)	128,213	73,504
Losses on disposal of assets	719	
Materials	57,531	20,786
Miscellaneous	83	69
Other project costs	1100	292
Postage	1,236	50
Printing (commissions)	4,431	7,245
Project premises	16,980	14,673
Publicity	5,423	2,470
Rates and water rates	5,890	4,228
Recruitment and DBS fees	1,035	640
Recycling and waste collection	1,656	1,385
Redundancy payments	9,795	22,262
Refreshments	12,626	5,492
Repairs and maintenance	10,049	8,960
Security	3,011	2,694
Selling fees	465	113
Stationery and photocopying	4,283	3,422
Subscriptions	7,608	7,364
Subsistence	6,252	13,889
Telephone/broadband	8,037	9,193
Training and workshops	19,846	13,494
Travel	14,385	12,559
Venue hire	719	5,314
Volunteer expenses	680	-
Sub-total: Other direct costs	**763,681**	635,209
Total resources expended	**1,871,576**	1,771,053

13. Analysis of expenditure by programme

	Direct staff costs 2024 £	Other direct costs 2024 £	Total direct costs 2024 £	Total direct costs 2023 £
Expenditure on raising funds				
Fundraising	25,000	914	25,914	25,496
Trading	54,363	52,918	107,281	62,902
Charitable activities				
Core	73,903	155,192	229,095	250,197
Arts & Neighbourhoods	177,373	131,202	308,575	188,870
We Can Make (Homes)	240,389	182,708	423,097	321,004
YP/Education	212,931	20,347	233,278	276,706
Living Lab	129,956	12,233	142,189	181,201
KWMC:The Factory	47,642	17,372	65,014	257,646
Knowle West Alliance	137,838	124,577	262,415	137,106
Total charitable activities	**1,020,032**	**643,631**	**1,663,663**	1,612,730
Governance costs	8,500	12,907	21,407	19,761
Subsidiary activities (building fund)	-	50,164	50,164	50,164
Corporation Tax	-	3,147	3,147	-
Total resources expended	**1,107,895**	**763,681**	**1,871,576**	1,771,053

14. Analysis of group net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed Assets	-	-	2,204,377	**2,204,377**
Current Assets	251,429	187,132	326,651	**765,212**
Current Liabilities	-	-	(294,216)	**(294,216)**
Long-term Liabilities	-	-	(127,496)	**(127,496)**
Net Assets at 31 March 2024	**251,429**	**187,132**	**2,109,316**	**2,547,877**

15. Group companies

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

Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2024

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	2023 £
Income from:				
Donations	-	-	-	-
Other trading activities:				
Rent receivable	89,524	-	89,524	52,093
Other income	97,994	-	97,994	84,352
Charitable activities:				
Grants and contracts	-	-	-	-
Investment income:				
Interest receivable	2,856	-	2,856	415
Total incoming resources	**190,374**	**-**	**190,374**	136,860
Resources expended				
Administrative expenses	110,813	50,164	160,977	116,409
Total resources expended	**110,813**	**50,164**	**160,977**	116,409
Net incoming / (outgoing) resources before transfers	79,561	(50,164)	**29,397**	20,451
Reconciliation of funds				
Transfers between funds	-	-	-	-
Distribution to parent company charity	(79,561)	-	**(79,561)**	(70,615)
Net movement in funds	-	(50,164)	(50,164)	(50,164)
Total funds brought forward	1,399	1,789,358	**1,790,757**	1,840,921
Total funds carried forward	1,399	1,739,194	**1,740,593**	1,790,757

We Can Make Knowle West Community Interest Company is a subsidiary company of the charity. A summary of its operations follows:

Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2024

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2024

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	2023 £
INCOME from:				
Donations & legacies:				
Donations	-	-	-	-
Other trading activities:				
Rent receivable	14,469	-	**14,469**	11,203
Other income	-	-	-	-
Charitable activities:				
Grants and contracts	1,793	95,229	**97,022**	78,847
Investment income:				
Interest receivable	1,265	-	**1,265**	398
Total income	17,527	95,229	**112,756**	90,448
EXPENDITURE on:				
Administrative expenses	12,971	40,229	**53,200**	87,125
Total expenditure	12,971	40,229	**53,200**	87,125
Net incoming / (outgoing) resources before tax	4,556	55,000	**59,556**	3,323
Corporation Tax payable	3,147	-	**3,147**	-
Net incoming / (outgoing) resources before transfers	1,409	55,000	**56,409**	3,323
Reconciliation of funds				
Transfers between funds	-	-	-	-
Distribution to parent company charity	(1,408)		- **1,408**	(3,323)
Net movement in funds	1	55,000	**55,001**	3,323
Total funds brought forward	1	-	**1**	1
Total funds carried forward	2	55,000	**55,002**	3,324

16. Charges on property of subsidiary company

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

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

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

KNOWLE WEST MEDIA CENTRE

England & Wales - Charity number 1092375

Accounts

Knowle West Media Centre

(A registered charity and a company limited by guarantee)

incorporating Leinster House Partnership
(a company limited by guarantee)

and We Can Make Knowle West
(a Community Interest Company)

Report and Financial Statements for the Year Ended 31 March 2023

Charity number 1092375
Company number 04358350

Leinster House Partnership Limited
Company number 04866786

We Can Make Knowle West CIC
Company number 12779789

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

Financial Statements
For the Year Ended 31 March 2023

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The Management Committee presents its report and audited financial statements for the year ended 31 March 2023.

1 Our Purpose and Activities

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

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

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

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

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

- Digital inclusion and creativity as a force for change and route into education and employment.
- Equipping young people with skills and tools to become the next generation of creatives and social justice campaigners.
- Environmental action: building local awareness and actions that lead to positive global change.
- Enterprise: developing opportunities for new businesses and employment.
- Making new futures, through providing access to technology.

- Experimenting with new ideas with citizens to shape how we could live in the future.
- Celebrating the creativity of communities and providing opportunities for people to engage in cultural and arts activity.

The charity is organised into 6 programmes:
Arts and Neighbourhoods: Supporting creative enquiry and new ways of thinking and doing
We Can Make: Working with the community to create affordable homes at 'point of need' by unlocking micro-sites for development.
Young People's Programme: Equipping the next generation of creatives and campaigners
Living Lab: Harnessing the potential of technology to address local needs

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

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

2 Values

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

Integrity: behaving in a way that's honest and fair, and being prepared to be held accountable for your actions

Imagination: looking beyond the way things are or have been done, and imagining new, creative approaches

Collaboration: working together towards a common goal, valuing the contribution and expertise that each individual brings

Equity: recognising that in order for everyone to have an equal opportunity to succeed, some people may need additional support

Resilience: persevering with a task but having the flexibility to adapt to change

3 Achievements and performance

3.1 Key statistics

The statistics below show the number of people we worked with or who used our services in 2022/23:

Number of sessions = 430
Number of attendances = 7,594 (2022: 7,480)
Number of unique attendees = 3,672 (2022: 4,345)

Number of sessions for people aged under 25 = 199
Number of attendances by people aged under 25 = 1,931 (2022: 1,634)
Number of unique attendees aged under 25 = 258 (2022: 227)

3.2 Introduction

Carolyn Hassan – CEO and founder of Knowle West Media Centre:

"The last year has been both exciting and challenging. Post-Covid recovery has been tough for us just as for others in our communities and in the arts and cultural sector. The challenges facing us all economically, socially, culturally – with the lack of public funding, cost of living crisis, and the huge uncertainty that this brings, plus the effects on our collective mental health have contributed to us re-thinking KWMC's role in the world, and our work in the community. We understand we need fresh eyes, renewed commitment and focus, clarifying what we do and why. As I plan to step back after over 25 years, I am heartened by the enthusiasm, passion and creativity of the team and know that the future is exciting for KWMC. The next year will be exciting with collective planning, reimagining the future, and taking forward our values and mission, and I know this will be in safe hands. What a journey, and with so much more to do, with so many fantastic people, KWMC will be driving change where it matters."

We have had a busy year at Knowle West Media Centre embedding our practices of arts, tech and care across our projects to help create thriving high streets, homes and green spaces.

Over the last year we have fully re-opened 'KWMC:The Factory' as a resource to the local community of makers, including running a training programme to upskill the community with digital design skills. The Young People's Programme has trained a new generation of young people in digital skills and empowered them to use their voice in local policy hearings at Bristol City Council.

Our Arts and Neighbourhoods Programme has achieved success locally, nationally and internationally:

- Locally: through people becoming more skilled and confident to make social change at neighbourhood level;
- Nationally: through our participation in national networks for social action on as renewable energy, climate change, housing, and culture-led regeneration.
- Internationally: Learning from Knowle West has been taken across Europe the world through our EU research projects and membership of the European Network of Living Labs.

The We Can Make housing programme has, along with local community members, successfully completed its first two affordable homes for rent in Knowle West. We Can Make also held a public launch for its 'Playbook' and is working to share its learnings across the country.

Throughout the last year the Knowle West Media Centre team has come together to review past work and map its positioning for the future. This has led to the creation of a **KWMC playbook**, an interactive document which helps explain what we do and how we do it.

We organised a **team away day** at Folly Farm **i**n early 2023 to consider what our mission looks like in action. Here we created clear plans for the year ahead, as a whole team, and imagined an ambitious future for our arts and tech practice - woven into and driven by community priorities; set with the Knowle West Alliance.

In the last year we have also welcomed many new team members. We have taken the opportunity to bring them into the organisation through this thinking process, helping us understand and refine it to where it is now. Our growth across the organisation has led to new specialised skills which we have been able to bring to projects such as Slow the Smoke, our citizen science research project around air pollution.

3.3 Projects

Between 1 April 2022 and 31 March 2023 we delivered the following projects:

Young People's Programme

Eight creative agency : film and web commissions
After-school sessions
Sound Wave music production sessions
Future Legacy project: a science club for young women aged 16-18

Making Spaces: developing maker spaces to widen access and promote STEM
Kickstart apprentice programme
Maker City: a learning programme encouraging young people to develop new skills around design, engineering, science, tech and maths
Holiday activities: Jump into…music, sound, photography and technology

Another successful year of the Young People's Programme resulted in a new year-group of young people feeling empowered to use their own voice to create change and embrace the informal learning environment offered by KWMC.

The **Maker City** programme featured development of skills in digital fabrication, design and the built environment. Our work focuses on encouraging young people to learn how to use their art and technology skills for social action; finding innovative solutions to challenges in the present and future for their community.

Our funders Comino Foundation, Arup, Mott McDonald, Arcadis and Bristol City Council have enabled us to extend the reach of this programme to more schools, independent home-schooled young people and teachers. In offering digital fabrication training to more individuals we are proud to have been able to meet the need for these essential and exciting skills in technology where schools have been struggling. Over the next year, we will be continuing this programme and increasing our outreach to new schools in Knowle West and to home-schooled parents and young people.

Through **Soundwave**, we are able to offer opportunities in our music and recording studios at the Media Centre. As part of the Women and Non-Binary People Music Day we were able to provide a unique opportunity for young people to explore different aspects of music-making and develop their skills and confidence in a safe and inclusive environment. The workshops and courses were led by experienced professionals, who provided valuable guidance and support. Young people were able to try out new things, experiment with different technologies and hardware, and have fun while learning. The event was a great success, and we hope to continue providing more opportunities like this for women and non-binary people in the music industry.

This was also the first year Knowle West Media Centre collaborated with the **Bristol Strategic Partnership**. This partnership of engineering and design companies has allowed our young people a unique insight into the working world. Our funder companies in the City Council's Strategic Partnership opened their doors to the young people over two weeks, delivering live briefs on engineering, project management and live design challenges they are currently working on. Young people visited the offices of Arup, Mott McDonald and Arcadis and learned from mentors at these firms about a variety of jobs in STEM sectors.

In June 2022, KWMC's Youth Council attended a Youth Conference hosted by Bristol City Council at City Hall. The conference was an opportunity for Youth Councils from all around Bristol to come together, use their voices to help direct current youth funding in the city and build the future of youth services in Bristol. KWMC Youth Council were lucky enough to meet the Youth Mayor of Bristol, Anika Mistry, and were given a tour of the Council Chamber.

Arts & Neighbourhoods

- **Vibrant Tech**: Community workshops
- Knowle West Fest 2022
- Nature Action Group: Linking people in Knowle West with an interest in green spaces and wellbeing
- **Bristol and Bath Creative R&D**: Investigate inclusive spaces and how to improve them
- **Thriving Communities**: Strengthen the range of social prescribing activities
- **Equitable Privacy**: Workshops identifying potential areas for improvement of privacy and how it is addressed in the digital technologies we use
- **Co-Creating Change** - The Future: Co-designing the future Co-Creating Change Network
- **Post-pandemic futures**: Test accessible, inclusive and fun hybrid practice
- **Healthy Ageing**: Workshops for co-researchers on digital cultural products and services
- Slow the Smoke - see below

Over the last year we've continued to commission, support and collaborate with artists. Offering a space for artists to grow, experiment and work with the community of Knowle West has created community action groups, exclusive performances and a regular open drop-in space for creativity at the Media Centre.

Lights, Lights, Lights: In the dark winter months of January and February local resident artists Claudia Collins and Megan Clark Bagnall ran creative drop-in workshops at KWMC exploring ‘what lights you up’, with adults and young people - as part of the KWMC welcome spaces offering. These workshops played an important part in kicking off a new regular drop-in space, providing an important place for residents to come together through these cold months.

Opal Fruits: We were proud to host the premier of Opal Fruits at KWMC, before it toured to the Edinburgh Festival. Bristol-based artist Holly Beasley Garrigan (previously artist in residence with KWMC for the 100 years of council housing project in 2019) brought her powerful show, all about her experiences of growing up on a similar estate in London, to Knowle West. Residents loved the performance and stayed afterwards for chips and chat.

Green Spaces: We worked with artist Emma Blake Morsi, the University of Bristol and local residents to explore how tech could increase access to nature and improve health and wellbeing. Through a series of creative workshops exploring people's needs, hopes and dreams a resident-led nature action group was formed. The group wanted to ensure green action across the neighbourhood was more joined up and use tech as a storytelling tool to shift stereotypes and increase access. Emma Blake Morsi helped co-design an at-home creative pack for people who couldn’t make it to the workshops, broadening access to the co-design experiences.

Slow the Smoke: KWMC worked with Bristol City Council and University of the West of England as engagement partner on Slow the Smoke, a research project about air pollution in the Ashley ward. Sharing our expertise in citizen science and through the Bristol Approach, our engagement framework, we supported creative ways for people to get involved to share their own lived experiences of air quality, learn more about air pollution and understand what the data means.

We held workshops with citizen scientists to build their own DIY low-cost air quality sensors to collect air quality data where they lived. The data collected from these sensors were explained to the scientists and used to inform workshops with families in St. Pauls and St. Werburghs. The interpretation of the data also supported the creation of a sonic artwork and a game design in Minecraft.

The sonic artwork was commissioned by KWMC with artist, Miriam Quick of Loud Numbers who created a music track, Bristol Burning, featuring Bristol artist T. Relly, which turned local air quality data into sound. The outputs from Slow the Smoke have allowed the project's data and the community’s message for action to be shared widely in an accessible creative format. Not only did the sonic artwork feature on Channel 4 news, but it has also been nominated for a Data is Beautiful award.

Living Lab

KWMC is Bristol’s Living Lab and an active member of the European Network of Living Labs. We are participants in EU Horizon research projects, working with other consortium members from across Europe. We bring our expertise in co-designing with communities and share our arts led engagement approaches using our Bristol Approach framework.

ParCos: Participatory Communication of Science. Improving the communication of science by creating participatory science stories through broadcast media and VR/AR technologies and by using the 'Bristol Approach' to engagement.

Greengage: Engaging with citizens to co-create green initiatives and create 'citizen observatories' focussing on mobility, air quality and healthy living, with the aim of helping to deliver the European Green Deal objectives for carbon-neutral cities.

Twinergy: Creation of virtual models ('digital twins') of energy use at consumer, building and community levels.

Putting citizens at the heart of the energy market is the ambition of the Twinergy project which we've been a part of for the last year. Being one year into this three-year EU funded research project we are working towards a technology solution which supports households to actively manage and adapt their energy use to market fluctuations through the help of data and automation; with the aim of saving energy, money and carbon emissions.

As part of the project, a few households in Knowle West not only reduced their energy use and made savings on their energy bills but were able to make an extra income from selling energy back to the grid. This research project also supports wider learnings on how to create viable business models to do this on a larger scale.

As part of Twinergy we have been using our Bristol Approach framework to work with the community to design and develop digital information boards for some of the community spaces in Knowle West. These information boards will communicate messages which can support visitors to think differently about their energy use whilst navigating the space.

Through a co-design process we have identified the energy vision for Knowle West and we showcased visual examples of the digital information dashboard at Knowle West Fest in 2022. We have continued our work with community spaces to ensure the digital information boards are the most beneficial for organisations and local community members. The digital information boards are now in development, and we will be supporting the effective delivery and management of this dynamic communication platform over the next year.

We Can Make

- Construction of the first two homes
- **Community-led Homes**: Site surveys, design fees and support with application for 'registered provider' status
- **We Can Fab Knowle West**: Early stage development of a project for homes to be built by local people at KWMC:The Factory, funded by Power to Change
- **Social Infrastructure**: Development of a library of social infrastructure, funded by the National Lottery
- **Home-grown Homes**: A system demonstrator of how Modern Methods of Construction can integrate English timber products into their design and delivery, funded by the Forestry Commission

We are in a housing crisis. There is an urgent need for new ideas about the change that is needed and how we make it happen, both in policy terms and how it gets delivered on the ground. Over the last few years, the Knowle West community has developed a creative response to this crisis – positively re-wiring the housing system and creating tangible signs of what a better future could look like.

In June 2022, We Can Make successfully completed two low-carbon, locally-made, living rent homes in Knowle West, with the land and homes held in the community in perpetuity. One of the We Can Make homes was co-designed, built and lived in by John, a local bricklayer who, after separating from his wife found himself homeless. John's home is located in Bill's back garden, which Bill and his son Liam were struggling to maintain due to ill health.

The second home was co-designed, built, and beautifully decorated by Toni, who was living with her young daughter Amancia in overcrowded conditions at Toni's parents' house. Toni was involved in the whole process, from making a wall in the Factory, to painting, laying the floor, grouting, varnishing, and adding the finishing touches to make the home her own.
Toni and John moved into their homes in the summer of 2022, and the Knowle West community celebrated with a 'housewarming' party at Toni's.

We are now working with more Knowle West families in housing need to unlock land and build homes right where they're needed in the community.

John: *"We're literally building our community from the bottom up. That's the most important thing to come out of this - it's given me ownership of my community. It's giving people different choices, better choices about how things can be. And it feels like only the beginning."*

Toni: *"I'm so proud I've helped make a home for me and my daughter."*

We Can Make official launch and 'Playbook': After the successful completion of the first two homes, We Can Make began a process of sharing the model for community-led urban infill sites so that distributed and diverse communities have a common set of tools and methods to deliver homes on their own terms, where they are needed.

This included launching the We Can Make Playbook in February 2023, which sets out the working prototype, and shares how the approach could be replicated and scaled across the UK. The Playbook also included six key policy recommendations that aim to simplify and standardise the process, making it easier for more local communities and councils to adopt and adapt the We Can Make approach.

Alongside publishing the Playbook, We Can Make held a launch in partnership with Nationwide Foundation, attended by almost 300 people in-person and online. The event explored how we can create new housing futures – from the micro-site, to the neighbourhood, to the city, to the whole system – with fresh thinking on a range of issues from affordability and retrofit, to new approaches to achieving scale and impact.

The event was chaired by housing policy expert Toby Lloyd and speakers included Immy Kaur (Civic Square), Nicholas Boys Smith (Create Streets and the Office for Place), Pooja Agrawal (Public Practice), Indy Johar (Dark Matter Labs) and We Can Make's director, Melissa Mean.

KWMC: The Factory

- Factory commissions
- Factory Membership Scheme
- Factory re-development, funded by Bristol City Council's 'Open Programmable City Region' (OPCR) fund
- **MADE in South Bristol** - A programme of support for new and potential businesses, funded by European Union and WECA
- **Creative Freelancer** - Digitisation of learning materials and innovative approaches to in-person workshop delivery
- **Future Makers** - see below
- **Connector** - Digital making training programme, funded by West of England Combined Authority (WECA)

We have opened the doors to the Factory again, welcoming in the local community of makers to our fabrication spaces. Our state-of-the-art equipment is now back in operation with some of our members using the machines to help with building projects in their home, run small businesses and be creative by trialling ways of making their ideas a reality.

Two of the most popular machines in the Factory are the vinyl cutter and heat press machines which have seen lots of use in the last year creating bespoke flags for community events. A new addition to the Factory this year has been a UV printer which prints onto almost any material by spraying ink through fine nozzles and then curing with an ultraviolet light. This has been well used in a number of different community workshops and is in high demand for producing event signage, promotional materials and for external commissions.

Luke Jerram 'Moon' commission: In spring 2023 we were approached by the multidisciplinary artist Luke Jerram whose practice involves the creation of sculptures, installations and live artworks, to create a scale replica of the moon to be installed outside an observatory on St Martin's in the Isles of Scilly.

We downloaded hundreds of gigabytes of data direct from NASA and, using custom made software, converted this into a 3D model of the surface of the moon. This was split into 73 panels, machined using our CNC router, and assembled onto a laser cut plywood frame. The resulting 1 metre scale replica has mountains, valleys and craters created in extraordinary detail allow people to explore and touch the moon close-up, including the usually unseen dark side of the moon.

Future makers. We identified a gap in training locally in digital design skills and setup the Future Makers programme, supported by West of England Combined Authority. Running over 12 months, the programme supported 42 adults from diverse and marginalised backgrounds to develop digital design and making skills, gain confidence in their practice, be inspired by and receive mentoring from industry specialists and work on their own projects responding to briefs set by the team.

The course has also had excellent outcomes for the people involved: 72% of those who completed the course went on to secure either a job or to access further education and training. Reflecting on the course two of the participants said:

"*It was a lovely space with my kind of people that made me comfortable learning and not embarrassed about asking daft questions."*

"What a brilliant course! So well organised, covered so much material, learned so many new skills, physical, creative and digital. Very excited about all the possibilities the wonderful team at KWMC The Factory have taught and supported me with. Thank you."

This course was a learning experience for the KWMC team as well. This was our most ambitious course to date in terms of scale and length and has resulted in the creation of an array new skills, tools and resources that can and have been used in following workshops and for community benefit.

Knowle West Alliance

Planning Communications - Create a Community Communication Co-ordinator post to share information about planning and development with residents of Knowle West
Community Champions - Raising awareness of Covid vaccinations and supporting post-pandemic community activity
The Knowledge community newsletter
Bristol Welcome Spaces - A programme of regular activities in warm spaces across Knowle West
Cost of Living Community Hubs - Co-ordination of a local network response to the cost of living crisis for and with residents of Knowle West

The Knowle West Alliance is a network of local residents, organisations, groups and businesses. KWMC is a Founder Organisation and we continue to collaborate with the Alliance in their mission to build and support positive action in Knowle West. This has enabled us to bring our practice of arts, tech and care into the wider community ecology.

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

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

Lucy Holburn, Network Development Manager of Knowle West Alliance:

"Carolyn Hassan [CEO of KWMC] was instrumental in setting up the Knowle West Alliance, holding a vision for working together better, being proactive in building local relationships. She has made a significant personal contribution towards building a new way of collaborating in the area. Her generous leadership has been a critical factor in the getting the Alliance to where it is today. The wider organisation of KWMC has not only hosted the Alliance team, but warmly welcomed us to connect, understand and work together for the greater good of the local community.

"A lovely example is the Springfield Community Allotment – an emerging, resident led partnership, a food growing green space, and whilst food growing is not what KWMC does, through listening and participating the team were able to spot ways to support this project, connecting with KWMC's mission. We now have some beautiful signs that were co-designed as part of Make Your Mark and made using equipment and expertise at The Factory. An example of using Art, Tech and Care whilst adding value to work that is already happening.

"I'm grateful the whole team at KWMC – people from every single department contribute to the Alliance's work, collaborating on a range of projects, for example the finance team administering our Small Grants; the Arts team working on the Community Climate Action Plan, the comms team supporting our communication tools and the tech team on the To/Fro app. Gail Bevan [KWMC Front of House] volunteers to support our social media work and she personally set up a pre-loved uniform exchange under the Alliance banner, providing much needed free clothing to local families. We are very lucky to work alongside such a committed and kind group of people"

4 How our activities deliver public benefit

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

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

Knowle West Media Centre supports people in three different ways:

- Building confidence and networks
- Developing skills and ideas
- Enabling innovation and change

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

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

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

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

5 Financial Review

5.1 Summary

The 2022/23 financial year was the first since 2018/19 to be free of Covid restrictions, but it was also the first year without additional support for post-pandemic recovery. For example, grant funding from Arts Council England declined from £401,000 in 2021/22 to £92,000 in 2022/23.

Total income was £1,604,280 in 2022/23, a decrease of £101,875 (6%) compared with 2021/22. Despite this, KWMC was able to increase expenditure by £42,210 (2%) to £1,771,685. This was achieved by utilising grant funding received in advance and brought forward from the previous financial year.

5.2 Grant funding

Grant and contract income fell by £105,900 (6.5%) to £1,492,863, as post-Covid recovery funding was largely but not completely replaced. Grant and contract income continued to be the overwhelming majority (93.1%) of total income in the year (2021/22: 93.7%).

The Nationwide Foundation was the single largest funder at £204,918 (15% of income). The other funders providing at least 10% of total income were the West of England Combined Authority (£171,516), Bristol City Council (£152,091), the National Lottery Community Fund (£145,344) and the European Union (£141,217). Twenty separate funders provided grants exceeding £10,000. Note 11 to the accounts contains a complete list of all restricted funds and grant funders.

5.3 Trading income

Rent income from room lettings recovered significantly in the year, increasing by 41% from £41,915 to £59,229. Three empty units were let during the year, leaving six of the seven managed workspaces occupied the year end. The final unit has also been re-let since the year-end.

Income from Factory commissions declined from £35,554 to £22,922 as the Factory focussed on grant-funded activities. The Factory membership scheme was however re-launched during the year following its Covid shut-down, and generated income of £5,838 (2021/22: £0).

Income generated by the Eight creative agency (from external clients) reduced from £34,478 in 2021/22 to £15,424 in 2022/23. The main factor behind the reduction was a higher proportion of internal work for grant-funded projects within KWMC, which generated income of £24,552.

Overall however, the charity's trading arm **Leinster House Partnership Ltd** was able to achieve a surplus of **£70,615** (2021/22: £40,957). The surplus was transferred to the charity in the form of a distribution, as permitted under UK tax law.

5.4 We Can Make Knowle West CIC

The results of We Can Make Knowle West CIC, of which KWMC is the sole shareholder, are consolidated within the KWMC group accounts. Rental income from the two affordable homes, which were completed and occupied in the year, totalled £11,203. Interest and insurance costs totalled £7,880, giving a surplus before tax of £3,323. The surplus was transferred to the charity in the form of a distribution, as permitted under UK tax law.

5.5 Surplus and reserves

KWMC achieved a surplus of £21,488 in 2022/23 (excluding the surplus achieved by We Can Make Knowle West CIC), which increased unrestricted (free) reserves from £256,500 to £277,988. The previous year's surplus was much higher at £125,519, but this was due to a one-off Arts Council grant awarded specifically to strengthen reserves. The 2022/23 surplus met the target set in the Reserves Policy of £20,000 per annum.

A designated fund of £18,826, made up of advance receipts for contracts still in progress, was used during the year as the contracts were completed. A further designated fund of £186,200 (increased from £135,000) represents a grant from Bristol City Council which was loaned to We Can Make Knowle West CIC to part-fund the construction of two affordable homes. The grant is shown as an unrestricted fund as the funder's restriction has been met. The fund will be used to part-fund depreciation of the affordable homes over their 50-year life.

Restricted funds decreased by £223,959 to £2,357,338. Restricted funds are made up of the depreciation reserve (£2,008,032) and grant income carried forward (£349,349). The depreciation reserve was reduced by £93,901 during the year, as grant funding was released to cover future depreciation charges. Grant income carried forward decreased by £130,000, as less advance funding was carried forward than at the previous year-end. See the 'Carried forward' column of Note 11 for a full breakdown.

6 Financial outlook and going concern

Budgeted expenditure for 2023/24 is £1.858 million. Grants and contract income brought forward from 2022/23 total £386,333, and secured income has reached £1,573,476 as of November 2022, which is 85% of the fundraising target.

Multi-year funding has been secured, including Arts Council England National Portfolio Organisation funding of £92,188 pa until March 2026, and an EU Horizon research grant (funded by UK Research & Innovation) of €223,218 over 3 years to December 2025.

The Bristol Impact Fund 2 grant from Bristol City Council is worth £25,625 per annum until March 2026. Knowle West Alliance has a National Lottery Community Fund grant of £376,732 over 3 years to March 2025. A grant of £200,000 has been awarded by the Forestry Commission over 2 years to March 2025.

Having reviewed the charity's prospects for the remainder of 2023/24 and the next financial year, the trustees take the view that the charity and group are a going concern.

7 Risk Management

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

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

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

8 Reserves Policy

The Reserves Policy states that the unrestricted general fund should be equivalent to one quarter of total expenditure planned in the current year’s budget, to allow the charity to fund its day-to-day activities without recourse to short-term borrowing. Based on the 2023/24 budgeted expenditure of £1.86 million, this gives a target of £465,000.

As stated in the Financial Review above, reserves increased by £21,488 to £277,988 in 2022/23. Despite this, the general fund is still approximately £187,000 below the reserves target, and the policy states that the fund should if possible be increased by £20,000 pa until the target is met.

The reserves target is however based on the assumption that all funding will be received quarterly in arrears, whereas in practice most funding in received in advance. The cash balance at the time of writing (November 2023) is £628,000, which exceeds the reserves target.

This indicates that the reserves policy target is likely to be over-cautious, but does not imply that the actual level of reserves is excessive. The Head of Finance will carry out a review of the policy using a risk-based approach to determine the appropriate level of reserves, and a revised policy will be drafted for the consideration of trustees.

9 Investment Policy

Cash flow fluctuations prevent the Media Centre from making use of long-term investments, and funds are held in instant access, interest- bearing deposit accounts. Bank interest rates increased significantly during the year and interest received increased by 800% (from £387 to £3,598). The Investment Policy requires the Head of Finance to seek the best terms that are available from a bank that shares the charity’s ethical principles.

Knowle West Media Centre’s current banker is Triodos Bank, a Bristol-based ethical bank. Triodos fits KWMC’s ethical criteria as it only invests in organisations that benefit people and the environment, and publishes details of every organisation it lends to.

10 Our Plans for the Future

Looking forward we know that KWMC, like many organisations in the cultural and voluntary sectors, is experiencing a challenging period and we need to make changes. We continue to face a cost-of-living crisis, climate change and growing inequality of opportunity alongside public funding cuts and austerity. We will need to consider changes in leadership as the founder and CEO prepares to step down after over 25 years. Therefore, in the next year we will be focussing on planning for longer term sustainability and making necessary changes to our organisational structure and delivery plans.

We continue to commit to listening to our community, building our programme collaboratively and sharing our learning and tools with others with an approach that focusses on working locally but sharing our work globally. We will refocus, simplifying our objectives under the banner of ‘Making Thriving Neighbourhoods with Art, Tech and Care'.

10.1 Strategic aims

We will work towards our existing strategic aims, while reviewing the work of the organisation, continuing to embed a strong sense of purpose and set of intentions.

- Ensure the organisation’s sustainability: financial, environmental, programme and community.

- Achieve excellence and lead in the area of socially engaged arts and co-creation practices.

- Ensure that community engagement, inclusion and co-design practice remains at the centre of the organisation’s work, and that local people are involved in all aspects of the organisation.

- Develop our work with young people, providing opportunities for them to participate in inspiring media, tech and arts projects.

- Provide a range of learning opportunities, ensuring that we value diversity and provide access for all to participate.

- Tell the story of our work and demonstrate the difference KWMC makes.

- Work collaboratively and build relationships across the city, regionally and internationally to ensure we share our practice with the aim of increasing the impact of our work.

10.2 Objectives for the next year

We intend to focus our efforts over the next year on the realising our refreshed strategic aim of 'Making Thriving Communities with Art Tech and Care' through:

- A creative tech and arts programme that is place-based and prioritises homes, the high street and our green spaces.

- Review of The Factory as our enterprise programmes come to an end.

- Continue to deliver a young people's programme that includes a wide range of arts and technology skills and learning projects, including leadership programmes and retreats.

- Establish new relationships with Bristol Partnership to provide creative tech opportunities for young people.

- Continue to deliver the We Can Make Homes programme and explore the relationship between WCM CIC and KWMC going forward – including governance and programme collaboration.

- Continue to develop our community based digital ecosystem and articulate what we mean by Community Tech through the Makers and Maintainers Programme funded by Power to Change.

- Explore the role of artists in communities and provide opportunities for artists at all stages of their career.

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

- Contribute to city-wide initiatives such as the One City Plan and Culture Board and contribute at international level through participation in the European Network of Living Labs.

- Share citizen-led housing practices including use of sustainable building materials and retrofitting.

- Make visible the cultural and creative wealth of communities through events such as Knowle West Fest.

-

10.3 Specific programme objectives

Arts and Neighbourhoods Programme

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

The 2023/24 arts programme is focusing on the following themes:

Modelling new ways of living better together, for example through the Collect to Connect project, developing a new plant/wildlife/people sensor network.

Embedding diverse storytelling

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

Continuing to support local artists from under-represented groups to develop their practice, such as Megan Clarke Bagnall's and Claudia Collins' 'Lights, Lights, Lights' project.

Working with Filwood Community Centre to develop an exciting programme of celebratory events to take place on Filwood Broadway

Young People's Programme: Jump Studios

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

We will provide an informal programme to support young people to build confidence in themselves and develop creative, social action and leadership skills.

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

We will expand our work experience programme building on relationships with the Bristol Strategic Partnerships.

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

KWMC: The Factory

Membership - develop a staged offer of facilities, equipment and community.

Host a series of events, workshops, talks and meet-ups linking to the programme.

Build partnerships with academics, collaborating on research projects, targeting the intersection between technologies and communities.

Develop new adult skills programmes.

Explore collaborative research i.e. prototyping new building methods and processes with We Can Make

We Can Make

For 2023/24 We Can Make is focusing on delivery and strengthening the model, including:

Securing planning and finance for the second batch of micro-sites and developing the pipeline for further micro-sites.

Scaling and diversifying the We Can Make offer for serviced plots and larger developments.

Developing the methodology for growth and replication through partnerships locally and nationally.

Exploring how our neighbourhoods might be “retrofitted” and adapted to meet the growing challenges and demonstrating this through public engagement.

Knowle West Alliance

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

Include more local residents of all ages in media arts, and cultural activities, including supporting the Creative Civic Change and Priority High streets programme managed by Filwood Community Centre and facilitating the Public Art Working group.

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

Explore barriers to community empowerment and sustainability and work with Bristol City Council and the voluntary sector to address this issue. This includes working with Bristol City Council to develop and strengthen the Levelling Up Round 2 funding application.

Encourage community pride and be a catalyst for civic action.

11 Structure, Governance and Management

11.1 Governing Document

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

11.2 Recruitment and Appointment of Management Committee

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

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

A broad range of skills are represented on the Management Committee, including expertise in regeneration, the arts, law and marketing. The treasurer position is currently vacant and we are seeking to recruit a trustee with finance experience to strengthen the Management Committee.

11.3 Trustee Induction and Training

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

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

11.4 Organisational Structure

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

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

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

- Reviewing the long-term plan and advising the Management Committee on its approval.
- Reviewing annually the funding and reserves position of the organisation.
- Governance of the annual budget process.
- Reviewing annually the organisation's standing orders.
- Advising the Management Committee on the financial impact of new accounting policies, laws and regulations.
- Measuring the performance of the auditor and making an annual recommendation on reappointment.

- Reviewing the annual report and accounts for consistency with financial information reviewed by the Committee during the year and advising the Management Committee on any differences.
- Reviewing annually with management the efficiency and effectiveness of financial systems and controls.
- Reporting to the Management Committee on governance and financial matters relating to trading activities and the trading subsidiary.

Eight authorised signatories are registered with the bank, including trustees and senior employees. Any two of the signatories may make payments on behalf of the company in accordance with the financial limits set out in the Financial Standing Orders.

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

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

- Arts and Neighbourhoods
- We Can Make
- Young People
- Living Lab
- KWMC: The Factory
- Knowle West Alliance

Each programme is led by a Programme Director or Programme Manager. The activities of the programmes during the year are summarised in section 3 above. The project programmes receive managerial, administrative and financial support from the 'core' central services department, which is managed by the CEO, supported by the Finance Director and Operations Manager.

12 **Related Parties**

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

LHP Ltd is a not-for-profit company limited by guarantee and has been controlled by KWMC since 22 September 2006. The trustees of the Media Centre, are all also directors of LHP Ltd, and vice versa.

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

We Can Make Knowle West CIC was registered with Companies House on 30 July 2020 as a vehicle for community-led housing development in Knowle West and South Bristol. Knowle West Media Centre is initially the sole shareholder, holding 10 shares with an aggregate nominal value of £1. The CIC began trading in 2020/21.

These financial statements consolidate the results of Knowle West Media Centre, Leinster House Partnership Ltd and We Can Make Knowle West CIC on a line-by-line basis.

13. Reference and Administrative Information

Charity Name:	Knowle West Media Centı
Charity registration number:	1092375
Company registration number:	4358350
Registered Office and Operational Address:	Leinster Avenue Knowle West Bristol BS4 1NL

Management Committee

Ms MA Venner	Chair	
Mr R Fisher		
Mr M Little		Resigned 09/02/2023
Ms I Partridge		Resigned 09/02/2023
Ms PA Davis		
Ms JR Bunyan		
Ms RA Laurence		
Ms N Paddy-Okafor		Appointed 09/05/2022
Ms JS Braithwaite		Appointed 15/11/2022

Senior Manager
Carolyn Hassan

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

Bankers
Triodos Bank, Deanery Road, Bristol BS1 5AS

Solicitors
Stephenson Law, 4 Colston Yard, Bristol BS1 5BD

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

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

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

• select suitable accounting policies and then apply them consistently;

• observe the methods and principles in the Charities SORP;

• make judgements and estimates that are reasonable and prudent;

• state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

• prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue on that basis.

The Management Committee are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure to our auditors

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

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

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

Approved by the Management Committee on 14 December 2023 and signed on its behalf by:

Ms M A Venner (Chair)

Date:

NDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2023

OPINION

We have audited the financial statements of Knowle West Media Centre (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2023 which comprise the consolidated Statement of Financial Activities, the consolidated Balance Sheet, the charitable company Balance Sheet, the consolidated Statement of Cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

· give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

· have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

This report is made solely to the company's members, as a body, in accordance with Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent chartable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

MARK POOLEY (Senior Statutory Auditor)

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

Date:

Knowle West Media Centre

Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	2022 £
INCOME from:					
Donations & legacies					
Donations		1,369	694	**2,063**	1,026
Other trading activities					
Sales		46,527	-	**46,527**	64,063
Rent income		59,229	-	**59,229**	41,915
Charitable activities					
Grants and contracts		129,900	1,362,963	**1,492,863**	1,598,764
Investment income					
Interest receivable		3,598	-	**3,598**	387
Total income	11	240,623	1,363,657	**1,604,280**	1,706,155
EXPENDITURE on:					
Fundraising		25,496	-	**25,496**	22,175
Trading		62,902	-	**62,902**	76,244
Charitable activities		255,636	1,357,094	**1,612,730**	1,565,571
Governance costs		19,761	-	**19,761**	15,484
Depreciation of building		-	50,164	**50,164**	50,230
Total expenditure	12	363,795	1,407,258	**1,771,053**	1,729,704
Net incoming (outgoing) resources before transfers		(123,172)	(43,601)	**(166,773)**	(23,549)
Reconciliation of funds					
Transfers between funds	11	180,358	- 180,358	**-**	-
Net movement in funds		57,186	(223,959)	**(166,773)**	(23,549)
Total funds brought forward		410,326	2,581,297	**2,991,623**	3,015,172
Total funds carried forward		467,512	2,357,338	**2,824,850**	2,991,623

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

Knowle West Media Centre **Company no 4358350**

Balance sheet as at 31 March 2023

	Notes	The Group 2023 £	The Group 2022 £	The Charity 2023 £	The Charity 2022 £
Fixed assets					
Tangible assets	3	**2,336,638**	2,415,892	**218,631**	262,368
Long-term investments		**50**	50	**51**	51
Current assets					
Debtors and prepayments	4	**306,143**	172,482	**599,409**	414,474
Stock		**3,795**	1,886	**-**	-
Cash at bank and in hand		**533,452**	782,497	**386,270**	632,388
		843,390	956,865	**985,679**	1,046,862
Current liabilities					
Creditors: amounts falling due within 12 months	5	**(200,228)**	(226,184)	**(170,269)**	(158,579)
Net current assets		**643,162**	730,681	**815,410**	888,283
Creditors: Amounts falling due after more than one year	6	**(155,000)**	(155,000)	**-**	-
Net assets		**2,824,850**	2,991,623	**1,034,092**	1,150,702
Funds					
Unrestricted funds	11				
General fund		**277,988**	256,500	**276,588**	255,101
Designated funds		**189,524**	153,826	**189,524**	153,826
		467,512	410,326	**466,112**	408,927
Restricted funds					
Project grants		**349,349**	479,407	**349,349**	479,407
Depreciation reserve		**2,007,989**	2,101,890	**218,631**	262,368
Restricted funds		**2,357,338**	2,581,297	**567,980**	741,775
Total funds		**2,824,850**	2,991,623	**1,034,092**	1,150,702

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

These financial statements were approved by the trustees on 14 December 2022

Signed on behalf of the trustees by:

Miriam Venner (Chair)

Date

Knowle West Media Centre **Company no 4358350**

Consolidated Cash Flow Statement for the year ended 31 March 2023

	Notes	2023 £	2022 £
Cash used in operating activities		**(163,902)**	535,727
Cash flows from investing activities:			
Proceeds from sale of fixed assets		**-**	-
Purchase of fixed assets	2	**(85,143)**	(509,062)
Increase/(decrease) in cash and cash equivalents		**(249,045)**	26,665
Cash & cash equivalents at start of year		**782,497**	755,832
Cash & cash equivalents at end of year		**533,452**	782,497

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

	Notes	2023 £	2022 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		**(166,773)**	(23,549)
Adjustments for:			
Depreciation charges	2	**164,397**	161,705
Decrease/(increase) in debtors	3	**(133,661)**	130,129
Decrease/(increase) in stock		**- 1,909**	(781)
Increase/(decrease) in creditors	4	**- 25,956**	268,223
Net cash used in operating activities		**(163,902)**	535,727

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2023

1. Principal accounting policies

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

a) Basis of accounting
The financial statements have been prepared in accordance with Accounting & Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Knowle West Media Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s).

Preparation of the accounts on a going concern basis

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

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

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

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

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

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

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

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

[iv] Investment income is included when receivable.

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

Principal accounting policies (continued)

[vi] Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Expenditure and irrecoverable VAT
Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered.

[i] Expenditure on raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

[iii] Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the reporting accountant's fees and costs linked to the strategic management of the charity.

[iv] All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

e) Tangible fixed assets
[i] Office fittings and equipment are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method for all items costing over £250.

[ii] Improvements to leased property are depreciated on a straight-line basis over the remaining life of the lease.

[iii] The affordable modular homes built by We Can Make Knowle West CIC are valued at historical cost and depreciated on a straight-line basis over 50 years.

f) Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instrument are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are measured at the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

g) Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiaries Leinster House Partnership Limited and We Can Make Knowle West CIC on a line by line basis.

2. Prior period comparison

Consolidated Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2022

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £
INCOME from:			
Donations & legacies			
Donations	926	100	**1,026**
Other trading activities			
Sales	64,063	-	**64,063**
Rent income	41,915	-	**41,915**
Charitable activities			
Grants and contracts	192,913	1,405,851	**1,598,764**
Investment income			
Interest receivable	387	-	**387**
Total income	300,204	1,405,951	**1,706,155**
EXPENDITURE on:			
Raising funds	98,419	-	**98,419**
Charitable activities	169,703	1,395,868	**1,565,571**
Governance costs	15,484	-	**15,484**
Depreciation of building	-	50,230	**50,230**
Total expenditure	283,606	1,446,098	**1,729,704**
Net outgoing resources before transfers	16,598	(40,147)	**(23,549)**
Reconciliation of funds			
Transfers between funds	262,747	- 262,747	**-**
Net movement in funds	279,345	(302,894)	**(23,549)**

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2023

3. Tangible Fixed Assets

	Land, building and leasehold improvements	Housing stock	Subsidiary equipment	Office fittings and equipment	Total
	£	£	£	£	£
COST					
At 1 April 2022	2,702,254	314,002	206,039	433,538	**3,655,833**
Additions in Year	-	21,354	-	63,789	**85,143**
Disposals in Year	-	-	-	(2,567)	**(2,567)**
At 31 March	2,702,254	335,356	206,039	494,760	**3,738,409**
DEPRECIATION					
At 1 April 2022	762,052	-	206,039	271,850	**1,239,941**
Charge for the Year	100,504	6,707	-	57,186	**164,397**
Disposals in Year	-	-	-	(2,567)	**(2,567)**
At 31 March	862,556	6,707	206,039	326,469	**1,401,771**
NET BOOK VALUE					
At 31 March	**1,839,698**	**328,649**	**-**	**168,291**	**2,336,638**
At 1 April 2022	1,940,202	314,002	-	161,688	2,415,892

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

	The Group		The Charity	
	2023	2022	**2023**	2022
	£	£	**£**	£
4. Debtors and prepayments				
Sundry debtors and prepayments	81,448	70,062	73,752	50,013
Inter company	-	-	302,652	262,041
Grants receivable	224,695	102,420	223,005	102,420
	306,143	172,482	**599,409**	414,474
5. Creditors				
Falling due within 12 months				
Sundry creditors and accruals	114,856	90,519	99,656	74,274
Inter company	-	-	28,215	14,544
Deferred income (note 7)	85,372	135,665	42,398	69,761
	200,228	226,184	**170,269**	158,579

6. Creditors: Amounts falling due after more than one year

Knowle West Media Centre has secured two long-term loans for the purpose of constructing two affordable modular homes.

	Loan principal £	Interest rate	Interest payable £	Repayment date
Bristol & Bath Regional Capital CIC	105,000	6.5%	35,480	01/09/2029
City Funds LP	50,000	1.5%	4,152	01/09/2029
	155,000		**39,632**	

7. Deferred income

	Opening balance at 1 April 2022		Amount released to income in year	Deferred in year	Closing balance at 31 March 2023
Redcatch Community Garden - Quarter page advert in summer 2022 issue of Knowledge	131	-	131		-
Badham Pharmacy - Half page adverts in summer, autumn & winter 2022 issues	675	-	675		-
Comino Foundation - Proportion (5/12) of grant covering April to August 2022	21,068	-	21,068		-
National Foundation for Youth Music - Funding received on 31/3/2022 for next financial year	47,887	-	47,887		-
Battersea Arts Centre - Fee for incomplete commission c/f				35,129	35,129
University of Bristol - Fee for incomplete commission c/f				4,469	4,469
Mufti Games Ltd - Fee for incomplete commission c/f				2,500	2,500
Knowle Neighbourhood Planning Group - Fee for administration of grant of £3,000				300	300
Sub-totals: Charity	**69,761**	**-**	**69,761**	**42,398**	**42,398**
University of Bath - Fee invoiced 30/03/2022	2,707	-	2,707	-	-
Barton Camp - Fee for uncompleted work c/f	687	-	687	-	-
Barnardo's - Fee for uncompleted work c/f	11,347	-	7,564	-	3,783

	Opening balance at 1 April 2022		Amount released to income in year	Deferred in year	Closing balance at 31 March 2023
University of Bristol - Fee for incomplete commission c/f (LE089 Vibrant Film)	-		-	1,161	1,161
Active Travel Bristol - Fee for incomplete commission c/f	-		-	2,952	2,952
University of the West of England - Room hire and catering for event on 13 July 2023	-		-	847	847
Control Shift - Fee for incomplete commission c/f (LE091 Feeling Machines Film)	-		-	710	710
DLUHC - Payment for work still to be delivered	51,163	-	51,163	-	-
National Lottery Community Fund - Payment for work still to be delivered	-		-	33,521	33,521
Group totals	**135,665**	**-**	**131,882**	**81,589**	**85,372**

8. Capital commitments and contingent liabilities

There are no capital commitments or contingent liabilities at the year end.

9. Employee information

	2023	2022
Number of employees	34.4	33.8

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

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

	2023	2022
	£	£
Salaries and wages	1,015,756	966,234
Social security costs	90,995	80,482
Employer pension contributions	29,093	27,102
	1,135,844	1,073,818

The key management personnel of the group comprises the trustees, the Chief Executive Officer, the Head of Finance, the Operations Manager, the Development Manager and six Programme Managers. The total employee benefits of the key management personnel of the group were £339,136 (2022: £309,599).

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2023

10. Trustee information

	2023	2022
	£	£
Trustees remuneration and expenses	-	-

The trustees received no remuneration in the year.

11. Movements in Funds

Restricted Funds:	At 1 April 2022 £	Received in year £	Utilised in year £	Transfers in year £	At 31 March 2023 £
Core					
Dept for Work and Pensions	-	1,740	(1,740)	-	-
Go Fund Yourself	-	200	(200)	-	-
Nationwide Foundn	1,596	-	(1,000)	-	596
Power to Change		20,000	-	-	20,000
Quartet Comm Fdn	-	2,380	(2,380)	-	-
Thrive Renewables	-	3,304	-	-	3,304
Watershed	-	5,000	-	-	5,000
Arts & Neighbourhoods & Living Lab					
Arts Council England (NPO)	-	92,188	(53,944)	(38,244)	-
Bristol C Council	-	66,066	(52,253)	(13,813)	-
Bristol Ideas	500	-	(500)	-	-
DLUHC	-	7,992	(2,185)	-	5,807
European Union	116,089	61,420	(160,416)	(5,156)	11,937
Innovate UK	-	17,625	(17,625)	-	-
Local Trust	5,350	2,600	(7,950)	-	-
National Academy Social Prescribing	3,619	2,000	(5,619)	-	-
Univ of Bristol	-	17,632	(17,632)	-	-
Univ of the WoE	-	10,000	(10,000)	-	-
We Can Make (Homes)					
Bristol C Council	-	55,000	(3,800)	(51,200)	-
DLUHC	-	51,164	(51,164)	-	-
Forestry Comm	-	37,074	(37,074)	-	-
National Lottery	-	16,478	(16,478)	-	-
Nationwide Foundn	74,220	201,749	(166,877)	(3,334)	105,758
Power to Change	-	24,900	(24,900)	-	-
Rowntree Foundn		50,000	(5,843)	-	44,157
WECA		1,350	(1,350)	-	-
Young People/Education					
Arup	3,000	-	(3,000)	-	-
BBC Childr in Need	4,473	19,967	(22,357)	-	2,083
Bristol C Council		20,750	(20,750)	-	-
Comino Foundation	-	49,679	(49,679)	-	-
Crown Comm Serv	29,079	-	(29,079)	-	-
DWP	-	18,153	(14,219)	(3,934)	-
Ernest Cook Trust	314	-	(314)	-	-

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2023

	At 1 April 2022	Received in year	Utilised in year	Transfers in year	At 31 March 2023
Go Fund Yourself	-	1,000	(1,000)	-	-
HMRC	-	426	(426)	-	-
Univ Coll London	43,296	19,189	(52,835)	(700)	8,950
Youth Music	-	47,487	(40,973)	(292)	6,222
KWMC:The Factory					
Bristol City Council	126,525	-	(32,397)	(84,888)	9,240
European Union	-	79,797	(78,621)	(1,176)	-
Local Trust	1,039	-	(8)	(1,031)	-
Power to Change		100	(100)	-	
NatWest (Project North West of England	-	2,321	(2,321)	-	-
	4,920	170,166	(173,912)	(1,174)	-
Knowle West Alliance					
Bristol City Council	55,402	14,008	(30,093)	(609)	38,708
Go Fund Yourself		7,800	(7,800)	-	-
HMRC		743	(743)	-	-
KW Health Park		2,000	(250)	-	1,750
Local Trust	412	400	(812)	-	-
National Lottery		128,866	(66,743)	(351)	61,772
Open University	900	-	-	-	900
Quartet CF	8,094	30,531	(16,765)	(352)	21,508
Sustain Redland	479	-	(240)	-	239
Univ of Bristol		1,318	-	-	1,318
Youth Music		400	(400)	-	-
Restricted donations	100	694	(694)	-	100
	479,407	1,363,657	(1,287,461)	(206,254)	349,349
Depreciation resrv	2,101,890	-	(157,690)	63,789	2,007,989
Inter company	-	-	37,893	(37,893)	-
Restricted Funds Total	**2,581,297**	**1,363,657**	**(1,407,258)**	**(180,358)**	**2,357,338**
Unrestricted Funds:					
Designated fund - We Can Make	18,826	125,018	(114,693)	(25,827)	3,324
Designated fund - BCC grant loaned to WCMKW	135,000			51,200	186,200
General fund	255,101	79,806	(175,411)	117,092	276,588
General fund in subsidiaries	1,399	151,630	(151,629)	-	1,400
Inter company transactions	-	(115,831)	77,938	37,893	-
Total Unrestricted	**410,326**	**240,623**	**(363,795)**	**180,358**	**467,512**
Total Funds	**2,991,623**	**1,604,280**	**(1,771,053)**	**-**	**2,824,850**

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

Transfers

£38,244 - £1672 funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of MacBook Air laptop and a Metabones Speed Booster lens; £36,572 of NPO funding for whole organisation transferred to the general fund.

£13,813 transferred to the general fund.

£5,156 transferred to the depreciation reserve to cover future depreciation of 2 x MacBook Pro, 2 x MacBook Air laptops and a Pico 4 VR headset.

£51,200 funding from Bristol City Council towards the costs of building two affordable modular homes for rent was loaned to We Can Make Knowle West CIC, which has built the homes. The grant has been transferred to an unrestricted designated fund as the funder's conditions have now been met.

£3,334 transferred to the depreciation reserve to cover future depreciation of 2 x MacBook Pro laptops

£3,934 transferred to the depreciation reserve to cover future depreciation of 22 x Sofia adjustable lumbar operators chairs.

£700 transferred to the depreciation reserve to cover future depreciation of 3 x Lenovo M10 tablets and a GoPro Hero 8 video camera.

£292 transferred to the depreciation reserve to cover future depreciation of 3x Focusrite Scarlett Solo audio interfaces.

£84,888 - £44,828 transferred to the depreciation reserve to cover future depreciation of fittings, equipment and furniture at KWMC:The Factory; £40,060 transferred to the general fund, the funder's conditions having been met.

£1,176 transferred to the depreciation reserve to cover future depreciation of a MacBook Pro laptop.

£1,031 transferred to the general fund.

£1,174 transferred to the depreciation reserve to cover future depreciation of 6 x Wacom graphic tablets, filters for PrintPro 3 extraction unit, LED lights and stands

£609 transferred to the depreciation reserve to cover future depreciation of a refurbished MacBook Air laptop.

£351 & £352 transferred to the depreciation reserve to cover future depreciation of 2 x Lenovo ThinkPad X390 laptops.

£63,789 is the total transfer to the depreciation reserve to cover the cost of future depreciation of all capital assets purchased in the financial year.

£37,893 was transferred from KWMC to its subsidiaries to purchase services including room hire, Factory memberships, management and overhead costs.

£25,827 - Includes a transfer of £212 to the depreciation reserve to cover the future depreciation of a Vodex laser cutter filtration unit, and the surplus on unrestricted funds of £25,615 transferred to the general fund.

£51,200 - Funding of £55,000 from Bristol City Council towards the costs of building two affordable homes was loaned to We Can Make Knowle West CIC, which has built the homes. The grant, net of £3,800 used to cover depreciation of the homes, was transferred to an unrestricted designated fund as the funder's conditions have now been met.

£117,092 is the transfer of surpluses to the General Fund.

12. Resources expended

	2023	2022
	£	£
Wages and salaries	1,135,844	1,073,818
Other direct costs		
Audit costs	12,095	10,044
Bad debt	61	18
Bank charges	356	287
Catering costs (for resale)	1,341	255
Depreciation	164,397	161,705
Equipment rental	1,838	506
Expensed equipment	11,430	10,381
Freelance associates	134,916	171,719
Fundraising	479	485
Grants to groups	10,540	13,879
Healthcare for staff	2,843	-
Heat and light	12,854	10,896
Insurance	14,811	12,826
Interest on loan capital	7,575	-
IT consumables and repairs	29,575	17,441
Legal and professional fees (projects)	73,504	125,937
Materials	20,786	27,459
Miscellaneous	69	242
Other project costs	292	1,158
Postage	50	513
Printing (commissions)	7,245	7,878
Project premises	14,673	16,563
Publicity	2,470	3,694
Rates and water rates	4,228	4,638
Recruitment and DBS fees	640	1,570
Recycling and waste collection	1,385	1,275
Redundancy payments	22,262	-
Refreshments	5,492	4,078
Repairs and maintenance	8,960	15,555
Security	2,694	3,434
Selling fees	113	230
Stationery and photocopying	3,422	1,572

	2023	2022
	£	£
Subscriptions	7,364	6,309
Subsistence	13,889	6,904
Telephone/mobile	9,193	7,365
Training and workshops	13,494	2,788
Travel	12,559	5,089
Venue hire	5,314	1,193
Sub-total: Other direct costs	**635,209**	**655,886**
Total resources expended	**1,771,053**	**1,729,704**

13. Analysis of expenditure by programme

	Direct staff costs 2023	Other direct costs 2023	Total direct costs 2023	Total direct costs 2022
	£	£	£	£
Expenditure on raising funds				
Fundraising	25,017	479	25,496	22,175
Trading	22,388	40,514	62,902	76,244
Charitable activities				
Core	40,067	210,130	250,197	362,713
Arts & Neighbourhoods	135,523	53,347	188,870	282,225
We Can Make (Homes)	194,417	126,587	321,004	266,463
YP/Education	250,252	26,454	276,706	236,905
Living Lab	159,100	22,101	181,201	152,252
KWMC:The Factory	197,710	59,936	257,646	192,340
Knowle West Alliance	103,370	33,736	137,106	72,673
Total charitable activities	**1,080,439**	**532,291**	**1,612,730**	**1,565,571**
Governance costs	8,000	11,761	19,761	15,484
Subsidiary activities (building fund)	-	50,164	50,164	50,230
Total resources expended	**1,135,844**	**635,209**	**1,771,053**	**1,729,704**

14. Analysis of group net assets between funds

	General Funds	Designated Funds	Restricted Funds	Total Funds
	£	£	£	£
Fixed Assets	-	-	2,336,688	**2,336,688**
Current Assets	277,988	189,524	375,878	**843,390**
Current Liabilities	-	-	(200,228)	**(200,228)**
Long-term Liabilities	-	-	(155,000)	**(155,000)**
Net Assets at 31 March 2023	**277,988**	**189,524**	**2,357,338**	**2,824,850**

15. Group companies

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

Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2023

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	2022 £
Income from:				
Donations	-	-	-	-
Other trading activities:				
Rent receivable	52,093	-	52,093	41,916
Other income	84,352	-	84,352	90,108
Charitable activities:				
Grants and contracts	-	-	-	-
Investment income:				
Interest receivable	415	-	415	13
Total incoming resources	**136,860**	**-**	**136,860**	132,037
Resources expended				
Administrative expenses	66,245	50,164	116,409	141,310
Total resources expended	**66,245**	**50,164**	**116,409**	141,310
Net incoming / (outgoing) resources before transfers	70,615	(50,164)	**20,451**	(9,273)
Reconciliation of funds				
Transfers between funds	-	-	**-**	-
Distribution to parent company charit	(70,615)	-	**(70,615)**	(40,957)
Net movement in funds	-	(50,164)	(50,164)	(50,230)
Total funds brought forward	1,399	1,839,522	**1,840,921**	1,891,151
Total funds carried forward	1,399	1,789,358	**1,790,757**	1,840,921

16. Charges on property of subsidiary company

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

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

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

KNOWLE WEST MEDIA CENTRE

England & Wales - Charity number 1092375

Accounts

Knowle West Media Centre

(A registered charity and a company limited by guarantee)

incorporating Leinster House Partnership
(a company limited by guarantee)

and We Can Make Knowle West
(a Community Interest Company)

Report and Financial Statements for the Year Ended 31 March 2022

Charity number 1092375
Company number 04358350

Leinster House Partnership Limited
Company number 04866786

We Can Make Knowle West CIC
Company number 12779789

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

Financial Statements
For the Year Ended 31 March 2022

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The Management Committee presents its report and audited financial statements for the year ended 31 March 2022.

1 Our Purpose and Activities

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

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

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

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

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

- Digital inclusion and creativity as a force for change and route into education and employment.
- Equipping young people with skills and tools to become the next generation of creatives and social justice campaigners.
- Environmental action: building local awareness and actions that lead to positive global change.
- Enterprise: developing opportunities for new businesses and employment.
- Making new futures, through providing access to technology.

- Experimenting with new ideas with citizens to shape how we could live in the future.
- Celebrating the creativity of communities and providing opportunities for people to engage in cultural and arts activity.

The charity is organised into 6 programmes:
Creative Programme: Supporting creative enquiry and new ways of thinking and doing
We Can Make: Working with the community to create affordable homes at 'point of need' by unlocking micro-sites for development.
Young People's Programme (Jump Studios): Equipping the next generation of creatives and campaigners

Neighbourhoods Programme (Living Lab): Harnessing the potential of technology to address local needs
'KWMC: The Factory': Making new futures through manufacturing and business
Knowle West Alliance: Building a collaborative partnership of local residents, businesses and organisations to support positive action in Knowle West. (A joint initiative with Filwood Community Centre, The Park, Re:work and Knowle West Health Park.)

2 Values

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

Integrity: behaving in a way that's honest and fair, and being prepared to be held accountable for your actions

Imagination: looking beyond the way things are or have been done, and imagining new, creative approaches

Collaboration: working together towards a common goal, valuing the contribution and expertise that each individual brings

Equity: recognising that in order for everyone to have an equal opportunity to succeed, some people may need additional support
Resilience: persevering with a task but having the flexibility to adapt to change

3 Achievements and performance

3.1 Key statistics

The statistics below show the number of people we worked with or who used our services in 2021/22:

Number of attendees = 6,525
Number of attendances = 7,480
Number of unique attendees = 4,345

Number of attendees aged under 25 = 1,439
Number of attendances by people aged under 25 = 1,634
Number of unique attendees aged under 25 = 227

3.2 Organisational development and post-pandemic recovery

Following lockdown and the associated remote working, hybrid meetings and uncertainty, we focussed on thinking about what it is that we do and why, what the impact is that we want to make and what the culture is that we want to nurture, both in our organisation and the wider community. Some of the key questions we explored were:

What is our inspiration and how do we inspire others, nurture hope and work in a positive way now to build a future we want for our communities?

How do we use our experience during lockdowns of working online, in the most useful and productive way?

How do we use digital to expand inclusivity and find new ways of building relationships to connect with people?

We want to create the conditions for positive change, sustainability in all its forms and a fairer society. How do we make our physical spaces welcoming to all, build local relationships and share our learning globally?

We considered these issues in the following ways:

Firstly, we explored our organisational culture and asked how can we better understand ourselves so that we can talk confidently about our aims and invite others to join us. We worked with consultants Current Works, and were challenged, inspired and supported to think about KWMC's past and think afresh about our future. As a result, we began developing the 'KWMC Playbook'.

The Playbook is a resource for our practice; it is a collective effort to help the team agree priorities, and tell the story of KWMC based on a shared understanding of how we work and the difference we have, and intend to make. The Playbook is primarily for our team, and to share with our collaborators and community to understand ourselves better, and to grow our organisational culture and programme.

Secondly, we approached this exploration and the work we do through the 'Come Together' programme, funded by Arts Council England. Drawing on our experiences of hybrid working and being isolated at home, we explored ideas of inclusivity, creativity and welcome.

3.3 Projects and Case Studies

Between 1 April 2021 and 31 March 2022 we delivered the following projects:

Young People's Programme

- Eight creative agency
- After-school sessions: Creative Hub, Control-Alt-Delete, Maker City

- Sound Wave music production sessions
- Creative Workforce for the Future
- Maker City
- Future Legacy project
- Youth equity and STEM
- Making Spaces
- Kickstart apprentice programme
- Holiday activities: Jump into...music, sound, photography and technology
- Music Studio tuition and support
- Work experience placements

Case Study: Future Legacy Project

Future Legacy Project was an exciting creative programme supporting young women and non-binary people aged 16-18 to make a difference in the world by creating their own digital social action project. The aim of the programme was to support the participants to learn and develop key STEAM skills (Science, Technology, Engineering, Art and Maths) to be able to plan, design and implement digital social action projects.

We have run the programme 3 times over the past 3 years. In May 2022, our latest cohort graduated from a programme where they learned new skills such as web development, photography, video, animation, and product design. We also worked with brilliant mentors and had many opportunities to meet inspirational professional women and non-binary folk.

As part of the programme, we went on a 4-day retreat at Folly Farm to connect and develop skills in social action. We shared those experiences, through the voices of the participants, whose blogs you can find here.

"*If you are intimidated about applying to this retreat, then don't be. It's one of the most amazing experiences of my life, as you get to meet new, kind people and learn life-changing skills.*" Ideja (a participant)

The programme saw four social action groups form:

SD2: a charity and business that supports all those that wish for an education
Open-Minded: a mental health and well-being organisation
Le Chat: A sustainable, eco-friendly cat café
EFA: A non-profit organisation whose proceeds are split between charities for a range of equality-based issues

Case Study: Jump Studios

Jump Studios, which is the brand name of KWMC's Young People's Programme, used co-creation to approach serious themes that the young people themselves wanted to tackle. The after-school sessions running consistently throughout the year saw young people use a variety of skills and activities to address these challenges within the community.

In October 2021, Jump Studios ran a Photography Programme for 10 to 16-year-olds throughout the half-term holidays. The programme featured a day where the young people collaborated with We The Curious. The goal was to produce a photograph that expressed their take on climate change, in the community, for COP-26. The young people themselves had previously said at the start of the year that they believe we should be saying 'Climate Emergency' as opposed to 'Climate Change' and this was a perfect way for them to experiment with photography skills and carry that message forward.

The Jump Studios programme also saw their winter-spring term incorporate the theme of mental health, where they were guided by the '5 steps of mental health and wellbeing: give, connect, keep learning, take notice and be active.' They incorporated in their work in their creative works, even creating music on the topic in Sound Wave.

Over Summer 2021, Jump Studios ran a series of workshops with the We Can Make team to help introduce sustainable community architecture to the young people of Knowle West with the hope of guiding the new generation with an understanding of sustainable living.

This year also saw the launch and growth of the youth council, which launched in January 2022, that directly gives a voice for young people to engage with topics such as 'reCREATE Filwood' and the development of Filwood Broadway. The youth council has continued into a regular meeting to amplify young people's voices in the community.

In October 2021 we welcomed our Maker City cohort of young people back to the newly refurbished KWMC The Factory. This year, Maker City expanded into three strands:

- Maker City Inspire: an introduction to the STEAM programme, learning the skills needed to design, prototype and create a product for their social action theme using digital fabrication equipment.
- Maker City self-led: a space for returning young people to come and continue their creative maker city projects they have been working on over the months they have been engaging with Maker City.
- Maker City Industry: a space for young people to gain real-world experience and insight into how some of the most influential construction organisations create change in Bristol and beyond.

The participants have been taking part in live project work alongside mentors from the Bristol Strategic Partnership: Arup, Arcadis and Mott Macdonald. The projects the young people worked on were: Ensuring accessible transport for the "Youth Zones" project, prototyping houses for 'Better Lives at Home', and 'How Sustainability is considered in businesses when designing homes'.

In January 2022, the Maker City team were busy delivering a programme alongside the curriculum at 'KnowleDGE' (a local school). Combining Maker City with assessments alongside the school curriculum has allowed the young people to express their creativity, learn new STEAM skills and have the chance to talk about social issues that matter to them. It has enabled a different perspective on how STEAM can be combined with product design and creativity while completing assessment criteria.

Finally, one of the gaps Jump Studios found in our approach since lockdown was connection with members of the community and other organisations, which led to the formation of Tea & Coffee Mornings, that supported ongoing relationships and nurtured new ones.

Neighbourhoods and Living Lab Programme

- Our Digital City: training and support for community organisations across Bristol
- ParCos: Participatory Communication of Science
- Twinergy: Intelligent interconnection of prosumers in positive energy communities with twins of things for digital energy markets
- Access and Active Leisure in a Time of Pandemic
- SPHERE: Sensor Platform for Healthcare in a Residential Environment
- Nomadic Bristol Digital Futures Institute Fellowship Project
- Air Quality Engagement
- Active in Lockdown
- Hedgehog Houses
- Slow the Smoke
- Knowledge Newsletter

Case Study: Re-Think Re-Make Re-Cycle

Re-Think Re-Make Re-Cycle was born from conversations with the community, and their concerns about the impact of climate change and actions they could take on a hyper-local level. These conversations led to the issue of household waste; what was the scale and impact of their household waste and how we could experiment with creative solutions to the problem. We used two ways to explore this issue, they were workshops and the creation of a 'zine'.

The workshops incorporated mixed presentations, collaborative online tools such as a Jam board, group discussion and video tutorials. 'Home packs' were delivered to the participants. These included:

1 Printed 'waste audit' sheets to measure household paper and plastic waste.
2 Ingredients and tools for making bioplastic pine resin pots and gelatine-based plastic with agar
3 Safety clothing for bioplastics activities.
4 A sewing kit, fabric, and towel for making washable, reusable cloths.
5 A laser cut keyring made with recycled plastic sheet.

Participants were able to create solutions to waste in the household through the actual making and appreciation of their own recycled and reused waste objects.

We then worked together with the families to tell stories using the data collected and communicate what was learnt through the creation of a Zine called 'ReThink ReMake ReCycle'.

The Zine communicated what the participants discovered, had information and advice for reducing waste, a range of tutorials, activities and puzzles that were inspired by the project. The Zine worked well as a creative and engaging way to collate, communicate and share a community data set.

Arts Programme

- Filwood Fantastic
- Creativity and Care
- Dance Connect
- Project Night
- Our Space Railings Art (see Case Study)
- Thriving Communities
- Come Together (see Case Study)
- Knowle West Fest
- CoCreating Change Peer Learning & Partnership

Case study: Come Together

Lockdown brought with it a new challenge: relying on technology to stay connected. As we moved back into the world, we wanted to explore a programme that explored creative ways to stay connected using a mix of digital and physical ('hybrid') tools, in order to be as inclusive as possible.

Come Together was a programme of public events, training, co-creation and commissions from summer to autumn 2021. It provided opportunities for communities and artists, representative of varied lived experiences, to explore re-imagine and co-create together in Bristol and with three national partners across the UK. The artists and communities developed new skills in 'hybrid' arts practices and co-created inclusive spaces and experiences for connection.

After a series of inspiring workshops, experimentation and six artist commissions, we hosted our Come Together Weekender. The weekender was four days of workshops, talks and events delving into different questions around 'hybrid' through the themes of: 'Inclusion in Action', 'Making it Sensory', 'Imagining for real' and 'Claiming the right to rest'.

The work that the six commissioned artists (Ant Lightfoot, Emma Blake Morsi, Linda Brothwell, Malcolm Hamilton, Michelle Roche and Mary Flora Hart) made with communities can be seen on our website along with other resources and hybrid practice tips. Through the programme we also worked with three critical friends Roseanna Dias - creative producer, curator and critical researcher, John Kelly - a disability and human rights campaigner and Claudia Collins - a Bristol-born community artist.

"By reflecting throughout and being able to have honest conversations – it helped us identify and respond to some of the challenges and conflict in a timely way – directly impacting the project as it developed"
Roseanna Dias

"It is so important to make sure we don't just go back to 'normal' – to keep experimenting and working – not losing the learnings of new ways to connect through the pandemic"
John Kelly

Case study: Megamix

As part of being an arts organisation and charity, we have found that our staff have a wide variety of skills, both creative and otherwise, that they either experiment with or are experts in. Whether this is inside or outside of the work they do at KWMC, we wanted to recognise and celebrate this, whilst hoping to inspire them along the way.

We ran regular informal events in the KWMC garden for the team to share creative practice. This was a way to celebrate achievements and encourage and enable everyone to bring their whole selves to work. After distributed working through the pandemic, this was needed and has helped cultivate a richer culture of sharing and inspiration.

We also supported 'go-see' trips within Bristol and beyond to encourage outward looking and development of ideas – we went to the Onion Collective in Watchet, and to Real Ideas and Nudge Community Builders in Plymouth. We have brought these ideas back and they have been used to inform and shape our practice.

These events helped cultivate a culture of inspiration that helped us move forward and **experiment**.

Case study: Our Space

We wanted to improve the external appearance of our building in a way that could celebrate KWMC in the present day. We worked with illustrator Yoli Ward-Streeter (who was mentored by artist Adam Bridgland and shadowed by emerging artist Keyane Allman) and the creative Young People of Jump Studios, to co-create a new artwork in the public realm on the street-facing railings. Through Our Space, we were able to support artists from a variety of disciplines at different points in their careers.

"Our Space was such an exciting project to be part of, not only through collaborating with the young people but as an artist, I was given an enormous amount of creative freedom and support throughout the project."
YOLI WARD-STREETER

The young people also worked with Poet Mo Ali, who delivered a spoken-word workshop with the Jump Studios young people. The words that featured in artwork were gathered from this workshop. It was then produced at the Factory, KWMC's inclusive digital fabrication space, before being installed and celebrated in March 2022, with the young people of Jump Studios, parents and KWMC neighbours.

The project gave the young people the chance to share their creative personal projects with their parents and other members of the community. They took ownership of their space and their achievements and there was a real sense of pride and inspiration.

We Can Make Programme

- First Two Homes
- Innovate UK System Agnostic Factory: Testing of Modern Methods of Construction
- We Can Fab Knowle West
- Community Led Homes
- Landscapes for Care and Co-Creation (see Case Study)

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

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

We Can Make Knowle West Community Interest Company was registered with Companies House in 2020, but 2021/22 was the company's first year of active trading. The CIC will be a subsidiary of KWMC whilst capacity, skills and governance are developed to manage the process of scaling up to become an independent (but linked) community land trust that can develop and steward homes for long-term community benefit.

We Can Make now has a validated model for unlocking micro-sites for affordable community-led housing. Construction of the first two homes was well underway at the year-end and they reached practical completion later in the spring. The first two tenants have since moved in.

We believe that the 'neighbourhood' is a key site within which to seed and grow social change. We seek to create impact by growing the spaces, tools, and capacities for the community to collectively imagine and actively anticipate new community-led ways of living better together. More than just generating speculative futures, through We Can Make we are working to make practical examples of those better futures; making, prototyping, and testing out new approaches to community-led housing for real in our neighbourhood.

This means people can see and feel how new possibilities work in practice. Our creative co-design approach has trained 30 local people with these new tools; co-designed and delivered two low-carbon homes, invented new planning precedents that are influencing wider policy and practice around housing delivery and demonstrated how a community can be a producer and source of system-changing innovation.

We are (in November 2022) about to apply for planning permission for the next set of homes and have developed plans for sharing the approach with other communities in housing need so they can adapt and adopt the tool-kit for their own context.

"*We Can Make is where we bring communities together and co-design together, and make them stronger as a community.*" Toni, We Can Make participant and tenant

Case Study: Landscapes for Care and Co-Creation

In the summer of 2021, we brought together our staff, trustees, community partners, young people, artists and local residents to be part of an expanded day of playing and making, exploring how we best connect, care, and create together.

On the morning of the event, we shared and explored the **conditions for co-creation**, what this means in our work, and what it means on a practical level. This included an artist provocation from Raquel Meseguer Zafe to help us ground ourselves; a review of BlockWest - what has worked well, what could be different/better/ideas that it has sparked; and an exercise that was led by artist Tim Lytc to help us think about our outdoor space in new ways.

In the afternoon, we worked with Automated Architecture to think about BlockWest, a temporary structure in the grounds that was soon to be taken apart. How might we re-use, re-imagine, re-make the blocks (and an additional 100 blocks) into a collection of outdoor spaces and structures to support how we work, make and connect with our communities. The result was a new useable outdoor seating area that can be used by all of the community.

KWMC: The Factory

- OPCR capital investment programme (see Case Study)
- Filwood Fantastic - Reception Area
- Filwood Fantastic – Light Up Broadway
- 'MADE' (Make, Access, Develop, Enterprise) in South Bristol
- 'MADE' NatWest
- WECA Creative Freelancer
- WECA Creative Scale-up
- Manufacturing commissions
- Connecting Through Culture As We Age (see Case Study)

Case study: Factory Refurbishment (OPRC capital investment)

From its beginnings as a pop-up furniture-making project, The Factory has become KWMC's creative innovation space, working together with community, artists and makers teaching new skills, exploring ideas and imagining new futures through making and prototyping, and experimenting with the use of materials. We have also created opportunities for community wealth building, routes into employment and locally based business support and creation.

The Factory provides public access to digital manufacturing equipment and expertise, and a membership scheme supporting the growth of a vibrant network of social innovators and makers.

As The Factory has grown in ambition so has our need for a more dedicated space. During 2021-22 KWMC The Factory underwent a major refurbishment. Together with Childs Sulzman Architects and many other stakeholders, we designed a new vision for this growing programme, increasing the size and flexibility of our two units at Filwood Green Business Park. During this process the space has been designed to be more useable and accessible for people with a range of access needs. We also took the opportunity to come together with Factory members and team to consider the finer details of our new workspaces and have taken the first steps towards the creation of co-designed furniture and storage.

Together with the development of the factory space we have been upgrading and adding to our equipment to broaden our capabilities, with a significantly upgraded CNC router, new laser cutter and additional 3D printers, UV flatbed printer and a range of accessories to aid in the delivery of training, workshops and supporting our growing membership.

Case Study: Connecting Through Culture As We Age

In Spring 2021, as part of the Connecting Through Culture As We Age project, we delivered a series of Inspire workshops for a cohort of older adults at The Factory. The project seeks to increase participation in social, digital and cultural life for all with the aim to improve the quality of life for older populations, particularly those that are disabled, or racially or socio-economically minoritised.

Run by University of Bristol, the three-year project is a partnership between a number of organisations in Bristol, all working to support the co-design of new arts and cultural experiences.

"*We have been making things, prototypes, we have learnt about the design process [...] It's been quite challenging for me... I'm not a maker and I feel as if I've been learning and being stretched out of my comfort zone and that's been exciting and inspiring.*" Elanora, co-researcher

Following on from these workshops the co-researchers have participated in another series of workshops hosted by the Watershed where they have gone on to form teams and submit a design for funding to be prototyped over the next few months. Dani Hale, Factory Access Manager, is part of one of the teams who have been successful and will be working at The Factory to run workshops and develop the idea further.

Knowle West Alliance

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

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

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

4 How our activities deliver public benefit

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

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

Knowle West Media Centre supports people in three different ways:

- Building confidence and networks
- Developing skills and ideas
- Enabling innovation and change

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

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

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

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

5 Financial Review

5.1 Summary

The 2021/22 financial year was dominated by recovery from the effects of the pandemic and associated lockdowns. The third 'stay at home' order ended just before the start of the year, on 29 March 2021, and restrictions were not finally lifted until July 2021. The year saw a gradual return to normality in terms of increased office-based working and face-to-face project delivery.

The charity's financial recovery was greatly assisted by the award of a Culture Recovery Fund grant of £304,544 by Arts Council England in the first quarter of the financial year. The grant both covered the income shortfall in the first quarter, and included a grant of £125,519, specifically to re-build reserves to the equivalent of 8 weeks of budgeted turnover.

Total income was £1,706,155 in 2021/22, a decrease of 22% compared with 2020/21. The decrease is explained by the exceptionally large carry-forward of £815,656 of grant income at the start of the year, so that much of the income utilised in 2021/22 had already been received in the previous year. The general fund (free reserves) increased by £125,519, thanks to the Culture Recovery Fund grant mentioned above.

2021/22 was the first year of active trading for We Can Make Knowle West CIC, wholly owned by KWMC and the third member of the KWMC. The results of the CIC are consolidated within the group accounts.

5.2 Grant funding

Grant and contract income fell by 23% to £1,598,764, due to the large carry-forward of grant funding described above. Grant and contract income represented 93.7% of total income in the year (2020/21: 95%), a reflection of the continuing negative impact of the Covid pandemic on our trading activities, and of KWMC's success in securing funding aimed at supporting post-pandemic recovery.

Arts Council England was the single largest funder at £434,482 (27% of income). The other funders providing over 5% of total income were Bristol City Council (£260,234), the Nationwide Foundation (£169,973) and the European Union (£109,334). Nineteen separate funders provided grants exceeding £10,000. Note 11 to the accounts contains a complete list of all restricted funds and grant funders.

5.3 Trading income

Rent income from room lettings fell by 6% from £44,511 to £41,915. Income from casual bookings recovered from near zero to £2,747, but not yet to pre-pandemic levels. Three tenants left during the year, leaving only three of the seven managed workspaces let at the year end, but two of the empty units have been re-let during 2022/23.

Income from Factory trading remained almost unchanged at £35,554 (2020/21 = £36,795). There was a lengthy period of closure for re-development, so this year's figure represents an increase in activity on a month-for-month basis. Hire of equipment such as the laser cutter resumed during the year, and following re-development the space is now larger with a much wider range of equipment. The Factory membership scheme was only re-launched after the year-end.

Income generated by the Eight creative agency (from external clients) increased by 64% from £21,014 to £34,478. This represents a welcome recovery from the low-point of the Covid lockdowns, but does not yet mean a return to profitability: Eight recorded a deficit of just over £10,000 in 2021/22.

Overall however, due to the income from managed workspaces, the charity's trading arm **Leinster House Partnership Ltd** was able to achieve a surplus of **£40,957** (up by 61% on the 2020/21 surplus of £25,473). The surplus was transferred to the charity in the form of a distribution, as permitted under UK tax law.

5.4 Surplus and reserves

KWMC achieved a surplus of **£125,519** in 2021/22, due entirely to an Arts Council grant awarded specifically for this purpose. The surplus increased unrestricted (free) reserves from £130,981 to £256,500.

Two designated funds were created during the year: a fund of £18,826 represents advance receipts for contracts still in progress at the year-end, and a fund of £135,000 represents a grant from Bristol City Council which was loaned to We Can Make Knowle West CIC to part-fund the construction of two affordable homes. The grant is shown as an unrestricted fund as the funding has already been expended by the CIC and the funder's restriction has been met. The fund will be released to general reserves as it is re-paid by WCMKW CIC.

Restricted funds decreased by £302,894 to £2,581,297. Restricted funds are made up of the depreciation reserve (£2,101,890) and grant income carried forward (£479,407). The depreciation reserve increased by £33,355 during the year, as grant funding for assets acquired during the year was added to the reserve to cover future depreciation charges. Grant income carried forward decreased by £336,249, as less advance funding was carried forward than at the previous year-end. See the 'Carried forward' column of Note 11 for a full breakdown.

6 Financial outlook and going concern

Budgeted expenditure for 2022/23 is £1.986 million. Grants and contract income brought forward from the previous year totalled £498,233, and secured income has reached £1,849,456 as of November 2022, which is 93% of the fundraising target.

Multi-year funding has also been secured. KWMC was successful in its bid to extend Arts Council England National Portfolio Organisation status until 2026, which secures continued funding of £92,188 pa from April 2023. A new EU-funded Horizon research grant for €223,218 over 3 years from January 2023 has also been secured.

The Bristol Impact Fund 2 grant from Bristol City Council is worth £102,500 over 4 years from April 2022. The National Lottery awarded the Knowle West Alliance a grant of £376,732 over 3 years in March 2022.

The We Can Make housing programme is also potentially transformative. The first two homes have been successfully built and let to the first tenants, and planning permission is being sought for the second batch. Further grant support for the programme has been secured from Bristol City Council and the Nationwide Foundation.

Having reviewed the charity's prospects for the remainder of 2022/23 and the next financial year, the trustees take the view that the charity and group are a going concern.

7 Risk Management

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

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

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

8 Reserves Policy

The Reserves Policy states that the unrestricted general fund should be equivalent to one quarter of total expenditure planned in the current year's budget, to allow the charity to fund its day-to-day activities without recourse to short-term borrowing. Based on the 2022/23 budgeted expenditure of £2 million, this gives a target of £500,000.

As described in the Financial Review above, considerable progress has been made in strengthening reserves, which increased by £125,519 to £256,500 in 2021/22. Despite this progress, the general fund is still approximately £244,000 below the reserves target, and the policy states that the fund should if possible be increased by £20,000 pa until the target is met.

The reserves target is however based on the assumption that all funding will be received quarterly in arrears, whereas in practice most funding in received in advance. The cash balance at the time of writing (November 2022) is £782,000, which exceeds the reserves target.

A review of the reserves policy is therefore needed to determine the appropriate level of reserves. The Head of Finance and Charity Finance Manager have both undertaken training in risk-based reserves-policy setting, and will draft a new policy for the consideration of trustees.

9 Investment Policy

Cash flow fluctuations prevent the Media Centre from making use of long-term investments, and the return on instant access deposit accounts remains low despite recent increases in the base rate. The Investment Policy requires the Head of Finance to seek the best terms that are available from a bank that shares the charity's ethical principles.

Knowle West Media Centre's current banker is Triodos Bank, a Bristol-based ethical bank. Triodos fits KWMC's ethical criteria as it only invests in organisations that benefit people and the environment, and publishes details of every organisation it lends to.

10 Our Plans for the Future

Looking forward we know that KWMC as an organisation is entering a phase of transition through a period of great uncertainty. Together, we are facing a cost-of-living crisis, climate change and growing inequality of opportunity alongside the probability of public funding cuts and austerity.

We commit to keep listening and strengthening our collaborations, to continue to build on our work of Creativity and Care, and to share our learning and tools with others. We will be restless in improving our work and creating opportunities for people to engage in innovative cultural experiences that provide the catalyst for social change.

10.1 Strategic aims

To renew the organisation and embed a strong sense of purpose and set of intentions.
- Achieve excellence and lead in the area of socially engaged arts practice.

To ensure that community engagement, inclusion and co-design practice remains at the centre of the organisation's work, and that local people are involved in all aspects
- of the organisation.

To develop our work with young people, providing opportunities for them to participate
- in inspiring media, tech and arts programmes.

To provide a range of learning opportunities, ensuring that we value diversity and
- provide access for all to participate.
- To develop new ways of demonstrating the difference KWMC makes.

To ensure the organisation's sustainability: financial, environmental, programme and
- community.

To work collaboratively and build relationships across the city, regionally and internationally to ensure we share our practice with the aim of increasing the impact of
- our work.

10.2 Objectives for the next year

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

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

- Fully exploiting the refurbished *KWMC:The Factory* - a space for creative enterprise, tech innovation, skills and making.

- Delivering a young people's programme that includes a wide range of arts and technology skills and learning projects, including leadership programmes and retreats.

- Delivering the We Can Make Homes programme, creating new tools and opportunities for citizens to build sustainable high-quality homes that meet the community's needs.

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

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

- Exploring the role of artists in communities.

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

- Contributing to city-wide initiatives e.g. One City Plan, Connecting Bristol – the Smart City strategy, participating in the Digital Inclusion Board, and Culture Board.

- Increasing access to digital manufacturing technology, skills and enterprise opportunities

- Sharing citizen-led housing practices including use of sustainable building materials.

- Making visible the cultural and creative wealth of communities:

- Working with people as co–creators of cultural experiences.

- Exploring local resources and skills that contribute to new approaches to urban planning, regeneration and building of new homes.

- Working with residents and other arts organisations to create co-produced new arts work.

- Supporting and presenting the work of young people and emerging artists.

10.3 Specific programme objectives:

Arts Programme

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

The 2022/23 arts programme is focusing on the following themes:

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

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

Embedding diverse storytelling

Young People's Programme: Jump Studios

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

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

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

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

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

Neighbourhoods and Bristol Living Lab

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

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

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

We Can Make

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

- Securing planning and finance for the second batch of micro-sites and developing the pipeline for further micro-sites.
- Developing the business model for setting up a neighbourhood scale housing fabrication facility within South Bristol, with the aim of setting up the facility by 2023.
- Scaling and diversifying the We Can Make offer for serviced plots and larger developments.

Supporting the development of the eco-system of services and products around We Can Make that help build community wealth and social value, including supporting a new market garden in Knowle West to supply the plants for the gardens in the new homes; developing a "kit of parts" product range (including bins, bike stores,
- benches etc);

Developing the methodology for growth and replication through partnerships locally
- and nationally.

KWMC: The Factory

The Factory programme for 2022/23 includes:

- Membership - develop a staged offer for facilities, equipment and community.
- Host a series of events, talks and meet-ups linking to the programme

Building partnerships with academics, collaborating on research projects, targeting the
- intersection between technologies and communities.
- Exploring collaborative research e.g. into bio plastics.

Life cycle assessment with the MADE programme to measure the impact of
- businesses and products.

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

MADE for Her - Enterprise support and material and access bursaries aimed at
- womxn starting and developing early-stage businesses.

Maker City - Working with Young People's Programme to
- deliver an innovative programme of activities.
- Prototyping new building methods and processes with We Can Make

Exploring the scale and environmental impact of common household
- waste material, and prototyping sustainable alternatives.

Knowle West Alliance

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

Include more local residents of all ages in media arts, and cultural activities, including supporting the Creative Civic Change programme managed by Filwood Community
- Centre and facilitating the Public Art Working group.

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

Develop skills locally to enable better access to jobs (particularly in the creative industries) and enterprise for local people, such as through KWMC: The Factory and
- the We Can Make Homes programme and the new Kickstart programme.

Explore barriers to community empowerment and sustainability and work with Bristol
- City Council and the voluntary sector to address this issue.

- Support the exchange of ideas between neighbourhoods and connect Bristol's diverse communities.
- Encourage community pride and be a catalyst for civic action.

11 Structure, Governance and Management

11.1 Governing Document

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

11.2 Recruitment and Appointment of Management Committee

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

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

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

11.3 Trustee Induction and Training

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

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

11.4 Organisational Structure

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

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

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

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

Eight authorised signatories are registered with the bank, including trustees and senior employees. Any two of the signatories may make payments on behalf of the company in accordance with the financial limits set out in the Financial Standing Orders.

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

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

- Creative Programme
- We Can Make

- Young People
- Neighbourhoods
- KWMC: The Factory
- Knowle West Alliance

Each programme is led by a Programme Director or Programme Manager. The activities of the programmes during the year are summarised in section 3 above. The project programmes receive managerial, administrative and financial support from the 'core' central services department, which is managed by the Director, supported by the Head of Finance and Operations Manager.

12 **Related Parties**

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

LHP Ltd is a not-for-profit company limited by guarantee and has been controlled by KWMC since 22 September 2006. The trustees of the Media Centre, are all also directors of LHP Ltd, and vice versa.

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

We Can Make Knowle West CIC was registered with Companies House on 30 July 2020 as a vehicle for community-led housing development in Knowle West and South Bristol. Knowle West Media Centre is initially the sole shareholder, holding 10 shares with an aggregate nominal value of £1. The CIC began trading in 2020/21.

These financial statements consolidate the results of Knowle West Media Centre, Leinster House Partnership Ltd and We Can Make Knowle West CIC on a line-by-line basis.

13. Reference and Administrative Information

Charity Name:	Knowle West Media Centre
Charity registration number:	1092375
Company registration number:	4358350
Registered Office and Operational Address:	Leinster Avenue Knowle West Bristol BS4 1NL

Management Committee

Ms MA Venner	Chair	
Ms HF Bream		Resigned 17/0//2022
Mr R Fisher		
Mr M Little		
Ms I Partridge		
Ms PA Davis		
Ms MA Venner		
Ms JR Bunyan		
Ms RA Laurence		Appointed 21/03/2022
Ms N Paddy-Okafor		Appointed 09/05/2022

Senior Manager
Carolyn Hassan

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

Bankers
Triodos Bank, Deanery Road, Bristol BS1 5AS

Solicitors
Stephenson Law, 4 Colston Yard, Bristol BS1 5BD

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue on that basis.

The Management Committee are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure to our auditors

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

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

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

Approved by the Management Committee on 15 November 2022 and signed on its behalf by:

Ms M A Venner (Chair)

Date: 20.12.22

INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF KNOWLE WEST MEDIA CENTRE (LIMITED BY GUARANTEE) FOR THE YEAR ENDED 31 MARCH 2022

OPINION

We have audited the financial statements of Knowle West Media Centre (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2022 which comprise the consolidated Statement of Financial Activities, the consolidated Balance Sheet, the charitable company Balance Sheet, the consolidated Statement of Cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

- have been prepared in accordance with the requirements of the Companies Act 2006.

This report is made solely to the company's members, as a body, in accordance with Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent chartable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

MARK POOLEY (Senior Statutory Auditor)

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

Date: 21/12/2022

Knowle West Media Centre

Consolidated Statement of Financial Activities [Including Income and Expenditure Account] for the year ended 31 March 2022

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	2021 £
INCOME from:					
Donations & legacies					
Donations		926	100	**1,026**	3,184
Other trading activities					
Sales		64,063	-	**64,063**	58,244
Rent income		41,915	-	**41,915**	44,511
Charitable activities					
Grants and contracts		192,913	1,405,851	**1,598,764**	2,078,523
Investment income					
Interest receivable		387	-	**387**	877
Total income	11	300,204	1,405,951	**1,706,155**	2,185,339
EXPENDITURE on:					
Raising funds		98,419	-	**98,419**	104,660
Charitable activities		169,703	1,395,868	**1,565,571**	1,511,370
Governance costs		15,484	-	**15,484**	13,724
Depreciation of building		-	50,230	**50,230**	50,230
Total expenditure	12	283,606	1,446,098	**1,729,704**	1,679,984
Net incoming (outgoing) resources before transfers		16,598	(40,147)	**(23,549)**	505,355
Reconciliation of funds					
Transfers between funds	11	262,747	- 262,747	-	-
Net movement in funds		279,345	(302,894)	**(23,549)**	505,355
Total funds brought forward		130,981	2,884,191	**3,015,172**	2,509,817
Total funds carried forward		410,326	2,581,297	**2,991,623**	3,015,172

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

Knowle West Media Centre **Company no 4358350**

Balance sheet as at 31 March 2022

	Notes	The Group 2022 £	The Group 2021 £	The Charity 2022 £	The Charity 2021 £
Fixed assets					
Tangible assets	3	**2,415,892**	2,068,535	**262,368**	178,783
Long-term investments		**50**	50	**51**	51
Current assets					
Debtors and prepayments	4	**172,482**	302,611	**414,474**	370,012
Stock		**1,886**	1,105	**-**	-
Cash at bank and in hand		**782,497**	755,832	**632,388**	685,486
		956,865	1,059,548	**1,046,862**	1,055,498
Current liabilities					
Creditors: amounts falling due within 12 months	5	**(226,184)**	(112,961)	**(158,579)**	(110,311)
Net current assets		**730,681**	946,587	**888,283**	945,187
Creditors: Amounts falling due after more than one vear	6	**(155,000)**	-	**-**	-
Net assets		**2,991,623**	3,015,172	**1,150,702**	1,124,021
Funds					
Unrestricted funds	11				
General fund		**256,500**	**130,981**	**255,101**	**129,582**
Designated funds		**153,826**	-	**153,826**	-
		410,326	130,981	**408,927**	129,582
Restricted funds					
Project grants		**479,407**	**815,656**	**479,407**	**815,656**
Depreciation reserve		**2,101,890**	**2,068,535**	**262,368**	**178,783**
Restricted funds		**2,581,297**	2,884,191	**741,775**	994,439
Total funds		**2,991,623**	3,015,172	**1,150,702**	1,124,021

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

These financial statements were approved by the trustees on 15 November 2022

Signed on behalf of the trustees by:

Miriam Venner (Chair)

Date 20.12.22

Knowle West Media Centre **Company no 4358350**

Consolidated Cash Flow Statement for the year ended 31 March 2022

	Notes	2022 £	2021 £
Cash used in operating activities		**535,727**	513,892
Cash flows from investing activities:			
Proceeds from sale of fixed assets		**-**	-
Purchase of fixed assets	2	**(509,062)**	(155,880)
Increase/(decrease) in cash and cash equivalents		**26,665**	358,012
Cash & cash equivalents at start of year		**755,832**	397,820
Cash & cash equivalents at end of year		**782,497**	755,832

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

	Notes	2022 £	2021 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)		**(23,549)**	505,355
Adjustments for:			
Depreciation charges	2	**161,705**	110,823
Decrease/(increase) in debtors	3	**130,129**	- 73,525
Decrease/(increase) in stock		**-** 781	(429)
Increase/(decrease) in creditors	4	**268,223**	- 28,332
Net cash used in operating activities		**535,727**	513,892

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2022

1. Principal accounting policies

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

a) Basis of accounting
The financial statements have been prepared in accordance with Accounting & Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Knowle West Media Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s)

Preparation of the accounts on a going concern basis

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

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

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

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

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

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

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

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

[iv] Investment income is included when receivable.

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

Notes to the accounts for the year ended 31 March 2022

Principal accounting policies (continued)

[vi] Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Expenditure and irrecoverable VAT
Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered.

[i] Expenditure on raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

[iii] Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the reporting accountant's fees and costs linked to the strategic management of the charity.

[iv] All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

e) Tangible fixed assets
[i] Office fittings and equipment are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method for all items costing over £250.

[ii] Improvements to leased property are depreciated on a straight-line basis over the remaining life of the lease.
[iii] The affordable modular homes built by We Can Make Knowle West CIC are valued at historical cost and depreciated on a straight-line basis over 50 years.

f) Financial Instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instrument are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are measured at the carrying value plus accrued interest less repayments. The financing charge to expenditure is at a constant rate calculated using the effective interest method.

g) Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiaries Leinster House Partnership Limited and We Can Make Knowle West CIC on a line by line basis.

Notes to the accounts for the year ended 31 March 2022

2. Prior period comparison

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

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
INCOME from:			
Donations & legacies			
Donations	3,179	5	**3,184**
Other trading activities			
Sales	58,244	-	**58,244**
Rent income	44,511	-	**44,511**
Charitable activities			
Grants and contracts	121,577	1,956,946	**2,078,523**
Investment income			
Interest receivable	877	-	**877**
Total income	228,388	1,956,951	**2,185,339**
EXPENDITURE on:			
Raising funds	104,660	-	**104,660**
Charitable activities	94,913	1,416,457	**1,511,370**
Governance costs	13,724	-	**13,724**
Depreciation of building	-	50,230	**50,230**
Total expenditure	213,297	1,466,687	**1,679,984**
Net outgoing resources before transfers	15,091	490,264	**505,355**
Reconciliation of funds			
Transfers between funds	10,178	- 10,178	-
Net movement in funds	25,269	480,086	**505,355**

Notes to the accounts for the year ended 31 March 2022

3. Tangible Fixed Assets

	Land, building and leasehold improvements £	Housing stock £	Subsidiary equipment £	Office fittings and equipment £	Total £
COST					
At 1 April 2021	2,590,283		206,039	510,825	**3,307,147**
Additions in Year	111,971	314,002	-	83,089	**509,062**
Disposals in Year	-	-	-	(160,376)	**(160,376)**
At 31 March 2022	2,702,254	314,002	206,039	433,538	**3,655,833**
DEPRECIATION					
At 1 April 2021	661,548		205,973	371,091	**1,238,612**
Charge for the Year	100,504		66	61,135	**161,705**
Disposals In Year	-	-	-	(160,376)	**(160,376)**
At 31 March 2022	762,052	-	206,039	271,850	**1,239,941**
NET BOOK VALUE					
At 31 March 2022	**1,940,202**	**314,002**	**-**	**161,688**	**2,415,892**
At 1 April 2021	1,928,735	-	66	139,734	2,068,535

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

	The Group		The Charity	
	2022 £	2021 £	**2022** £	2021 £
4. Debtors and prepayments				
Sundry debtors and prepayments	70,062	198,172	50,013	213,922
Inter company	-	-	262,041	51,651
Grants receivable	102,420	104,439	102,420	104,439
	172,482	302,611	**414,474**	370,012
5. Creditors				
Falling due within 12 months				
Sundry creditors and accruals	90,519	102,396	74,274	86,568
Inter company	-	-	14,544	18,583
Deferred income (note 7)	135,665	10,565	69,761	5,160
	226,184	112,961	**158,579**	110,311

6. Creditors: Amounts falling due after more than one year

Knowle West Media Centre has secured two long-term loans for the purpose of constructing two affordable modular homes.

	Loan principal £	Interest rate	Interest payable £	Repayment date
Bristol & Bath Regional Capital CIC	105,000	6.5%	35,480	01/09/2029
City Funds LP	50,000	1.5%	4,152	01/09/2029
	155,000		**39,632**	

7. **Deferred income**

	Opening balance at 1 April 2021		**Amount released to income in year**	**Deferred in year**	**Closing balance at 31 March 2022**
Battersea Arts Centre - Fee to organise South West regional meetings in 2021/22	1,500	-	1,500	-	-
Axisweb - Fee for participation in Social ARTery trial in 2021/22	458	-	458	-	-
Badham Pharmacy - Half page advert in summer 2021 issue of Knowledge	250	-	250	-	-
Bridge Learning Campus - Quarter page advert in summer 2021 issue of Knowledge	158	-	158	-	-
Comino Foundation - April element (25%) of grant covering January to April 2021	2,794	-	2,794	-	-
Redcatch Community Garden - Quarter page advert in summer 2022 issue of Knowledge				131	131
Badham Pharmacy - Half page adverts in summer, autumn & winter 2022 issues				675	675
Comino Foundation - Proportion (5/12) of grant covering April to August 2022				21,068	21,068
National Foundation for Youth Music - Funding received on 31/3/2022 for next financial year				47,887	47,887
Sub-totals: Charity	**5,160**	-	**5,160**	**69,761**	**69,761**
UKCRIC - Delayed Factory commission	4,050	-	4,050	-	-
Supportive Parents - Eight commission in progress	1,355	-	1,355	-	-

	Opening balance at 1 April 2021	Amount released to income in year	Deferred in year	Closing balance at 31 March 2022
University of Bath - Fee invoiced 30/03/2022	-	-	2,707	2,707
Barton Camp - Fee for uncompleted work c/f	-	-	687	687
Barnardo's - Fee for uncompleted work c/f	-	-	11,347	11,347
DLUHC - Payment for work still to be delivered	-	-	51,163	51,163
Group totals	**10,565**	**- 10,565**	**135,665**	**135,665**

8. Capital commitments and contingent liabilities

Knowle West Media Centre, on behalf of We Can Make Knowle West CIC, entered into a contract with Blokbuild Ltd for the construction of two affordable modular homes in the sum of £319,866. A total of £280,227 had been invoiced and paid by 31 March 2022, leaving a sum of £39,639 still to be

9. Employee information

	2022	2021
Number of employees	33.8	28.7

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

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

	2022	2021
	£	£
Salaries and wages	966,234	836,414
Social security costs	80,482	69,086
Employer pension contributions	27,102	23,068
	1,073,818	928,568

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

10. Trustee information

	2022	2021
	£	£
Trustees remuneration and expenses	-	-

The trustees received no remuneration in the year.

Notes to the accounts for the year ended 31 March 2022

11. Movements in Funds

Restricted Funds:	At 1 April 2021 £	Received in year £	Utilised in year £	Transfers in year £	At 31 March 2022 £
Core					
Arts Council England (Other)	-	289,409	(163,890)	(125,519)	-
Esmee Fairbairn Fdn	1,300	-	(1,300)	-	-
Nationwide Foundn	1,853	-	(257)	-	1,596
Quartet Comm Fdn	100	-	-	(100)	-
Creative Programme					
Arts Council England (NPO)	-	51,533	(41,133)	(10,400)	-
Arts Council England (Other)	37,372	32,873	(69,713)	(532)	-
Bristol City Council	-	28,647	(28,647)		-
Bristol Ideas/BCDP	-	500	-	-	500
Local Trust	-	23,100	(20,250)	2,500	5,350
National Academy Social Prescribing	-	11,000	(7,381)		3,619
University of Bristol	-	850	(850)	-	-
We Can Make (Homes)					
Bristol City Council	-	135,000	-	(135,000)	-
DLUHC	-	23,836	(23,836)	-	-
Homes England	26,892	-	(26,892)	-	-
Innovate UK	-	31,599	(31,599)	-	-
Nationwide Foundn	40,935	169,974	(136,689)	-	74,220
Power to Change	-	25,000	(25,000)	-	-
Young People/Education					
Arts Council England (NPO)	-	4,917	(4,917)	-	-
Arts Council England (Other)	-	2,063	(2,063)		-
Arup	-	3,000	-	-	3,000
BBC Children in Need	25,316	48,255	(69,098)	-	4,473
Comino Foundation	-	44,738	(44,738)		-
Crown Commercial Service	-	58,158	(29,079)	-	29,079
Dept for Work and Pensions	-	50,175	(46,007)	(4,168)	-
Ernest Cook Trust	-	360	(46)	-	314
Local Trust	2,700	-	(2,700)	-	-
University Coll London	31,753	48,165	(36,622)		43,296
Youth Music	1,404	-	(1,404)	-	-
Neighbourhoods & Living Lab					
Arts Council England (Other)	-	1,025	(1,025)	-	-
Bristol City Council	2,500	41,331	(43,831)	-	-
Bristol Health Ptnrs	2,725	849	(3,574)	-	-
European Union	233,070	31,231	(141,244)	(6,968)	116,089

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2022

	At 1 April 2021	Received in year	Utilised in year	Transfers in year	At 31 March 2022
HMRC	-	2,984	(2,984)	-	-
Open University	-	1,250	(1,250)	-	-
Quartet Community	-	441	(441)	-	-
University of Bristol	3,225	11,750	(14,975)	-	-
KWMC:The Factory					
Arts Council England (NPO)	-	2,466	(2,466)	-	-
Arts Council England (Other)	-	16,924	(16,629)	(295)	-
Bristol City Council	337,881	656	(41,364)	(170,648)	126,525
Bristol Health Ptnrs	-	2,075	(2,075)	-	-
European Union	-	78,102	(77,067)	(1,035)	-
HMRC	-	557	(557)	-	-
Local Trust	3,500	-	(2,461)	-	1,039
NatWest (Project North East)	8,500	7,679	(16,179)	-	-
Trinity Community Arts	-	1,000	(1,000)	-	-
West of England Combined Auth	-	35,527	(30,607)	-	4,920
Knowle West Alliance					
Bristol City Council	42,914	54,600	(42,112)		55,402
Local Trust	4,335	-	(1,423)	(2,500)	412
Open University	-	2,498	(1,598)		900
Quartet Comm Foundation	6,500	29,275	(27,781)	100	8,094
Sustalnable Redland		479	-		479
Restricted donations	881	100	(881)		100
	815,656	1,405,951	(1,287,635)	(454,565)	479,407
Depreciation fund	2,068,535	-	(161,705)	195,060	2,101,890
Inter company	-	-	3,242	(3,242)	-
Total Restricted Funds	**2,884,191**	**1,405,951**	**(1,446,098)**	**(262,747)**	**2,581,297**
Unrestricted Funds:					
Designated fund - Projects in progress	-	137,831	(97,445)	(21,560)	18,826
Designated fund - BCC grant loaned to We Can Make Knowle West	-	-	-	135,000	135,000
General fund	129,582	97,339	(117,885)	146,065	255,101
General fund in subsidiaries	1,399	132,037	(132,037)	-	1,399
Inter company transactions	-	(67,003)	63,761	3,242	-
Total Unrestricted Funds	**130,981**	**300,204**	**(283,606)**	**262,747**	**410,326**
Total Funds	**3,015,172**	**1,706,155**	**(1,729,704)**	**-**	**2,991,623**

Notes to the accounts for the year ended 31 March 2022

Restricted funds

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

Transfers

£125,519 awarded by Arts Council England for the purpose of strengthening reserves post Covid was transferred to general reserves.

£100 funding from Quartet Community Foundation was returned by the the Silverscreen project to the Knowle West Alliance when the the Silverscreen project closed.

£10,400 funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of ten MacBook Air laptops.

£532 funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of an iiyama 42.5 inch LED display screen.

£2,500 funding from Local Trust was transferred from Knowle West Alliance to the Creative Programme towards the cost of the 2022 Knowle West Fest event.

£135,000 funding from Bristol City Council towards the costs of building two affordable modular homes for rent was loaned to We Can Make Knowle West CIC, which has built the homes. The grant has been transferred to an unrestricted designated fund as the funder's conditions have now been

£4,167 funding from the Department of Work and Pensions was transferred to the depreciation reserve to cover future depreciation of four MacBook Air laptops.

£6,967 funding from the European Union was transferred to the depreciation reserve to cover future depreciation of 17 Apple iPads and eight Sphero robotic balls

£295 funding from Arts Council England was transferred to the depreciation reserve to cover future depreciation of a Tornado server cooling fan.

£170,648 OPCR funding from Bristol City Council was transferred to the depreciation reserve to cover future depreciation of equipment and leasehold improvements as part of the redevelopment of KWMC:The Factory.

£1,036 funding from the European Union was transferred to the depreciation reserve to cover future depreciation of a MacBook Air laptop.

£3,242 was transferred from restricted to unrestricted funds to purchase social media training for the Knowle West Alliance (£242), and hire of the Factory space by the Young People's Programme

Notes to the accounts for the year ended 31 March 2022

12. Resources expended

	2022	2021
	£	£
Wages and salaries	1,073,818	928,568
Other direct costs		
Audit costs	10,044	7,163
Bad debt	18	110
Bank charges	287	378
Catering costs (for resale)	255	83
Depreciation	161,705	110,823
Equipment rental	506	312
Expensed equipment	10,381	6,784
Freelance associates	171,719	130,478
Fundraising	485	635
Grants to groups	13,879	125,037
Heat and light	10,896	5,633
Insurance	12,826	12,056
IT consumables and repairs	17,441	19,181
Legal and professional fees (projects)	125,937	210,881
Materials	27,459	24,660
Miscellaneous	242	294
Other project costs	1,158	922
Packaging and delivery	-	188
Postage	513	334
Printing (commissions)	7,878	3,587
Project premises	16,563	10,991
Publicity	3,694	2,488
Rates and water rates	4,638	4,117
Recruitment and DBS fees	1,570	1,683
Recycling and waste collection	1,275	709
Redundancy payments	-	3,459
Refreshments	4,078	641
Repairs and maintenance	15,555	3,760
Security	3,434	6,051
Selling fees	230	26
Stationery and photocopying	1,572	738
Subscriptions	6,309	5,336
Subsistence	6,904	205
Telephone/mobile	7,365	9,869
Trainee fees	-	21,632
Training and workshops	2,788	17,313
Travel	5,089	1,473
Venue hire	1,193	1,386
Sub-total: Other direct costs	**655,886**	**751,416**
Total resources expended	**1,729,704**	**1,679,984**

Notes to the accounts for the year ended 31 March 2022

13. Analysis of expenditure by programme

	Direct staff costs 2022 £	Other direct costs 2022 £	Total direct costs 2022 £	Total direct costs 2021 £
Expenditure on raising funds	52,818	45,601	98,419	104,660
Charitable activities				
Core	134,940	227,773	362,713	116,511
Creative programme	100,084	74,572	174,656	109,677
We Can Make (Homes)	132,106	134,357	266,463	351,374
YP/Education	201,744	35,161	236,905	203,664
Neighbourhoods & Living Lab	234,190	25,631	259,821	307,220
KWMC:The Factory	152,349	39,991	192,340	176,127
Knowle West Alliance	58,587	14,086	72,673	246,797
Total charitable activities	**1,014,000**	**551,571**	**1,565,571**	**1,511,370**
Governance costs	7,000	8,484	15,484	13,724
Subsidiary activities (building fund)	-	50,230	50,230	50,230
Total resources expended	**1,073,818**	**655,886**	**1,729,704**	**1,679,984**

14. Analysis of group net assets between funds

	General Funds £	Designated Funds £	Restricted Funds £	Total Funds £
Fixed Assets	-	-	2,415,942	**2,415,942**
Current Assets	256,500	153,826	546,539	**956,865**
Current Liabilities		-	(226,184)	**(226,184)**
Long-term Liabilities			(155,000)	**(155,000)**
Net Assets at 31 March 2022	**256,500**	**153,826**	**2,581,297**	**2,991,623**

Notes to the accounts for the year ended 31 March 2022

15. Group companies

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

Statement of Financial Activities [including Income and Expenditure Account] for the year ended 31 March 2022

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	2021 £
Income from:				
Donations	-	-	-	-
Other trading activities:				
Rent receivable	41,916	-	41,916	44,511
Other income	90,108	-	90,108	76,825
Charitable activities:				
Grants and contracts	-	-	-	-
Investment income:				
Interest receivable	13	-	13	149
Total incoming resources	132,037	-	132,037	121,485
Resources expended				
Administrative expenses	91,080	50,230	141,310	146,242
Total resources expended	91,080	50,230	141,310	146,242
Net incoming / (outgoing) resources before transfers	40,957	(50,230)	(9,273)	(24,757)
Reconciliation of funds				
Transfers between funds	-	-	-	-
Distribution to parent company charity	(40,957)	-	(40,957)	(25,473)
Net movement in funds	-	(50,230)	(50,230)	(50,230)
Total funds brought forward	1,399	1,889,752	1,891,151	1,941,381
Total funds carried forward	1,399	1,839,522	1,840,921	1,891,151

16. Charges on property of subsidiary company

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

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

Notes to the accounts for the year ended 31 March 2022

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

KNOWLE WEST MEDIA CENTRE

England & Wales - Charity number 1092375

Accounts

Knowle West Media Centre

(A registered charity and a company limited by guarantee)

incorporating Leinster House Partnership

(a company limited by guarantee)

Report and Financial Statements for the Year Ended 31 March 2021

Charity number 1092375

Company number 4358350

Leinster House Partnership Limited

Company number 4866786

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

Financial Statements
For the Year Ended 31 March 2021

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

1 Our Purpose and Activities

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

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

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

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

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

- Digital inclusion and creativity as a force for change and route into education and employment.
- Equipping young people with skills and tools to become the next generation of creatives and social justice campaigners.
- Environmental action: building local awareness and actions that lead to positive global change.
- Enterprise: developing opportunities for new businesses and employment.
- Making new futures, through providing access to technology.

- Experimenting with new ideas with citizens to shape how we could live in the future.
- Celebrating the creativity of communities and providing opportunities for people to engage in cultural and arts activity.

The charity is organised into 6 programmes:

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

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

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

Neighbourhoods Programme (Living Lab): Harnessing the potential of technology to address local needs
'KWMC: The Factory': Making new futures through manufacturing and business
Knowle West Alliance: Building a collaborative partnership of local residents, businesses and organisations to support positive action in Knowle West. (A joint initiative with Filwood Community Centre, The Park, Re:work and Knowle West Health Park.)

2 Values

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

Integrity: behaving in a way that's honest and fair, and being prepared to be held accountable for your actions

Imagination: looking beyond the way things are or have been done, and imagining new, creative approaches

Collaboration: working together towards a common goal, valuing the contribution and expertise that each individual brings

Equity: recognising that in order for everyone to have an equal opportunity to succeed, some people may need additional support
Resilience: persevering with a task but having the flexibility to adapt to change

3 Achievements and performance

3.1 Key statistics

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

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

3.2 Organisational development

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

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

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

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

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

3.3 Projects and Case Studies

Between 1 April 2020 and 31 March 2021 we delivered the following projects:

Jump Studios Young People's Programme

- Eight creative agency
- After-school sessions: Creative Hub, Control-Alt-Delete, Maker City
- Sound Wave music production sessions
- Creative Workforce for the Future
- Maker City

- Future Legacy project
- Youth equity and STEM
- Making Spaces
- Holiday activities: Jump into...music, sound, photography and technology
- Music Studio tuition and support
- Work experience placements

Case Study: Creative Workforce for the Future

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

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

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

Case study: Maker City

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

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

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

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

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

Neighbourhoods and Living Lab Programme

REPLICATE: international partnership project exploring how digital technologies can
- improve quality of life in cities
- Our Digital City: training and support for community organisations across Bristol
- ParCos: Participatory Communication of Science

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

Case study: Digital exclusion survey

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

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

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

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

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

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

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

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

Case study: Active in Lockdown

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

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

Arts Programme

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

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

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

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

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

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

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

Case study: Forms of Intelligence

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

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

We Can Make Programme

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

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

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

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

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

Case study: Making Together/Block West

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

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

KWMC: The Factory

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

Case study: Positive Negative Positive

KWMC: The Factory collaborated with local sculptural design studio Walter Jack Studio on this innovative public art project, which offered local makers and designers the opportunity to learn digital skills and develop their own product designs whilst contributing to a collaborative art piece on a new public building in Hengrove.
The 'negative' pieces created form a product or range of products which can then be sold by the participants or form the basis of a new creative business.

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

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

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

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

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

Knowle West Alliance

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

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

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

4 How our activities deliver public benefit

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

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

Knowle West Media Centre supports people in three different ways:

- Building confidence and networks
- Developing skills and ideas
- Enabling innovation and change

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

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

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

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

5 Financial Review

5.1 Impact of Covid-19

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

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

We also received emergency funding from Arts Council England (£91,915), Power to Change (£30,000), Esmée Fairbairn Foundation (£10,000), Youth Music (£8,355) and BBC Children in Need (£2,572). We are grateful for the support of our tenants, most of whom stayed with us throughout the lockdown and the reduced opening which followed. Together these measures helped the charity to survive the critical first few months of the financial year intact, and well placed to resume delivery of its programmes of work when the initial lockdown ended.

5.2 Grant funding

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

The main factors behind the increase in grant funding were:

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

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

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

5.3 Trading income

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

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

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

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

5.4 Surplus and reserves

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

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

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

5.5 Finance Team

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

6 Financial outlook and going concern

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

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

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

Having reviewed the charity's prospects for the remainder of 2021/22 and the next financial year, the trustees take the view that the charity and group are a going concern.

7 Risk Management

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

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

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

8 Reserves Policy

The Reserves Policy states that the unrestricted general fund should be equivalent to one quarter of total expenditure planned in the current year's budget, to allow the charity to fund its day-to-day activities without recourse to short-term borrowing. Based on the 2021/22 budgeted expenditure of £2.2 million, this gives a target of £550,000.

As described in the Financial Review above, considerable progress has been made in strengthening reserves over the past year, which increased by 142% to £256,500 as of 30 June 2021. Despite this progress, the general fund is still approximately £300,000 below the reserves target, and the policy states that the fund should if possible be increased by £20,000 pa until the target is met.

The reserves target is however based on the assumption that all funding will be received quarterly in arrears, whereas in practice most funding in received in advance. The cash balance at the time of writing (November 2021) is £791,000, which exceeds the reserves target.

A review of the reserves policy is therefore needed to determine a realistic level of reserves, which takes into account other potential uses of the reserves besides supporting cash flow, and future changes to the mix of income, such as an increase in the proportion of trading income. The review will be undertaken by the Finance Sub-Committee in advance of the 2022 AGM.

9 Investment Policy

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

Knowle West Media Centre's current banker is Triodos Bank, a Bristol-based ethical bank. Triodos fits KWMC's ethical criteria as it only invests in organisations that benefit people and the environment, and publishes details of every organisation it lends to.

10 Our Plans for the Future

10.1 Strategic aims

To renew the organisation and embed a strong sense of purpose and set of intentions.
- Achieve excellence and lead in the area of socially engaged arts practice.

To ensure that community engagement, inclusion and co-design practice remains at the centre of the organisation's work, and that local people are involved in all aspects
- of the organisation.

To develop our work with young people, providing opportunities for them to participate
- in inspiring media, tech and arts programmes.

To provide a range of learning opportunities, ensuring that we value diversity and
- provide access for all to participate.
- To develop new ways of demonstrating the difference KWMC makes.

To ensure the organisation's sustainability: financial, environmental, programme and
- community.

To work collaboratively and build relationships across the city, regionally and internationally to ensure we share our practice with the aim of increasing the impact of
- our work.

10.2 Objectives for 2022-23

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

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

Reopening the refurbished *KWMC:The Factory* - a space for creative enterprise, tech
- innovation, skills and making.

Delivering a young people's programme that includes a wide range of arts and
- technology skills and learning projects, including leadership programmes and retreats.

Delivering the We Can Make Homes programme, creating new tools and opportunities
- for citizens to build sustainable high-quality homes that meet the community's needs.

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

Shaping the way we live in the future through experimentation and sharing ideas with
- people:
- Exploring the role of artists in communities.
- Using citizen engagement and creative co-design approaches in all of our work.

Contributing to city-wide initiatives e.g. One City Plan, Connecting Bristol –
- the Smart City strategy, participating in the Digital Inclusion Board, and Culture Board.

Increasing access to digital manufacturing technology, skills and enterprise
- opportunities

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

10.3 Specific programme objectives:

Arts Programme

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

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

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

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

Embedding diverse storytelling

Young People's Programme: Jump Studios

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

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

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

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

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

Neighbourhoods and Bristol Living Lab

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

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

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

We Can Make

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

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

KWMC: The Factory

The Factory programme for 2022/23 will include:

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

- MADE in South Bristol. A creative programme for residents and small businesses providing practice support to develop creative and technical digital ideas into economically sustainable businesses.
- MADE for Her - Enterprise support and material and access bursaries aimed at womxn starting and developing early-stage businesses.
- Maker City - Working with Young People's Programme to deliver an innovative programme of activities.
- Prototyping new building methods and processes with We Can Make
- Exploring the scale and environmental impact of common household waste material, and prototyping sustainable alternatives.

Knowle West Alliance

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

- Include more local residents of all ages in media arts, and cultural activities, including supporting the Creative Civic Change programme managed by Filwood Community Centre and facilitating the Public Art Working group.
- Achieve greater adoption and inclusion of people in using digital technologies to enable better access online services, co-design purposeful digital services and tools, and increase employment opportunities.
- Develop skills locally to enable better access to jobs (particularly in the creative industries) and enterprise for local people, such as through KWMC: The Factory and the We Can Make Homes programme and the new Kickstart programme.
- Explore barriers to community empowerment and sustainability and work with Bristol City Council and the voluntary sector to address this issue.
- Support the exchange of ideas between neighbourhoods and connect Bristol's diverse communities.
- Encourage community pride and be a catalyst for civic action.

11 Structure, Governance and Management

11.1 Governing Document

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

11.2 Recruitment and Appointment of Management Committee

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

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

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

11.3 Trustee Induction and Training

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

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

11.4 Organisational Structure

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

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

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

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

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

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

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

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

Each programme is led by a Programme Director or Programme Manager. The activities of the programmes during the year are summarised in section 3 above. The project programmes receive managerial, administrative and financial support from the 'core' central services department, which is managed by the Director, supported by the Head of Finance and Operations Manager.

12 Related Parties

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

LHP Ltd is a not-for-profit company limited by guarantee and has been controlled by KWMC since 22 September 2006. These financial statements consolidate the results of KWMC and LHP Ltd on a line-by-line basis. The trustees of the Media Centre, are all also directors of LHP Ltd, and vice versa.

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

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

13. Reference and Administrative Information

Charity Name:	Knowle West Media Centre
Charity registration number:	1092375
Company registration number:	4358350
Registered Office and Operational Address:	Leinster Avenue Knowle West Bristol BS4 1NL

Management Committee

Ms H Bream	Chair	
Mr O Callaghan	Treasurer	Resigned 31/01/2021
Mr R Fisher		
Mr M Little		
Ms I Partridge		
Ms PA Davis		
Ms MA Venner		
Ms JR Bunyan		

Senior Manager
Ms C Hassan, Director

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

Bankers
Triodos Bank, Deanery Road, Bristol BS1 5AS

Solicitors
Stephenson Law, 4 Colston Yard, Bristol BS1 5BD

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

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

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

• select suitable accounting policies and then apply them consistently;

• observe the methods and principles in the Charities SORP;

• make judgements and estimates that are reasonable and prudent;

• state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;

• prepare the financial statements on the going concern basis unless it is inappropriate to assume that the charity will continue on that basis.

The Management Committee are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and the group and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Statement as to disclosure to our auditors

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

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

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

Approved by the Management Committee on 12 November 2021 and signed on its behalf by:

Ms H Bream (Chair) Helen Bream.

Date: 9/12/21.

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

OPINION

We have audited the financial statements of Knowle West Media Centre (the "parent charitable company") and its subsidiary (the "group") for the year ended 31 March 2021 which comprise the consolidated Statement of Financial Activities, the consolidated Balance Sheet, the charitable company Balance Sheet, the consolidated Statement of Cashflows and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

· give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;

· have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and

• have been prepared in accordance with the requirements of the Companies Act 2006.

This report is made solely to the company's members, as a body, in accordance with Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

CONCLUSIONS RELATING TO GOING CONCERN

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

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

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

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent chartable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' directors' report and from the requirement to prepare a strategic report.

RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 23, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements the trustees are responsible for assessing the group's and parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

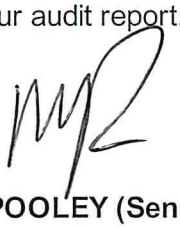
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting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

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

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

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

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



MARK POOLEY (Senior Statutory Auditor)

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

Date: 14/12/21

Knowle West Media Centre

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

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

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

Knowle West Media Centre **Company no 4358350**

Balance sheet as at 31 March

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

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

These financial statements were approved by the trustees on 12 November 2021

Signed on behalf of the trustees by:

Helen Bream (Chair) Helen Bream.

Date 9/12/21.

Consolidated Cash Flow Statement for the year ended 31 March 2021

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

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

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

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2021

1. Principal accounting policies

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

a) Basis of accounting
The financial statements have been prepared in accordance with Accounting & Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Knowle West Media Centre meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note (s).

Preparation of the accounts on a going concern basis

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

b) Fund accounting
[i] Unrestricted funds are available for use at the discretion of the trustees in furtherance of

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

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

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

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

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

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

[iv] Investment income is included when receivable.

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

1. Principal accounting policies (continued)

[vi] Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

d) Expenditure and irrecoverable VAT
Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered.

[i] Expenditure on raising funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.

[ii] Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

[iii] Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the reporting accountant's fees and costs linked to the strategic management of the charity.

[iv] All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

e) Fixed assets
Tangible fixed assets are written off over the expected useful life of the asset, at 25% per annum on the reducing balance method for all items costing over £250.

f) Group financial statements
These financial statements consolidate the results of the charity and its wholly owned subsidiary Leinster House Partnership Limited on a line by line basis.

Notes to the accounts for the year ended 31 March 2021

2. Prior period comparison

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

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
INCOME from:			
Donations & legacies			
Donations	478	644	**1,122**
Other trading activities			
Sales	74,945	-	**74,945**
Rent income	62,716	-	**62,716**
Charitable activities			
Grants and contracts	118,194	1,278,341	**1,396,535**
Investment income			
Interest receivable	631	-	**631**
Total income	256,964	1,278,985	**1,535,949**
EXPENDITURE on:			
Raising funds	105,475	1,368	**106,843**
Charitable activities	154,316	1,022,399	**1,176,715**
Governance costs	14,833	-	**14,833**
Depreciation of building	-	50,230	**50,230**
Total expenditure	274,624	1,073,997	**1,348,621**
Net outgoing resources before transfers	(17,660)	204,988	**187,328**
Reconciliation of funds			
Transfers between funds	17,660	(17,660)	-
Net movement in funds	-	187,328	**187,328**

3. Tangible Fixed Assets

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

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

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

6. Deferred income

	Opening balance at 1 April 2020		Amount released to income in year	Deferred in year	Closing balance at 31 March 2021
Esmee Fairbairn Foundation - Grant for 2020/21 Quarters 1 & 2	10,000	-	10,000	-	-
Bristol City Council - Promotion of 'Year of Can Do' in 2020/21	8,000	-	8,000	-	-
Battersea Arts Centre - Fee to organise South West regional meetings in 2021/22	-		-	1,500	1,500
Axisweb - Fee for participation in Social ARTery trial in 2021/22	-		-	458	458
Badham Pharmacy - Half page advert in summer 2021 issue of Knowledge	-		-	250	250
Bridge Learning Campus - Quarter page advert in summer 2021 issue of	-		-	158	158
Comino Foundation - April element (25%) of grant covering January to April 2021	-		-	2,794	2,794
Sub-totals: Charity	**18,000**	**-**	**18,000**	**5,160**	**5,160**
Eight commissions in progress	7,025	-	7,025	-	-
UKCRIC - Delayed Factory commission	4,050		-	-	4,050
Supportive Parents - Eight commission in progress	-		-	1,355	1,355
Group totals	**29,075**	**-**	**25,025**	**6,515**	**10,565**

7. Capital commitments and contingent liabilities

There are no capital commitments or contingent liabilities.

Notes to the accounts for the year ended 31 March 2021

8. Employee information

	2021	2020
Number of employees	28.7	29.6

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

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

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

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

9. Trustee information

	2021	2020
	£	£
Trustees remuneration and expenses	-	43

The trustees received no remuneration in the year.

Notes to the accounts for the year ended 31 March 2021

10. Movements in Funds

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

Knowle West Media Centre

Notes to the accounts for the year ended 31 March 2021

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

Restricted funds

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

Transfers

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

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

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

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

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

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

£127,900 of funding from Bristol City Council (Open Programmable City Region fund) was transferred to the depreciation reserve to cover future depreciation of digital manufacturing equipment and leasehold improvements purchased using the grant.

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

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

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

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

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

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

Notes to the accounts for the year ended 31 March 2021

11. Resources expended

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

12. Analysis of expenditure by programme

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

13. Analysis of group net assets between funds

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

14. Group company

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

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

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

15. Charges on property of subsidiary company

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

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

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