

Kings Place Music Foundation

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

**Registered Charity No. 1107839
Company No. 05330318**

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Trustees

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Kings Place Music Foundation

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KINGS PLACE MUSIC FOUNDATION

TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

FOR THE YEAR ENDED 31 MARCH 2023

The trustees (who are also directors of the charity for the purposes of the Companies Act) are pleased to present the annual report together with the consolidated financial statements of the charity and its subsidiary, Kings Place Music Foundation Trading Limited for the year ending 31 March 2023.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the organization's Memorandum and Articles of Association and Accounting and Reporting by Charities Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102).

Chair's Introduction

22/23 has been a year of real progress for Kings Place Music Foundation after the disruption of the pandemic years. I am absolutely delighted that we were able to present such an outstanding artistic programme, and that our ticket income, and contribution from our conferences, steadily rose. We have undertaken a major research project to analyse our audience behaviours post-pandemic, which will help us fine tune our marketing strategy going forward. We have instituted a new Access Scheme for those with access needs which has seen immediate and enthusiastic take-up, and a major Audience Appeal enabled us to launch a new Concession tickets scheme and to increase the number of subsidised tickets for Under 30s. We continue to work on our fundraising to support the work for the charity and are extremely grateful for the support we receive from our audiences. We have attracted a host of extremely high-calibre applicants to join our small team which I believe reflects the high regard that Kings Place is held in within the performing arts world.

Finally, we are working hard on reducing our carbon footprint and have made real progress in many areas. *Voices Unwrapped* in 2022 enabled us to engage with a multitude of local community choirs and offer participative workshops with the support of Arts Council England. 23/24 is progressing well as the highly innovative *Sound Unwrapped*, our signature series in partnership with technology company d&b audiotechnik, has generated outstanding reviews and audience engagement, as well as offering staff and artists unique training and development opportunities. We hope very much to see you in the next few months at Kings Place.

Peter Millican OBE

Objectives and activities

'It felt like a fitting end to an evening which truly seemed to herald beguiling new opportunities for ways of experiencing music. A triumph for Kings Place, not least because the emphasis was as much on thoughtfulness as effect, on the reminder that no matter how hi-tech our surroundings they are worth nothing if they do not also provide insights on what it is to be human.'

The Arts Desk, 2023

"the creative hub in North London that invariably has the most interesting music and events programmed."

The UpComing

Kings Place Music Foundation (KPMF) is an arts centre with a critically-acclaimed music and spoken word programme, the base for a family of ensembles and arts charities, and the home of live podcasting in the UK. Since launching in 2008, it has become a venue loved by a diverse range of audiences: we offer captivating, intimate experiences in our halls and people find each other in our communal spaces, used freely for meetings, homework and socialising.

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TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

FOR THE YEAR ENDED 31 MARCH 2023

Kings Place Music Foundation operates from Kings Place, a mixed-use development in King's Cross completed in April 2008 and operational from October 2008.

Our objectives are:

- to inspire, inform and delight a wide audience with music and spoken word events of international quality at accessible prices;
- to provide platforms and opportunities for artists to develop and showcase new work, and to join partners in commissioning new work for our Unwrapped series;
- to be a collaborative venue partner to our resident Aurora Orchestra and 8 artistic associates;
- to be a catalyst for change and development, a visible and dynamic arts destination reflecting the diversity and creativity of our city – financially sustainable and as vibrant as our home in King's Cross;
- to provide spaces at no or low cost to arts, community and music education charities for rehearsals, mentoring, summer schools and creative development, and for local schools events;
- to be a low-cost and supportive hub for a range of small arts charities;
- to provide a home for the podcast community in the UK;
- the objective of the trading subsidiary, Kings Place Foundation Trading Ltd, is to generate revenue from room hire, conference delivery, technical services and desk hire to distribute to the charity, then used to support the charity's objectives.

Artistic Director's report:

Cultural Activity in 2022-2023

Voices Unwrapped, our major series running through 2022, began the year heavily impacted by the omicron outbreak, but by April 2022 audiences and international artists were returning. Artists in residence **Julie Fowles** and **Roderick Williams** brought profoundly engaging programmes, collaborating with high-profile fellow artists, and represented the different strands of programming for which the venue is renowned. Stand-out nights in the series included venue debuts from French vocal group San Salvador, the London African Gospel Choir and Tallis Scholars, and the **Sound Voice Project**, which brought those suffering from voice loss on to the stage with acclaimed singers, who sung their stories. **Singing Together**, a programme for community choirs to perform from the gallery before major Hall One nights, supported by ACE, brought twelve amateur choirs into the venue, whose members also engaged with Voices Unwrapped concerts for £5 tickets. They included the Shout at Cancer Choir, the New Young Voice Collective, Pink Singers, Elizabeth Garrett Anderson Senior Choir, Harrow Community Gospel Choir and Bellow Fellows. Some of these choirs joined in the KX Summer Sounds free performances in Coal Drops Yard in August, and have returned for a key project in Summer 2023.

Key festivals began to resume their previous shape again this year, and to recover audiences, including **Folk Weekend**, **Bach Weekend**, **Songlines Encounters Festival**, **London Podcast Festival**, **London Piano Festival** and a bumper **EFG London Jazz Festival**, with multiple sell-outs.

Sound Unwrapped was made possible through an inspirational partnership with d&b audiotechnik, who not only loaned KPMF a Soundscape system in Hall Two (64 channel, 28 speakers) for the majority of 2023, but have supported artists and our sound engineers through training and mentoring throughout the year. After a high-impact opening, including a performance by viola de gambist Liam Byrne and loss/gain's immersive installation *Moonbathing* which has now received over 1000 visitors, the Soundscape shows in Hall Two attracted audiences justifying multiple iterations, including new shows from The Breath, Moin, NikNak, Hinako Omori, Felicia Atkinson & Chris Watson, Holy Other, Malibu, Flock, Manchester Collective, Torus, Laura Misch and Sofie Birch and HOWL. The programme has also explored the acoustic spaces in Hall One through use of the balconies and spatializing sound sources, with a spectacular opening performance from Colin Currie Quartet and Vox Luminis processing through the space with the music of Tallis and Weelkes.

Kings Place Music Foundation donated Hall One to four significant charitable fund-raising events this year: Aid to Ukraine in collaboration with the Ukrainian Cathedral Choir of London, two comedy events and a spoken word evening for Choose Love in aid of Victims of the Turkish & Syrian Earthquakes and an event in aid of Coram Foundation.

KINGS PLACE MUSIC FOUNDATION

TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

FOR THE YEAR ENDED 31 MARCH 2023

Premieres and new projects

A strategic aim of the Kings Place programme is to be dynamic and distinctive, and we work to challenging KPIs around the % of new projects, female and non-binary-led projects and projects by those from under-represented backgrounds which we present on our stages. The premieres listed below reflect all these priorities.

Notable premieres at Kings Place in 2022 included Joanna Marsh for Musica Secreta, *The Veiled Sisters* (WP), *Out of the Dawn's Mind* by Edmund Finnis for Ruby Hughes and Manchester Collective (UKP), Naomi Pinnock's *It looks like someone lived here* for Riot Ensemble (UKP), Angharad Davies's *Sitting with Emptiness* for Explore Ensemble (WP), EXAUDI's first performance of Gloria Coates's *Rainbow across a night sky* (WP), and a new project with small-pipes artist Brighde Chaimbeul, violinist Aidan O'Rourke and Julie Fowlis.

Premieres in 2023 included Jasmine Morris's *Atom Cry* for Riot Ensemble (WP), Moor Mother's *Dream Culture* for Manchester Collective (LP), a live album rendition of Space Afrika's album *Honest Labour* scored by Jack Sheen (WP), The Breath's new Soundscape set and the first outing of a collaboration between Laura Mirsch and Sofie Birch (WP).

Digital strategy

The KPlayer programme continued to deliver modest results for spoken word programming, and for regular podcasts such as Rock n Roll Politics and some significant high-performing Podcast Festival shows, with nearly 10k tickets sold overall.

Jewish Book Week continued to offer an on-line programme but as zoom events offer a cheaper and more efficient way of delivering them to audiences without the need for streaming engineers, the festival organisers opted to deliver that programme outside of KPlayer, but ticketed by KPMF, in March 2023.

The digital strategy was sustained at a lower level in this year, intimately responsive to audience demand, and based on the following principles:

- to make streams available where there is sufficient demand and events are sold out in the hall
- to create hybrid festivals where the material is suited to an international audience and the medium
- to archive special events and make them available either to build the Kings Place brand and or to reward those engaged in supporting in Kings Place
- to create legacy films for brand development

Outreach & Participation

Kings Place is committed to growing its engagement with the local community. The venue continues to provide support for music education and community group initiatives as part of the long-term vision of the charity and as a core part of its weekly operations. Those benefiting regularly include Music Works, Chamber Studio, National Youth Jazz Collective and the International Guitar Foundation. Kings Place Choir, Islington Music Hub, Thick and Tight Dance, Voices Foundation, Sound Voice project and Tete a Tete Opera Festival also benefited from free use of space for rehearsal and workshops.

Children from several local primary schools attended free concerts in the venue given by Aurora Orchestra. Some technical training liaison begun at Acland Burghley School, LBCamden, where Artistic Associate OAE is now based. The plan is to formalise this next year, with their Young Producers coming into Kings Place for insight events and hands-on experience.

Funding was received from ACE for the **Singing Together** project, which supported 12 local community choirs to sing from the gallery level before major Voices Unwrapped shows. In this period, they included the New Young Voice Collective, Elizabeth Garrett Anderson Choir, Harrow Community Gospel Choir, Some Voices, Pink Singers and Pegasus Choir.

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Voices Unwrapped has been all about participation, so the Singing Together project enabled us to offer a variety of singing workshops for all ages and genres, from London African Community Gospel Choir, Lady Maisery to Green Ribbons folk-singing workshop, to online and in-person singing workshops led by Voces8. All participants were offered £5 to Hall One concerts in the series.

A fuller programme of family events returned this year. Family events included Aurora's Far, Far Away, Megson Family Folk Show, The Nincompoops and Groovebaby for the Under 5s as part of the EFG London Jazz Festival.

We programmed free outdoor performances in Coal Drops Yard as part of the King's Cross Sessions in August, including Volosi and London Community Gospel Choir. We reached out to local Small Green Shoots charity which supports people not in education and training to get into the arts business, and offered them a paid internship in our London Podcast Festival.

Audiences

Social media followers

	22/23	21/22
Facebook	11,735	10,672
Instagram	9,325	7,192
Twitter	19,502	19,300
Twitter - London Podcast Festival	3,028	
YouTube	1,760	1,640
Soundcloud	15,778	15,800
LinkedIn	619	588
	61,747	55,192

Tickets sold and revenue generated - 75,824 tickets sold (60,962 FY 2122), £1,435,811 ticket sales (£1.037m FY2122)

Online tickets sold and revenue generated through on-line programme – 5,480 tickets sold (10,539 FY2122), £53,927 ticket sales (£106,259 FY2122)

First-time bookers in 22/23 – 59% (17,480 out of 29,470)

Website traffic: Average 52K users (46k FY2122) and 193k page views per month (203k FY2122) (this is based on an average over the past year).

Estimated footfall through the building in 22/23 based on performance events, conferences, tenants, local community and patrons of the Rotunda is c.300,000.

An Audience Analysis & Development Project was commissioned in January 2023 from Sarah Chambers Consulting and Baker Richards, funded by the Arts Council England Sustainability grant. The aim was to gain insights into lapsed, loyal and post-covid bookers, understand their behaviours and motivations, through data analysis and focus groups, and create new ways of communicating with them more effectively. As a result, the marketing department are working with a refreshed toolkit and segmentation engine to generate distinct behaviour groups within the audience and creating bespoke strands of communication for each, with different frequencies. The effectiveness of these will be measured over the next year in the following way:

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FOR THE YEAR ENDED 31 MARCH 2023

Audience development KPIs

- Increase average newsletter click rate to 15% of whole (from 13%)
- Increase average newsletter purchase value by 10%
- Increase average annual frequency of Loyal audience by 10%
- Convert 15% of One-timers into Recent Multi visitors
- Convert 10% of Lapsed visitors into Returned since Covid

Fundraising

A new Head of Development (Individual Giving) was appointed in June 2022, part supported by the ACE Sustainability funding, with a focus on building the Friends scheme, increasing donations and launching an appeal. Given the cost-of-living crisis, the decision was taken to launch an Audience Appeal to help support Concessions tickets.

Project grants supported the following programmes: ACE for Voices Unwrapped community and workshops programme; ACE for Sound Unwrapped technical training, staff time and artist development for projects relating to Soundscape; PRSF for developing Sound Unwrapped projects by artists from underrepresented groups. RPS made an award for commissioning new music.

Kings Place was one of only 11 cultural organisations nationwide to be awarded Sustainability funding from Arts Council England. This supported our plan to create a development department, to bolster our private hire business, to offer state-of-the-art turnkey 4k filming, editing and streaming to business events in both halls, to commission an analysis of our audiences and build reserves.

Cultural Recovery Sustainability Funding covered the period until 31 Mar 2023.

Pricing strategy

A full benchmarking exercise was done across the sector in March 2022 to ascertain new levels of pricing. As a result of this work, a decision was made to tweak up the upper tier and reduce down the lower limits of tiered ticketing, in line with current sector practice. Where audience segments can afford to support an event, £44.50/49.50 is possible, but with the ongoing inflated cost of living with which wages are not keeping up, price resistance is clear and taking events over £20 can lead to depressed sales.

An allocation of Under 30s tickets at £8.50 have been added to the majority of events where the deal allows it, plus Under 14 tickets available for selected appropriate events. An allocation of 50% Concession tickets are now added to the majority of events, for those on any state benefit, including students and those on disability and pension benefit. There is a consistent overall take-up of these tickets, suggesting the level is correct. The booking fee of £3 was replaced by a 10% booking fee with a cap of £5. The focus on papering is now with Tickets for Good and local partners rather than more general ticket agencies.

Trading subsidiary

Conferences

In 20/21 there were no conferences (other than 12 small events) and in 21/22 conference levels continued to suffer with Covid restrictions and the emergence of the omicron variant, achieving just £502k in income. However, 22/23 has seen a return to near pre-pandemic levels, reaching 83% of the income received in 18/19 (£1.6m versus £1.9m). It is hoped that these figures will be over-taken in 23/24 but there are noticeably fewer conferences from outside the UK and the high cost of accommodation in the area has been a deterrent to some bookers.

Music Base desk rentals

The Music Base continued to hire out desks for the charity with a number of desks taken by organisations with close relationships to KPMF (e.g. Aurora Orchestra, London Jazz, Voice Foundation) and other music and arts charities and

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organizations including Orchestras Live, Hear Me Out and Nevil Holt. Some of our tenants have been affected by the withdrawal of their ACE funding but where we have lost tenants we have quickly sourced new ones. Desk rental fees were increased for the first time in many years and this continues to be a steady source of income. In 23/24 we will be looking to maximise this income stream.

Private Hires

Private Hires continue to be a source of income that we seek to maximise but will always be impacted by higher programme and conference activity, leading to competition for dates. Whilst we didn't achieve the budget set, the income for 22/23 was 15% up on 19/20 despite a 35% decrease in income from one of our regular bookers (i.e. £13.6k) and the post-pandemic slump in Apr-Jun 22. It is also worth mentioning that whilst the number of bookings were down, the average income per booking rose by 59% versus 19/20.

Ground Floor Offices

The commercial let of the ground floor offices commenced in February 2022 with rent being paid from September 2022.

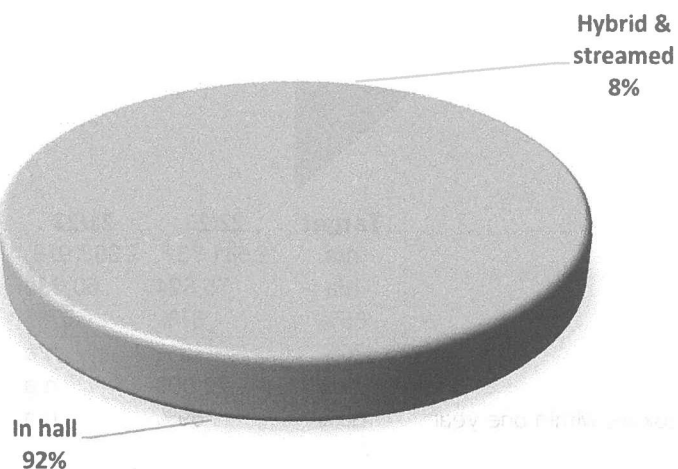
Achievements and Performance

Performance

In 22/23 ticket sales rose from 60,962 in the previous year to 75,824 in 22/23 (In 19/20, pre-pandemic, ticket sales were 89,462). In 22/23, ticket sales broken down by medium were 92% in-hall (77% in 21/22), 8% hybrid/online only (23% in 21/22).

The following pie charts show the make-up of the ticket revenue received in 22/23, firstly by how the event was watched and secondly by genre.

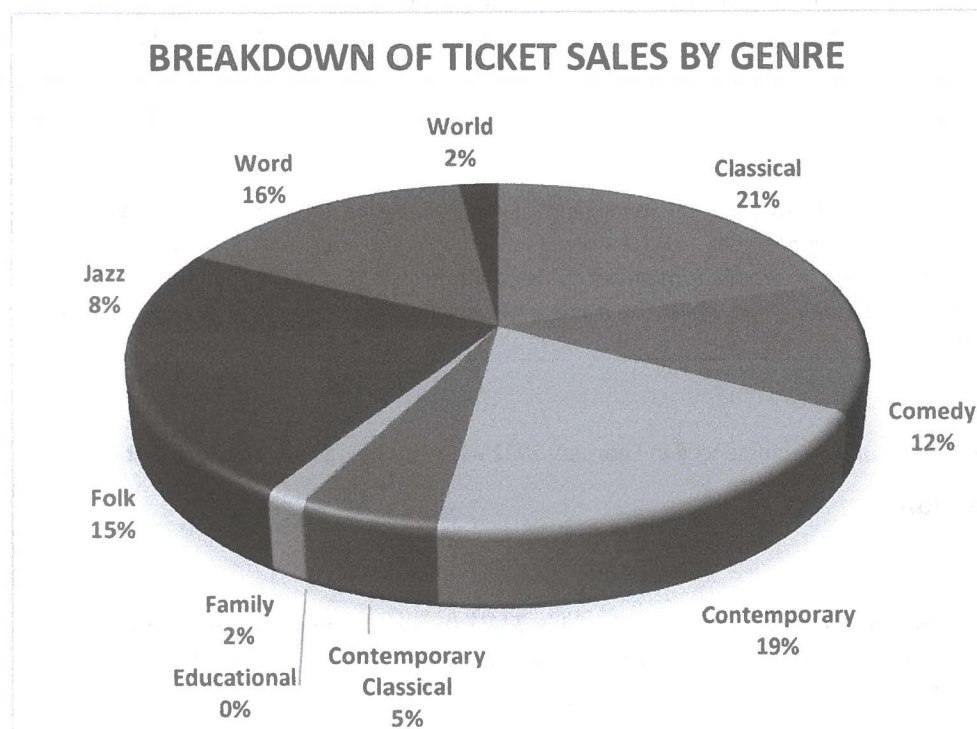
BREAKDOWN OF TICKET SALES BY MEDIUM



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FOR THE YEAR ENDED 31 MARCH 2023



In 22/23 the largest proportions of income were from **Classical 21% (21/22: 29%)**, **Contemporary 19% (21/22: 1%)**, **Word 16% (21/22: 19%)**, **Folk 15% (21/22: 15%)** and **Comedy 12% (21/22: 11%)**.

Gross ticket sales for **22/23** events were **£1.4m**, an increase of **£370k (36%)** on 21/22.

Kings Place measures the financial performance of its artistic Programme using the following KPIs:

- Contribution
- Tickets sold
- Occupancy
- Audience development

KPIs for 22/23 are as follows:

	Target	22/23	21/22
Contribution	n/a	£ 581,731	£ 393,978
Tickets sold	n/a	75,824	60,330
Occupancy	65%	57%	57%
Increase social media following by	20%	12%	n/a
Increase newsletter subscribers by	15%	72,000	n/a
New booker returns / second time bookers within one year	60%	59%	n/a

22/23 was the first year for the audience development KPI, so no figures are included for 21/22.

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TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

FOR THE YEAR ENDED 31 MARCH 2023

Team & Culture

During this period, we began the rebuilding of the team which had for so long been understaffed. New roles include an Event Production Coordinator, Box Office Manager, a new Head of Production (replacing the departed Senior Production Manager and enabling the Director of Production & Technology to be less operational), House Tech (AV), and Marketing Coordinator. Three further roles will be recruited in this coming year.

A rigorous process of clarifying roles and responsibilities was carried out among the four directors to streamline operations. This will now be cascaded through the senior managers.

Governance

Open Board recruitment was carried out in the early part of 2023 in order to diversify and strengthen governance at KPMF. Two new board members were appointed to join the board in the financial year 2023/24, with a focus on Fundraising and Community Partnerships.

Diversity & Inclusion

A robust EDI policy covers all aspects of the organisation, from workforce to programme, visitor experience to partnerships. In the year 2022/23 the EDI Working Group have focused on:

- Access Scheme: the VS team developed a detailed access scheme to which any audience member with particular requirements can sign up to ensure their needs are met in the venue. The response has been very strong and positive to this, with a high level of sign up and satisfaction.
- Access Video: created by the VS team to ensure all access information about the building is clearly and completely communicated. Now on the website.
- EDI Training: an introduction to EDI was attended by 20 staff led by Chickenshed Theatre Company
- The first EDI whole organisation monitoring survey was shared with all permanent and hourly-rate staff, approved by BECTU. This will give us a better insight into areas of recruitment that need work and how we can better meet the needs of our team.
- Kickstart Scheme: the apprentice from the LB Camden scheme was taken on as a permanent member of staff in the marketing team.
- The venue has become a Foundation Member of the organisation Black Lives in Music.
- Agreement with MARSIM, an organization supporting South West Asian and North African diaspora culture, is slated to become a new Artistic Associate in September 2023.

Kings Place programming team works to challenging KPIs in order to deliver a programme that is dynamic, diverse and distinctive. We achieved the PRSF Keychange goals of gender equality in the working team, but were just short in performers/creators (46% women and non-binary performers).

EDI Programme KPIs

50% target for female & non-binary artists/creators: 46%

25% target under-represented group, work or artists: 39%

25% target new project, either commissioned, or new to London: 42%

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TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

FOR THE YEAR ENDED 31 MARCH 2023

Environmental Sustainability

Improving the environmental sustainability of our organization, building and working processes is a strategic goal of Kings Place, with a view to reducing carbon outputs. The Environmental Sustainability Working Group's main focus in 22/23 was in auditing current systems and creating benchmarks, and they:

- Created a sustainability policy document detailing our impacts, commitments and the responsibilities of the sustainability working group
- Reviewed waste within the tech department with aim on reducing consumables by 10% and creating opportunities for recycling.
- Eliminated single-use plastic bottles in our own demise and work with Green and Fortune to eliminate the use of single-use plastics across their organisation
- Engaged an independent consultant to review electricity usage, with the aim of reducing usage by 15% by year-end with a strategy to reduce usage further over the next 5 years.
- Reviewed our level of print across the organisation with aim on reducing usage by 10% by year end with a strategy to reduce usage further over the next 5 years.
- Communicated policy to the entire team on waste and energy saving strategies & behaviours

Financial review

Total group income for the year increased by 23% (2022: 24%) to £4.6m, an increase of £868k. Income from trading activities increased to £2.4m, an increase of £1.43m (2022: increase of £706k). Charitable donations have decreased by 360k (2022: £510k). Throughout the financial year the Foundation earned £1.74m (2022: £1.22m) from ticket sales and other performance-related income and received £192k in Government and other grants (2022: £1.13m).

Total expenditure increased by 39% (2022: increase of 9%) to £4.7m, an increase of £1.33m due to increased activity. Costs of charitable activities for the Foundation include people, artists, marketing, property and finance/professional fees, and amounted to £3.6m (2022: £2.9m).

In 2023 this resulted in net expenditure of £56k (2022: net income of £405k).

While the economic future is so unpredictable, the charity will continue to keep overhead costs to a minimum, seek to secure further support from grant makers and look to increase donations from the public.

The deficit incurred by the Foundation is offset by Gift Aid distributions from Kings Place Music Foundation Trading Ltd (KPMFT) and by the support of private donors.

Fundraising disclosure

Throughout 22/23 Kings Place has continued to encourage individual donations through our website, rounding up/donating when purchasing tickets, joining our Friends Scheme and the Audience Appeal. We have not worked with any commercial participators/professional fundraisers and our fundraising conforms to recognized standards. We have received no complaints in relation to our fundraising.

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TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

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Principle Funding Sources

The principle funding sources received by the foundation were from private donations, ticket sales, sponsorship, booking / transaction fees, conferencing, desk hire income, office rental, event specific grants and the Culture Recovery Fund.

Reserves policy and going concern

The trustees will continue to apply the unrestricted fund to the Foundation's objectives. The Foundation has Restricted funds of £17k. Unrestricted funds at the year-end totalled £449k. Free reserves are in deficit by £106k, but continued financial support for future periods is guaranteed by a letter of support from a private donor.

Cash flow forecasts to December 2024 have been prepared and shared with the aforementioned private donor who has confirmed their willingness to provide cash flow support.

The trustees, having assessed the principal risks and uncertainties and having contributed to the strategic vision and aims of the charity, have no reason to believe that a material uncertainty exists that may cast significant doubt about the ability of KPMF to continue as a going concern.

On the basis of their assessment, the trustees have a reasonable expectation that the charity will be able to continue in operational existence for the foreseeable future, and they continue to adopt the going concern basis of accounting in preparing the annual financial statements.

The charity's activities, together with the factors likely to affect its future development and position, are set out within this Financial Review. The Foundation's reserves policy requires 3 months of staff costs and overheads, or £300,000 to be held for the purpose of ensuring the longevity of the Foundation. The threshold is reviewed quarterly at a minimum, along with the principle risks and uncertainties facing the charity. The gap between current free reserves and the level of free reserves set out in the charity's policy is guaranteed by a letter of support from a private donor.

Therefore, the trustees, having assessed the principal risks and uncertainties and having contributed to the strategic vision and aims of the charity, have no reason to believe that a material uncertainty exists that may cast significant doubt about the ability of KPMF to continue as a going concern.

On the basis of their assessment, the trustees have a reasonable expectation that the charity will be able to continue in operational existence for the foreseeable future, and they continue to adopt the going concern basis of accounting in preparing the annual financial statements

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Plans for future periods

We continue to build resilience through multiple strands of activity. We are working closely with the landlord and Green & Fortune to restore a welcoming feel to the venue, through improved signage, café opening and piloting consistent box office staffed hours.

The strategy of working more flexibly with KPE to increase the number of dates they can offer has been successful, and we will continue with that policy while protecting all the key dates required by the arts charity.

The Canalside offices are now occupied, and the Music Base is running at almost full capacity with more enquiries coming in. We are currently reviewing the space to ensure it is future proof and optimised, with a new phone room added for zoom calls.

Rebuilding the team: following our Audience Development Project 2.0 we have identified that a CRM data specialist is required to support the box office, marketing and development areas of the business. This will be a part-time role to be recruited by September 2023.

Technology and equipment renewal plan: the new cameras have been installed in Hall Two, and other upgrades, including a new projector and new chairs for St Pancras have been purchased. The audio upgrade will continue into 23/24 according to capex plans.

Future artistic plans

Sound Unwrapped has offered Kings Place the opportunity to collaborate closely with a technology partner (d&b audiotechnik) to create new spatialised listening experiences. A significant outcome has been the training and skills development of the technical permanent staff and the hourly-rate technicians, and the close collaboration of the artists, d&b audiotechnik staff, technical, production and programming teams in problem-solving for innovative new formats.

We want to build on the relationships and knowledge gained, and to develop further distinctive new performance and playback projects with a more permanent Soundscape installation in Hall Two. This is currently being discussed with d&b audio, and the planning is currently running to the end of March 2024. With new Soundscape venues, such as The Factory, Manchester, coming on stream, there is a greater interest in developing spatialised projects, but Kings Place remains the only London concert hall with this precise, bespoke system.

Other future artistic plans include the first **Luminate Festival**, slated for October 2023, an offshoot of our long-running series on adventurous music, Luminate. The London Podcast Festival is developing new content partnerships and providing platforms for marginalised groups. **Future Folk**, which will launch in the Autumn 2023, is a talent development strand instigated by our associate Alan Bearman Music.

The Artistic Associate roster is being refreshed from Autumn 2023, with the arrival of a new Resident Quartet, the **Piatti Quartet**, (the Brodsky Quartet bowed out after 10 years), and new associate **MARSM**, the organisation supporting music and culture and South West Asia and North Africa. MARSM will be programming at least four events a year at Kings Place, and in addition they will hold open-mic nights for emerging diaspora talent in London for which we will provide free rehearsal space.

Scotland Unwrapped will dominate 2024, a celebration of Scottish music and spoken word, from Medieval times to the present day, including festival spotlights, communal events, workshops, children's concerts and ceilidhs, and providing an opportunity for us to collaborate with Green & Fortune (e.g. Burns Night and whisky tastings etc).

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Principal Risks and Uncertainties

The trustees have examined the major strategic, business and operational risks facing the charity and confirm that steps have been taken to lessen these risks wherever possible.

The principal risks and uncertainties facing the charity are outlined below:

- High rate of inflation and the cost-of-living crisis affecting ticket sales and costs
- Unexpected decrease in revenues, particularly conferences
- The recruitment and retainment of permanent employees and casual workers
- Lack of resource to collect and analyse audience data
- Insufficient capital funding for technological investment and innovation
- Large increases in landlord's service charge
- Data breach/cyber-attack
- Development of AI in digital marketing
- Travel restrictions on international artists due to visa issues

KPMF operates a rigorous risk management strategy and systems are in place which are designed to manage all major risks. The trustees review their risk management strategy annually or more often if circumstances require.

Structure, governance and management

Governing document

KPMF is a company limited by guarantee governed by its Memorandum and Articles of Association dated 12th January 2005 as amended by special resolutions dated 7th November 2007. It is registered as a charity with the Charity Commission.

Appointment of trustees

Trustees have been appointed by the Board of Trustees.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

PJ Millican (Chair)

AD Millican

J Mitchell

D Jude

S Twitchin

P Jonas (appointed 16 June 2023)

Trustee induction and training

The trustees have been chosen based on the skills they have to offer to ensure the development of the charity's activities. New trustees receive induction into the organization led by the Artistic & Executive Director, Finance Director and the Deputy Managing Director / Company Secretary. Further training is made available to trustees when it is required.

KINGS PLACE MUSIC FOUNDATION

TRUSTEES REPORT INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) CONT.

FOR THE YEAR ENDED 31 MARCH 2023

The Executive Team

Helen Wallace

Artistic Director

Organization

The Board of Trustees administers the charity and is responsible for the strategic direction and policy of the charity. The Artistic Director has been delegated authority by the Trustees for the day-to-day operational matters of the Foundation.

Related parties

P J Millican, Chair of the Board of Trustees, is a director and 50% owner of Green & Fortune Limited, with whom the Foundation has a commercial relationship. The Foundation also has trade relationships with the following companies with which P J Millican also has an interest: Pangolin (director & 50% shareholder); Parabola Real Estate Investment (director); Parabola Edinburgh Ltd (trustee of Member Trust) and Parabola Foundation (trustee). D Jude (trustee) is a director of Parabola Foundation.

Public benefit

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing its aims and objectives and in planning its future activities. In particular, the trustees have considered how planned activities will contribute to the aims and objectives they have set.

Kings Place is situated in a growing hub of development which has a thriving cultural and diverse community. The Programme offers numerous ways for local communities to access high quality performances and learning opportunities in an affordable way.

Key management personnel

KPMF's remuneration policy for key management personnel is designed to attract, retain and motivate quality employees. Salaries are bench-marked against other organizations in the charities sector, and are in line with market rate. Remuneration for key management personnel consists of basic salary, statutory pension contributions, and the provision of a mobile phone and laptop for business use.

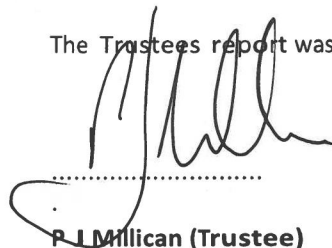
Auditor

So far as the trustees are aware, there is no relevant audit information of which the charity's auditors are unaware. Additionally the directors have taken all the necessary steps that they ought to have taken as trustees in order to make themselves aware of all relevant audit information and to establish that the charity's auditors are aware of that information.

The auditor, Moore Kingston Smith, is deemed to be re-appointed under section 487(2) of the Companies Act 2006.

This report has been prepared in accordance with the provisions applicable to companies entitled to the Small Companies Exemption.

The Trustees report was approved by the Board of Trustees.



P J Millican (Trustee)

Dated: 31/10/23

Kings Place Music Foundation

TRUSTEES' REPORT (CONTINUED)

For the year ended 31 March 2023

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of the charitable company for the purposes of company law) are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the Governors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the profit or loss of the charitable company for that period. In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and accounting 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; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Kings Place Music Foundation

Independent Auditor's Report to the members of Kings Place Music Foundation

Opinion

We have audited the financial statements of Kings Place Music Foundation for the year ended 31 March 2023 which comprise the Consolidated Statement of Financial Activities, the Consolidated and Parent Charitable Company Balance Sheets, the Consolidated Cash Flow Statement and 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 (United Kingdom Generally Accepted Accounting Practice) including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland'.

In our opinion the financial statements:

- give a true and fair view of the state of the group's and 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 and the Charities Act 2011.

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 financial statements section of our report. We are independent of the 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.

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.

Kings Place Music Foundation

Independent Auditor's Report to the members of Kings Place Music Foundation (continued)

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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's 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.
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 14, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group 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 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

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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.

Kings Place Music Foundation

Independent Auditor's Report to the members of Kings Place Music Foundation (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Kings Place Music Foundation

Independent Auditor's Report to the members of Kings Place Music Foundation (continued)

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- * We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- * We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- * We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- * We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- * Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

6th Floor
Appold Street
London
EC2A 2AP

Date:

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Kings Place Music Foundation

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES

for the year ended 31 March 2023

(Incorporating Income and Expenditure Account)

	Note	Unrestricted Funds £	Restricted Funds £	Total 2023 £	Total 2022 £
Income from:					
Donations and legacies	3	340,594	19,623	360,217	509,752
Charitable activities:					
Operation of music venue	4	1,739,806	192,242	1,932,048	2,348,152
Other trading activities	5	2,372,035	-	2,372,035	938,039
Total Income		4,452,435	211,865	4,664,300	3,795,943
Expenditure on:					
Trading activities	6	1,119,590	-	1,119,590	461,723
Charitable activities	7	3,233,320	367,342	3,600,662	2,929,489
Total Expenditure		4,352,910	367,342	4,720,252	3,391,212
Transfer of funds	19	30,000	(30,000)	-	-
Net movement in funds		129,525	(185,477)	(55,952)	404,731
Total funds brought forward		319,900	202,552	522,452	117,721
Total funds carried forward		449,425	17,075	466,500	522,452

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The Statement of Financial Activities also complies with the requirements for an Income and Expenditure account under the Companies Act 2006.

Kings Place Music Foundation

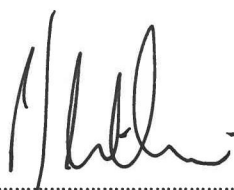
CONSOLIDATED BALANCE SHEET

as at 31 March 2023

		2023	2022
		£	£
Fixed Assets			
Intangible assets	12	47,623	24,328
Tangible assets	13	507,763	380,386
		<u>555,386</u>	<u>404,714</u>
Current Assets			
Debtors	15	499,069	564,881
Cash at bank and in hand		<u>331,518</u>	<u>370,093</u>
		830,587	934,974
Creditors: Amounts falling due within one year	16	<u>(919,473)</u>	<u>(817,236)</u>
Net current liabilities		(88,886)	117,738
Total assets less current liabilities		<u><u>466,500</u></u>	<u><u>522,452</u></u>
Income funds			
Unrestricted Funds	19	449,425	319,900
Restricted Funds	19	17,075	202,552
		<u><u>466,500</u></u>	<u><u>522,452</u></u>

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

The financial statement were approved by the Trustees on


 P J Millican

Company No. 05330318

Kings Place Music Foundation

COMPANY BALANCE SHEET as at 31 March 2023

		2023		2022	
		£	£	£	£
Fixed Assets					
Intangible assets	12		47,623		24,328
Tangible assets	13		507,763		380,386
Investments	14		<u>10</u>		<u>10</u>
			555,396		404,724
Current Assets					
Debtors	15	158,745		308,098	
Cash at bank and in hand		<u>240,842</u>		<u>305,606</u>	
		399,587		613,704	
Creditors: Amounts falling due within one year	16	<u>(1,711,971)</u>		<u>(778,630)</u>	
Net current liabilities			(1,312,384)		(164,926)
Total assets less current liabilities			<u><u>(756,988)</u></u>		<u><u>239,798</u></u>
Income funds					
Unrestricted Funds	19		(744,063)		37,246
Restricted Funds	19		<u>17,075</u>		<u>202,552</u>
			<u><u>(726,988)</u></u>		<u><u>239,798</u></u>

As permitted by s408 Companies Act 2006, the Charity has not presented its own Statement of Financial Statements and related notes. The net income for the charitable company alone were £(996,785) deficit (2022- £104,406 surplus).

The financial statement were approved by the Trustees on


 P J Millican (Chair)
 Trustee

Company No. 05330318

Kings Place Music Foundation

CONSOLIDATED CASH FLOW STATEMENT

for the year ended 31 March 2023

	2023	2022
	£	£
Cash flows from operating activities		
Cash generated from /(absorbed by) operations	24 190,810	251,462
Investing activities		
Purchase of intangible fixed assets	(37,790)	(51,030)
Purchase of tangible fixed assets	<u>(191,595)</u>	<u>-</u>
Net cash used in investing activities	<u>(229,385)</u>	<u>(51,030)</u>
Net decrease in cash and cash equivalents	(38,575)	200,432
Cash and cash equivalents at beginning of year	370,093	169,661
Cash and cash equivalents at end of year	<u>331,518</u>	<u>370,093</u>

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

1. ACCOUNTING POLICIES

Charity information

Kings Place Music Foundation is a private charitable company, limited by guarantee, registered and incorporated in England and Wales. The address of the charity's registered office is 90 York Way, London, N1 9AG.

Kings Place meets the definition of a public benefit entity under FRS102. The charity exists for the benefit of the public to promote knowledge and appreciation of the arts and in particular the art of music.

1.1 Accounting convention

Basis of Preparation

These financial statements have been prepared in accordance with "Accounting and Reporting by Charities": Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK (FRS 102) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK (FRS 102) and the Companies Act 2006.

The financial statements are prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest pound.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

1.2 Going concern

FRS 102 requires that, if appropriate, the group's financial statements are prepared on the going concern basis, which means that the organisation is able to operate for the foreseeable future on the basis of known and reasonable projected resources. Cash flow forecasts to December 2024 have been prepared. Management have taken steps to reduce costs where possible and continue to monitor cash flow closely. The group is dependent on support from its donors who have undertaken to provide such support for the foreseeable future based on the latest forecasts.

As a consequence, notwithstanding the net current liabilities, the trustees believe that the group is well placed to manage its risks successfully and thus have adopted the going concern basis.

1.3 Group financial statements

The financial statements consolidate the results of the charity and its wholly owned subsidiary Kings Place Music Foundation Trading Limited ("KPMFTL"), on a line by line basis. All financial statements are made up to 31 March 2023, and consistent accounting policies are used.

1.4 Fund Accounting

Unrestricted funds

Incoming resources receivable or generated for the objects of the group without further specified purpose are accounted for as unrestricted funds. Unrestricted funds are available to spend on activities that further any of the general objectives of the group.

Restricted funds

Restricted funds are donations received which are subject to specific restricted conditions imposed by the donors. Restricted funds are distributed in accordance with the terms of the applicable restriction.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

1. ACCOUNTING POLICIES (continued)

1.5 Income

Income is recognised in the Statement of Financial Activities when the group has entitlement to the funds, any conditions attached to the item(s) of income have been met; and it is probable that the income will be received and the amount can be measured reliably.

Donations and legacies

Income received by way of donations and gifts to the group is included in full in the Statement of Financial Activities when the above criteria are met.

Donated services and facilities

The group leases the premises from which it operates from Westinvest GmbH at a peppercorn rent. The donated facility was established in 2008 via Parabola Land for a period of 99 years. It is not considered possible to determine the market value of the facility and therefore neither income nor corresponding rental charge have been recognised in the Statement of Financial Activities.

Government grants/ grants

Grants and donations are recognised in income in the year in which they are receivable, except when donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income. In this case, the income is deferred and not included in incoming resources until the preconditions for use are met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

Income from charitable activities

Income derives from a range of sources. Income is recognised when the above criteria are met.

Income receivable

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

Income from ticket sales

Income from ticket sales represents amounts receivable, excluding value added tax, for goods and services in the ordinary course of business. Advance box office income is deferred until the performance opens.

1.6 Expenditure

Expenditure is categorised as expenditure on charitable activities or expenditure on trading activities. 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. Where costs cannot be directly attributable to a particular heading they have been allocated to activities on a basis consistent with the use of the Governance costs comprise external audits and strategic costs.

Support costs are those incurred in connection with the administration of the Foundation and are in support of expenditure on the objects of the Foundation. They include property, finance, professional and governance.

Costs are inclusive of irrecoverable VAT.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

1. ACCOUNTING POLICIES (continued)

Intangible fixed assets other than goodwill

Individual intangible assets costing £1,000 or more are capitalised and recognised when future economic benefits are probably and the cost of the asset can be measured reliably. Intangible assets are initially recognised at cost less accumulated amortisation and accumulated impairment losses.

Intangible assets are amortised at their expected useful economic lives on a straight line basis as follows:

Software	20% straight line
Website development	20% straight line

On disposal, the difference between the net disposal proceed and the carrying amount of the intangible asset is recognised as income or expenditure.

1.7 Tangible Fixed Assets

Individual tangible fixed assets costing £1,000 or more are capitalised. Tangible fixed assets are initially measured at cost and subsequently measured at cost less accumulated depreciation and accumulated impairment losses.

Depreciation is provided on tangible fixed assets other than freehold land, at rates calculated to write off their cost less estimated residual value over their expected useful lives as follows:

Leasehold property improvements	10% straight line
Office furniture and equipment	10-20% straight line
Computer equipment	10-33% straight line
Performance equipment	10-20% straight line

Subsequent costs, including replacement parts are capitalised only when it is probably that such costs will generate future economic benefits. Any replaced parts or remaining carrying amounts of previous inspections are then derecognised. All other costs of repairs and maintenance are charged to the Statement of Financial Activities as incurred.

Fixed asset investments

In the separate accounts of the charity, interests in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. Interests in subsidiaries are assessed for impairment at each reporting date. Any impairment losses or reversals of impairment losses are recognised immediately in income or expenditure.

Cash at bank

Cash at bank and in hand includes cash held at bank and in hand.

Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the groups' Statement of Financial Position then the group becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

1. ACCOUNTING POLICIES (continued)

Basic financial assets

Basic financial assets, which include trade and other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Creditors and provisions are recognised where the group has a present obligation resulting from a past event that will probably result in the transfer of all 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.

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense.

Retirement benefits

For defined contribution schemes the amount charged to income and expenditure is the contributions payable in the year. Differences between contributions payable in the year and contributions actually paid are shown as either accruals or prepayments.

Leases

The group classifies the lease of properties and equipment as operating leases. Rental charges are charged to the Statement of Financial Activities on a straight line basis over the period of the lease. Rent free periods or other incentives received for entering into an operating lease are accounted for as a reduction to the expense and are recognised on a straight line basis over the lease term.

Reduced disclosures

In accordance with FRS 102, the charity has taken advantage of the exemptions from the following disclosure

*Section 7 'Statement of Cash Flows'- Presentation of a Statement of Cash Flow and related notes and disclosures.

2. Critical accounting estimates and judgments

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The group makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

3. Donations and legacies

	2023	2022
	£	£
	360,217	509,752

£19,623 from charitable activities was restricted in 2023 (£nil- 2022).

4. Income on Charitable activities

	2023	2022
	£	£
Operation of music venue		
Ticket sales	1,488,565	1,035,232
Other programme related income	251,241	180,250
Government grant income	-	87,737
Cultural recovery fund	90,638	986,233
Other grant income	101,604	58,700
	<u>1,932,048</u>	<u>2,348,152</u>
 Analysis by fund		
Unrestricted funds	1,739,806	1,303,219
Restricted funds	192,242	1,044,933
	<u>1,932,048</u>	<u>2,348,152</u>

In 2022 Government grant income comprises monies received under the UK coronavirus job retention scheme (2023- £nil).

5. Income on other trading activities

	2023	2022
	£	£
Desk income	190,929	158,110
Event income	2,064,591	628,093
Room hire	90,995	149,461
Sponsorship income	22,000	57,500
Other income	3,520	2,375
Total	<u>2,372,035</u>	<u>995,539</u>

All income from trading activities was unrestricted in both 2022 and 2023.

6. Expenditure on Trading activities

	2023	2022
	£	£
Commission	447,663	96,266
Property	-	66,883
People	280,411	98,062
Support cost (see note 8)	391,516	200,512
Total	<u>1,119,590</u>	<u>461,723</u>

All expenditure was unrestricted in both 2022 and 2023.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

7. Expenditure on Charitable activities

	Total 2023 £	Total 2022 £
People	1,575,574	1,448,464
Artists	946,549	691,100
Marketing	220,494	176,916
	<u>2,742,617</u>	<u>2,316,480</u>
Share of support costs (see note 8)	842,850	601,559
Share of governance costs (see note 8)	15,195	11,450
Total	<u><u>3,600,662</u></u>	<u><u>2,929,489</u></u>

£367,342 of expenditure was restricted in the year (2022:£807,381).

8. Expenditure on Support cost

	Support cost £	Governance cost £	2023 £	2022 £	Basis of allocation
Property	1,093,420	-	1,093,420	652,306	Direct
Finance/Professional	132,701	-	132,701	131,482	Direct
Governance	-	23,440	23,440	29,733	Governance
	<u>1,226,121</u>	<u>23,440</u>	<u>1,249,561</u>	<u>813,521</u>	
Analysed between					
Trading	383,271	8,245	391,516	200,512	
Charitable activities	842,850	15,195	858,045	613,009	
	<u>1,226,121</u>	<u>23,440</u>	<u>1,249,561</u>	<u>813,521</u>	

Support costs include property rental and service charges, professional and finance costs and administrative expenses (including governance costs).

9. Net movements in funds

	2023 £	2022 £
Net movement in funds is stated after charging		
Fees payable to the group's auditor for the audit of the company's financial statements	19,680	17,025
Fees payable to the group's auditor for tax compliance	990	-
Fees payable to the group's auditor for accountancy	4,290	3,900
Depreciation of owned tangible fixed assets	64,218	81,059
Amortisation of intangible assets	14,495	14,490
Operating lease charges	<u>26,400</u>	<u>25,000</u>

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

10. Employees

Number of employees

The average monthly number of employees during the year was:

	2023 FTE	2022 FTE	2023 Number	2022 Number
Permanent staff	28	22	28	22
Casual staff	25	16	81	63
Total	53	38	109	85

Employment costs

	2023 £	2022 £
Wages and salaries	1,629,126	1,404,744
Social security costs	138,421	106,393
Other pension costs	28,271	24,991
	1,795,818	1,536,128

The number of employees whose annual remuneration was £60,000 or more were:

	2023 Number	2022 Number
£60,000-£70,000	1	1
£70,000-£80,000	1	1

Total pension costs paid on behalf of the above employees were £2,642 (2022:£2,642).

The trustee's received no remuneration during the year (2022: £nil) and no trustee received payment for professional or other services supplied to the charity (2022: £nil).

One trustee was reimbursed for travel for £223 (2022: £nil).

Key management personnel

The key management of the charity comprise of those listed on the administration information page. Total employee benefits of the key management personnel for the year were £290,260 (2022: £295,388)

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

12. Intangible fixed assets

Group and charity	Software £	Website development £	Total £
Cost			
At 1 April 2022	24,571	47,889	72,460
Additions	37,790	-	37,790
At 31 March 2023	62,361	47,889	110,250
Amortisation and impairment			
At 1 April 2022	9,828	38,304	48,132
Amortisation charged for the year	4,914	9,581	14,495
At 31 March 2023	14,742	47,885	62,627
Net Book Value			
At 31 March 2023	47,619	4	47,623
At 31 March 2022	14,743	9,585	24,328

The amortisation charge is recognised in expenditure on charitable activities.

There are no contractual commitments to acquire intangible assets at 31 March 2023 (2022: £nil).

13. Tangible fixed assets

Group and charity	Leasehold property improvements £	Office furniture and equipment £	Computer equipment £	Performance equipment £	Total £
Cost					
At 1 April 2022	123,786	145,567	168,249	897,511	1,335,113
Additions	-	-	5,062	186,533	191,595
At 31 March 2023	123,786	145,567	173,311	1,084,044	1,526,708
Depreciation & impairment					
At 1 April 2022	61,811	144,355	88,429	660,132	954,727
Depreciation charged in the year	10,626	242	12,040	41,310	64,218
At 31 March 2023	72,437	144,597	100,469	701,442	1,018,945
Net Book Value					
At 31 March 2023	51,349	970	72,842	382,602	507,763
At 31 March 2022	61,975	1,212	79,820	237,379	380,386

All tangible assets are held for charitable purposes.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

14. Investments

The charity owns 100% of the issued ordinary share capital of Kings Place Music Foundation Trading Limited, a company registered in England and Wales (company number 06590008), registered office 90 York Way, London, N1 9AG. The company pays all of its profits to the charity under the gift aid scheme. KPMFTL operates all commercial trading activities carried out within Kings Place Music Foundation premises. The cost of this investment is £10 (2022: £10). A summary of the company's net assets and financial activities for the year ended 31 March 2023 is provided below:

The aggregate of the assets, liabilities and funds was:

	2023	2022
	£	£
Current assets	1,302,190	376,168
Current liabilities	(72,692)	(93,503)
Total net assets	1,229,498	282,665

The financial assets were as follows:

	2023	2022
	£	£
Turnover	2,482,927	1,048,919
Cost of sales and administration expenses	(1,253,439)	(649,713)
Result for the year	1,229,488	399,206

15. Debtors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Amounts falling due within one year:				
Trade debtors	388,706	288,341	57,259	35,698
Amounts due from group undertakings	-	-	-	54,897
Prepayments and accrued income	110,363	276,540	101,486	217,503
	499,069	564,881	158,745	308,098

16. Creditors

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Trade creditors	288,713	203,696	253,818	201,859
Amounts due to fellow group undertakings	-	-	871,190	-
Other taxation & social security	62,742	38,032	62,742	37,246
Other creditors	60,386	139,123	60,386	139,123
Accruals	229,510	147,745	186,413	112,683
Deferred income	278,122	288,640	277,422	287,719
	919,473	817,236	1,711,971	778,630

17. Deferred income

	Group		Charity	
	2023	2022	2023	2022
	£	£	£	£
Balance at 1 April	288,640	212,312	287,719	191,391
Amounts released to income	(288,640)	(1,292,115)	(287,719)	(1,261,695)
Amounts deferred in the year	278,122	1,368,443	186,413	1,358,023
Balance at 31 March	278,122	288,640	186,413	287,719

Deferred income comprises advance ticket sales and deposits paid on room hire. Income is deferred until the group is entitled to the income.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

18. Retirement benefit schemes

Defined contribution schemes

The charity operates a funded defined contribution pension scheme for employees, through the People's Pension. The assets of the scheme are held separately from those of the company in an independently administered fund. The contributions payable by the charity charged to income and expenditure amounted to £28,271 (2022: £24,991). Contributions totalling £6,611 (2022: £5,283) were payable to the fund at the year end and are included in creditors. Expenditure and liabilities are allocated to unrestricted funds.

19. Charitable funds

For the year ended 31 March 2023

Group	Balance at 1 April 2022 £	Income £	Movement in funds Expenditure £	Transfers £	Balance at 31 March 2023 £
General funds					
General funds	319,900	4,452,435	(4,352,910)	30,000	449,425
	319,900	4,452,435	(4,352,910)	30,000	449,425
Restricted funds					
Culture Recovery Fund	199,052	135,957	(305,009)	(30,000)	-
Other Funds	3,500	56,285	(59,785)	-	-
Audience Fund	-	19,623	(2,548)	-	17,075
	202,552	211,865	(367,342)	(30,000)	17,075
Total funds	522,452	4,664,300	(4,720,252)	-	466,500

Company	Balance at 1 April 2022 £	Income £	Movement in funds Expenditure £	Transfers £	Balance at 31 March 2023 £
General funds					
General funds	37,245	2,502,892	(3,344,200)	30,000	(774,063)
	37,245	2,502,892	(3,344,200)	30,000	(774,063)
Restricted funds					
Culture Recovery fund	199,052	135,957	(305,009)	(30,000)	-
Other Funds	3,500	56,285	(59,785)	-	-
Audience Fund	-	19,623	(2,548)	-	17,075
	202,552	211,865	(367,342)	(30,000)	17,075
Total funds	239,797	2,714,757	(3,711,542)	-	(756,988)

Transfers:

The transfer in the year represents to the acquisition of fixed assets using restricted funds as the funds have been used for the purpose for which it was given.

Cultural Recovery Fund: This fund represents monies received from the DCMS Cultural Recovery Fund for the sustainability grant.

Audience Fund: This fund represents monies received to subsidise concessions tickets at Kings Place.

For the year ended 31 March 2022

Group	Balance at 1 April 2021 £	Income £	Movement in funds Expenditure £	Transfers £	Balance at 31 March 2022 £
General funds					
General funds	117,721	2,751,010	(2,583,831)	35,000	319,900
	117,721	2,751,010	(2,583,831)	35,000	319,900
Restricted funds					
Other Funds	-	43,700	(40,200)	-	3,500
	-	986,233	(752,181)	(35,000)	199,052
Culture Recovery Fund	-	15,000	(15,000)	-	-
Arts Council England	-	1,044,933	(807,381)	(35,000)	202,552
Total funds	117,721	3,795,943	(3,391,212)	-	522,452

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

20. Analysis of group net assets between funds

For the year ended 31 March 2023

	General Funds £	Restricted funds £	Total £
Group			
Intangible fixed assets	47,623	-	47,623
Tangible fixed assets	507,763	-	507,763
Net current liabilities	(105,961)	17,075	(88,886)
	<u>449,425</u>	<u>17,075</u>	<u>466,500</u>

	General Funds £	Restricted funds £	Total £
Charity			
Intangible fixed assets	47,623	-	47,623
Tangible fixed assets	507,773	-	507,773
Net current liabilities	(1,329,459)	17,075	(1,312,384)
	<u>(774,063)</u>	<u>17,075</u>	<u>(756,988)</u>

For the year ended 31 March 2022

	General Funds £	Restricted funds £	Total £
Group			
Intangible fixed assets	24,328	-	24,328
Tangible fixed assets	380,386	-	380,386
Net current liabilities	(84,814)	202,552	117,738
	<u>319,900</u>	<u>202,552</u>	<u>522,452</u>

	General Funds £	Restricted funds £	Total £
Charity			
Intangible fixed assets	24,328	-	24,328
Tangible fixed assets	380,386	-	380,386
Net current liabilities	(367,478)	202,552	(164,926)
	<u>37,236</u>	<u>202,552</u>	<u>239,788</u>

21. Operating lease commitments

Group and Charity

The charity as a lessee:

The total future minimum lease payments under non-cancellable operating leases are set out below:

	2023 £	2022 £
Within one year	22,808	26,449
Between one and five years	43,492	56,617
Over five years	18,834	25,517
	<u>85,134</u>	<u>108,583</u>

The operating leases represent leases of equipment. The average lease length is five years.

The charity as a lessor:

At 31 March 2023, the charity had contracted with tenants for the following minimum lease payments, which fall due as follows:

	2023 £	2022 £
Within one year	102,473	-
Between one and five years	88,435	-
	<u>190,908</u>	<u>-</u>

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

22. Related party transactions

Transactions with related parties

During the year the group entered into the following transactions with related parties

	Income		Expenditure	
	2023	2022	2023	2022
	£	£	£	£
Green & Fortune Limited	1,722,279	538,824	32,513	3,252
Pangolin	15,926	11,940	-	-
Parabola Foundation	290,000	475,000	-	-
Parabola Real Estate Investment Management LLP	10,080	6,934	-	-
	<u>2,038,285</u>	<u>1,032,698</u>	<u>32,513</u>	<u>3,252</u>

The following amounts were outstanding at the reporting end date

	Amounts owed to related parties	
	2023	2022
	£	£
Green & Fortune Limited	33,010	-
	<u>33,010</u>	<u>-</u>

The following amounts were outstanding at the reporting end date

	Amounts owed by related parties	
	2023	2022
	£	£
Green & Fortune Limited	330,197	229,079
Pangolin	2,563	1,200
Parabola Foundation	-	25,000
	<u>332,760</u>	<u>255,279</u>

Green & Fortune Limited is a company part owned by PJ Millican (a Trustee). Pangolin and Parabola Foundation are companies with PJ Millican (a Trustee) as a director. D Jude (a Trustee) is also a director of Parabola Foundation.

23. Legal status of the charity

The charity is a charity limited by guarantee and has no share capital. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

Kings Place Music Foundation

NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2023

24. Cash generated from operations

	2023	2022
	£	£
Surplus/ (deficit) for the year	(55,952)	404,731
Adjustments for:		
Amortisation and impairment of intangible assets	14,495	14,490
Depreciation and impairment of tangible fixed assets	64,218	81,059
Movements in working capital:		
Decrease /(Increase) in debtors	65,812	(174,735)
Increase/ (Decrease) in creditors	102,237	(74,083)
Cash generated from / (absorbed by) operations	<u>190,810</u>	<u>251,462</u>

25. Analysis of changes in net debt

	1 April 2022	Cashflows	31 March 2023
	£	£	£
Cash at bank and in hand	<u>370,093</u>	<u>(38,575)</u>	<u>331,518</u>
	<u>370,093</u>	<u>(38,575)</u>	<u>331,518</u>

26. Taxation

The charity is exempt from tax on income and gains falling within Section 505 of the Taxes Act 1988 or Section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.