

Charity registration number 11854414

Company registration number 11876428 (England and Wales)

METROLAND CULTURES LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

METROLAND CULTURES LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Moira Kristina Lacelles	(Appointed 25 June 2024)
	Jacob Barnes	(Appointed 24 June 2024)
	Elizabeth Johnson	(Appointed 24 June 2024)
	Roshni Hirani	
	Rachel Dedman	
	Matthew Holt	
	Digby Laurence Halsby	
	Lois Stonock	
Secretary	Roshni Hirani	
Charity number	11854414	
Company number	11876428	
Registered office	91 Kilburn Square London NW6 6PS	
Independent examiner	Tom Wilcox Counterculture Partnership LLP Bank Chambers Main Street Hawes North Yorkshire DL8 3QL	

METROLAND CULTURES LIMITED

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METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2024

The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum of association, the Companies Act 2006 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 and Republic of Ireland (FRS 102)" (effective 1 January 2019).

Objectives and activities

a. Policies and objectives

The Trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives and in planning our future activities.

The Charitable Objectives of Metroland Cultures are for:

1. The benefit of the public, the advancement of education in the arts in particular but not exclusively by developing and delivering educational projects that build capacity and knowledge in the cultural sector, creative industries and in the arts generally.
2. For the benefit of the public, the promotion of the arts, culture and heritage of the London Borough of Brent by encouraging public participation in the arts, the presentation of concerts, performances, exhibitions and festivals and by supporting and representing the arts and heritage sector through promotion, representation and development provided that the promotion of such like is undertaken solely for the public benefit.
3. To advance in life and relieve needs of young people through:
 - a. The provision of recreational and leisure time activities provided in the interest of social welfare, designed to improve their conditions of life;
 - b. Providing support and activities within the arts which develop their skills, capacities and capabilities to enable them to participate in society as mature and responsible individuals.

Vision and Mission

Metroland Cultures is an arts charity based in and serving the London Borough of Brent. Our vision is that Brent is known globally for its arts and culture, and its people and communities are recognised and celebrated for shaping it. Our mission is to build, share and support art and culture in Brent: supporting communities to amplify stories of Brent life, and working with artists to tell new stories. Four building blocks inform our approach:

1. We start with Brent people and celebrate what's already here. Our work is grounded in the stories, needs and histories of people. We listen, learn and act with our community. A big part of Brent cultural life is people doing it for themselves. We find ways to support people who are doing this.
2. We connect artists with communities. We bring artists and grassroots organisations together, to hold conversations about what the borough needs, and use art to make it happen.
3. We stand for social justice. We make space for difficult conversations, and work towards dismantling inequality anywhere we find it including at Metroland. We want everyone to be able to access the culture we make.
4. We're on the side of the future. Brent has one of the youngest populations in London, so our work has to equip young people with the skills and confidence that they have the right to make art and culture.

Our intention is for our programme to sit at the intersection of art and community, testing and pioneering new approaches that centre partnerships, strategies and approaches for community and artist collaboration. We do this through the Brent Biennial, a young people's programme, and an artist development programme. At the heart of everything is a culture of learning, development, and transparency with our constituencies.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Public benefit

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Activities undertaken to achieve objectives and to deliver on this vision and mission included:

- 12 artists being supported with year-long residencies at Metroland Studios through the Peer to Peer programme.
- An international curatorial residency hosted between Metroland Cultures, Delfina Foundation and Te Tuhi — with support from Kent Gardner, Creative New Zealand, and British Council Aotearoa New Zealand and Pacific.
- Collective Rhythms festival achieved a cumulative online and physical audience of 130,000 and created 93 paid opportunities for Brent-connected artists and creative practitioners.
- Metroland Cultures cross-promoted 12 music and sound events with organisations across the borough.
- Major new commission by Sean Roy Parker launched with Sufra Food Bank and Kitchen after 18-month community-collaboration.
- 3 local cultural organisations are now based at Metroland Studios.
- Landmark exhibition by local artist Bill Daggs taking over Metroland Studios, commissioned for Collective Rhythms.

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, including the guidance 'Public benefit: running a charity (PB2)'.

Collective Rhythms

In 2023 Collective Rhythms continued our celebration of the sounds of Brent that started with No Bass Like Home, a day-long celebration of the reggae revolution held during Brent's year as Borough of Culture in 2020.

Collective Rhythms was a festival of music, sound and healing which took place across the borough from July to September 2023. As well as exhibitions, artist support and development opportunities for young people. The 'Collective Rhythms' programme — an exploration of sound and music across Brent — provided a thematic context for the year framing Metroland Cultures' work with young people, three signature commissions and a summer festival of multiple cross-promotions and partnerships with other organisations across the borough.

Collective Rhythms was a programme of 21 exhibitions, performances, family-events and screenings billed as a 'festival of music, sound and healing' which took place between July and September. Among others, Metroland Cultures worked in partnership with The Lexi Cinema, Brent Music Service, K2K radio and Shubbak Festival. Highlights included:

- Metroland Studios hosted Shubbak Festival, a day of workshops for children and families attracting 300 people over the day and bringing a Middle Eastern audience to the space. The day included childcare from a registered childcare provider, a feast for families and had theatre, dance and art workshops throughout the day exploring Middle Eastern heritage.
- Cross-promotion of Navratri, a festival that aims to provide a sense of belonging and pride to second and third generation British Gujaratis.
- A walking tour of the Willesden Trades Hall, a venue with a proud history as a meeting place for the labour movement and for one of Brent's longest running venues for reggae music - The Apollo Club.
- Allegorhythms, a major Metroland Cultures commission and 2-week exhibition for former Peer-to-Peer 2022 artist Bill Daggs, enabling him to take over the Metroland Studios' spaces in a series of sound sculptures, rhythmic paintings, sonic compositions and moving image works.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

- A K2K community day with food, children's activities and music inviting members of the Kilburn and Kensal community into the radio station and the studio building. Participants could learn how to make a radio show, go live on air and listen to the DJs and MCs that were performing.

Artist Commission: With Us All

On November 4th Metroland Cultures launched the With Us All glasshouse at St Raphael's Edible Garden. This was a major new work resulting from an 18-month, in-depth collaboration between Sufra Food Bank and Kitchen, Metroland Cultures and the artist Sean Roy Parker, with community involvement from conception to launch. Perhaps more than anything else in 2023, the launch symbolised where the organisation wants to operate in Brent's cultural landscape - at the point where art and community intersect. It also happened, a year to the day, after Metroland Cultures discovered that it would not be added to Arts Council England's list of continuously funded organisations.

Although this has been a busy year, it has also been a little pared-down compared to what it might have been possible had we received that funding and has also been conducted during the cost of living crisis which has made it harder for all small arts organisations to operate. The original ambition of the summer's Music Biennial had to be scaled back and some full-time posts became part-time. But although Metroland Cultures did less, what it did do was with the same sense of purpose and commitment to communities shown in previous years. And because of this, the organisation has continued to learn, refine its programmes and grow.

Peer to Peer

2023/24 marked the second iteration of Metroland Culture's Peer-to-Peer programme - an artist support programme for 10 artists, who are all based in, or connected to, Brent. It was developed in response to conversations with artists across the borough which highlighted three things:

- A scarcity of financial support
- A lack of opportunities for peer support
- The difficulty of gaining visibility as an artist in Brent

The programme provides ten peer-group learning sessions, a bursary, mentoring and the opportunity for a group project.

In May 2023 our first Peer-to-Peer cohort finished up their year-long residencies with Metroland Cultures, closing their time with us by organising 'Loops Made 2 Hold Us // Take Care 2gether.wav' which took over Metroland's gallery on the 15th & 16th July 2023. The exhibition featured new and existing works by artists: Ocean Baulcombe-Toppin, Bediah, Bill Daggs, Dita Hashi, James Jordan Johnson, Nilik Khimani, Becky Lyon and Yasmin Nicholas. It was amazing to see a group show from so many of our talented studio residents and to bring the Metroland community together to celebrate this incredible joint creation.

The 2024 Peer-to-Peer group is: Amanda Colares Silva, Eileen Perrier, Francesca Telling, JAYKOE, Krystyna & Sabina (Kasia Kuzka and Mateusz Piekarski), Daisy Jones, ESEA unseen (Kim Chin + Sue Man), Rose Nordin, Zish, and Ngo Chun Tse.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Connections with Community

Metroland Cultures operates where art and communities intersect. It sets out to produce artworks and artistic projects which express the desires of Brent communities and directly address their practical and organisational needs. There is no formula for this work, Metroland Cultures is engaged in an ongoing process of finding new ways to undertake it.

This is partly about fostering an organisational ethos. Metroland Cultures' staff are all committed to socially engaged practice and many have a background in the borough. Likewise all of the artists Metroland Studios hosts are from local communities and their practice is connected to local heritage and culture.

Over the last year, Metroland Studios has become more porous to the community surrounding the building. It hosts the Kilburn Streets Kitchen who use it as a base for their work providing food and support to homeless people in the local area. Metroland Cultures has also started a series of conversations with the Kilburn Square Housing Cooperative (the Tenant Management Organisation of the Kilburn Square housing estate that surrounds Metroland Studios) exploring the desires and aspirations of residents with a view to developing a project with them in 2024. Of the ten studio residents interviewed for this report, eight answered an open-ended question about what Metroland Cultures should be doing next year, by saying that artists in the building should be finding ways to work more closely with people living around it.

As well as developing an ethos, over the past 18 months Metroland Cultures has also been refining a model for partnerships between artists and community organisations. These were originally conceived as 'community commissions' for the Brent Biennial - but they have been allowed to float-free from the Biennial, affording community organisations the time and flexibility they need to develop work with artists.

Exhibitions Programme

Ten exhibitions took place at the Metroland Cultures gallery space which included:

Loops Made 2 Hold Us // Take Care 2gether.wav
15th & 16th July 2023

Loops Made 2 Hold Us // Take Care 2gether.wav was an exhibition that brought together the collective offerings from the inaugural group of Brent-based artists from Metroland's Peer-to-Peer programme. The exhibition was a family portrait, reflecting the 20-week period of artist development that took place over the Brent Biennial 2022. The exhibition featured new and existing works by artists: Ocean Baulcombe-Toppin, Bediah, Bill Daggs, Dita Hashi, James Jordan Johnson, Nilik Khimani, Becky Lyon and Yasmin Nicholas.

We Were Here – MYA 2023
6th – 13th Aug 2023

We Were Here was a cumulative showcase of sound and visual artworks, conceived and curated entirely by the 2023 MYA group. The MYAs designed their exhibition to share the work and collaborative practices that they had developed throughout the course of the programme. You can read all about the 2023 MYA programme and the journey the Young Associates took to creating their exhibition on the MYA 2023 archive page.

Sometimes I live in a Shell
19th – 27th August 2023

'Sometimes, I Live In A Shell' was a mixed media exhibition created by artist Yasmin Nicholas. The show delved into the complexities of black womanhood through a collection of diary entries. The work sought to offer a nuanced and personal portrayal of the black female experience. It reflected both the struggles and joys of navigating a world that often fails to understand – or appreciate – the perspectives of black women.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Allegorhythms

8th – 24th Sept 2023

In September, Artist Bill Daggs took over Metroland Studios' gallery, creating a space for listening, rest, and meditation. This music and sound-based commission was part of Collective Rhythms, a summer of music, sharing the sound of Brent. Combining handmade sound sculptures, rhythmic paintings, sonic compositions, and a collection of moving image work. Alongside these were meaningful items from Bill's family home and his formative years in Brent. The installation aimed to create a space focused on supporting healing and relaxation through listening. Alongside the exhibition was a curated series of events including an artist talk with Abbas Zahedi, a screening of artist Bill Daggs' film works, and a live music event with inviting a plethora of guests, musicians, poets, and artists.

You know how to interpret the appearance of the sky, but not the ripples of the time – Amanda Camenisch and Terese Westin

29th Sept – 8th Oct 2023

For this exhibition artists Amanda Camenisch and Terese Westin created 5 large sound sculptures. The artworks were housed inside Metroland's gallery space, for people to come in and play and listen to. The exhibition offered a space for people to write down their anecdotes, wishes, hopes and desires for Kilburn. This gallery show was paired with a performance artwork by the artists, dedicated to the lost Westbourne River.

Send to Print: A Dispatch from the OOMK Archive

14th – 29th October 2023

Send to Print: A Dispatch from the OOMK Archive, was an evolving exhibition that celebrated over a decade of printed matter, zine-making and artistic collaborations by the publishing collective OOMK Zine. The show explored a roundabout journey in DIY publishing, from the early 2010s to the present day. It took OOMK's base in South Kilburn Studios in 2013 as a loose starting point. Visitors explored existing publications and projects, ephemera, original artwork, collaborations and internal communications.

I am sure, Circumsure – Arsalan Isa

4th – 19th November 2023

A personal show about the titillating world of male circumcision. With 80s love songs, velcro, Frank Ocean and DIY kits. Arsalan Isa's first solo show was the artist working through his own cuts and personal memories, searching for what it means to stick together. The exhibition opened with a dance performance by Arsalan Isa and Krystyna & Sabina which explored the topics of bio-ethics, dissociation and somatic exclusion.

Soft-Tissue: Feeling-through precarious times – Squishy Collective

25th Nov – 10th December 2023

For their exhibition Soft-Tissue: Feeling-through precarious times, the Squishy Collective curated a circle of sensory sculptures, materials, films, sounds and texts that offered and opened up gestures, rituals and ideas for navigating precarious times. Alongside the exhibition the artists curated an accompanying programme of events and gatherings which invited participants into a world of tactile and sensory exploration. Amongst these were an Air-tasting workshop, Photographic divining, and Intestinal knitting. You can learn more in the retrospective article about this exhibition.

Sukoon – Zine Launch and Exhibition

3rd - 4th February

The intention behind Sukoon is to bring together the voices of people from different walks of life. The project explores the theme of Home and how we can build one in the place we reside.

"Moving beyond traditional interviews, we sought to explore the different ways these voices found their home. Using themes of home, diaspora and displacement, but also friendship, sisterhood, religion, souls and the self, the exhibition will guide you through a sequence of different discoveries of what Home could possibly mean and if there ever really is an answer to understanding it."

Sukoon is: Diaspora people interviewing diaspora people. Featuring works by André Anderson, Mellozwrld, Hanifah Sogbanmu, Heiba Lamara and Sondliwe.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Achievements and performance

Significant activities and achievements against objectives

International Residency

One way Metroland Cultures shares this activity is through an international residency. Its first iteration took place between April-June this year. The residency - available to a mid-career curator interested in testing and developing new approaches to collaborative practice bridging artists and communities - was awarded to James Tapsell-Kururangi (Te Arawa, Tainui, Ngāti Porou) from Aotearoa New Zealand. It was delivered with the Delfina Foundation and supported by Kent Gardner and the British Council Aotearoa New Zealand and Pacific. Funding has been secured for another residency in summer 2024.

The residency was awarded following an open call to emerging / mid-career curators interested in testing and developing new approaches to a collaborative practice bridging artists and communities. Over 30 applications were received from which Delfina Foundation and Metroland Cultures selected five for interviews.

James worked at Metroland Cultures to develop concepts for Papatūnga, learning from Metroland Cultures' own artist support programmes, such as Peer to Peer, and how we work within the Brent community. James also spent time getting to know the artists in Metroland Studios with a view to future exchanges between artists in New Zealand and the United Kingdom. The residency closed with a public event with Other Cinemas, an event presenting moving image works from Aotearoa New Zealand.

Metroland's Assets and Contribution to Community

Metroland Cultures' mission to build, share and support art and culture in Brent requires the organisation to work in partnership with venues, grassroots cultural organisations and community arts groups across the borough. Metroland Cultures does not view itself as a sole-provider of culture but rather as a connector, partner and supporter strengthening organisations and spaces for culture across Brent.

In this period Metroland Cultures has had three assets to work with.

- First, the Metroland Studios building which functions as a venue, an office for Metroland Cultures and a studio space for 14 artists and three small arts organisations. It physically anchors the organisation in Kilburn and symbolically grounds it in the borough's communities.
- Metroland Cultures also has a growing network. This includes former staff, mentors, participants, collaborators and friends - which stretches from grassroots organisations to national arts institutions and employers.
- Lastly, Metroland Cultures also has its Biennial which, every 2-3 years, galvanises the efforts of the organisation to situate visual art in every-day spaces across Brent and injects the organisation with the energy it needs to sustain itself in the years in between. The next will be in 2025.

In 2023 Metroland Studios provided studio space to: K2K Radio - a community radio station; Other Cinemas - a project supporting black and non-white film-makers; and OOMK, a DIY community publishing collective. Each organisation benefits from the community Metroland Studios provides and Metroland Cultures' collective network.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

The Collective Rhythms programme provided multiple ways for Metroland Cultures to work with cultural organisations across the borough and to drive attention to events across it. The previous year's Brent Biennial predominantly featured exhibitions in the Borough's south so 'Collective Rhythms' consciously promoted more events in the north of Brent. As well as creating events in partnership with local organisations, Collective Rhythms also opened a window in which Metroland Cultures could cross-promote 12 other thematically related events in the borough. It also made use of Metroland Studios as a venue space, capitalising on audiences developed for the previous two Brent Biennials.

Priorities going forward into 2024/25

Metroland Cultures is committed to refining and improving our activities. Learning from the 2023/24 year, the team, trustees, and evaluators have recommended that we improve our activities in four ways:

First, in 2024/25 studio residents will seek a deeper connection with those living within the immediate surroundings of Metroland Studios.

Almost universally, without being asked directly, all studio residents - especially those who have been in the studios longest - have expressed a desire to deepen the connection between the building and its surrounding community. Many recognise that this might require stepping outside their artistic practice, but see it as part of what being in Metroland Studios is about. They think that a clearer sense of how long Metroland Cultures' use of the building will last would give them the security to build those relationships.

Second, in 2024/25 we will build upon the legacy of Metroland Young Associates.

The fact that: the last cohort are still in touch with one another now; that MYAs are finding roles within Metroland Cultures and on the programme; and that the mentoring relationships have informally continued - suggests that the MYAs continue to experience the practical legacy of the programme, long after it has finished. As an organisation Metroland Cultures may need to find new ways of lightly supporting this expanding community of young people as it aids their transitions between school, university, work and a career.

Third, in 2024/25 Metroland Cultures will embed itself further in its community.

Metroland Cultures' energy is directed at finding ways to work in Brent. There is now a member of staff charged with Community Commissions and building long term relationships with communities in our vicinity. In addition, work on devising the 2025 Brent Biennial has this principle at the centre of all work to date. In the run up to the Biennial, there are four day long action research sessions with local publics being run in partner venues across the borough.

Fourth, in 2024 Metroland Cultures will become newly able to articulate its long term outcomes and build financial resilience.

Metroland Cultures is currently able to evaluate what it delivers and the immediate results. As it grows older it will become easier for it to articulate its longer-term contribution to culture in Brent, both as the delivery organisation for Brent 2020 and as the organisation that emerged from the lockdown in 2021. In the last 12-months culture in Brent has been on the up: Raheem Sterling's Foundation have worked with the National Portrait Gallery, Zadie

Smith's play *The Wife of Willesden* opened in New York, Punchdrunk Enrichment relocated to Wembley and Arts Council England tripled the number of organisations it regularly funds in Brent. Metroland Cultures could legitimately claim - either directly or indirectly - to have made these outcomes more likely. As it continues to build enduring relationships with young people, community organisations, emerging and established artists, it will become better equipped to explain how it has made an enduring contribution to culture in Brent and life of its many cultures.

Notwithstanding this, in order for Metroland Cultures to survive into the future it needs to diversify its income streams and become self-sustaining in a way that means it can withstand volatile funding landscapes such as that which is being experienced currently.

Financial review

Going concern

a. Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the accounting policies.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

Reserves policy

b. Reserves policy

The reserves policy is to have 3 months operations costs in reserves, at the end of 2023/24 we have £400,909 in our reserves exceeding our policy requirements. The board, via the Finance Audit and RISK committee continues to monitor the reserves for the organisation and as our turnover grows, we will review whether the policy needs to be increased to 6 months operating cost and thus doubling the reserves.

Major risks

c. Principal risks and uncertainties

The Board of Trustees has conducted a review of the major risks to which the charity is exposed; this review is presented to the Board. A risk register has been established and is updated bi-annually and reviewed in each Trustees meeting. Where appropriate, systems or procedures have been established to mitigate the risks.

The Risk management strategy comprises:

annual review by the Trustees of the risks the charity may face;

quarterly meeting of a Finance, Audit and RISK Committee to review RISK Register and financial and operational risks to the organisation;

- annual review of the charity's finances;

- annual review of the general purposes of the charity and of the charity's business continuity plan; establishment and ongoing review of the Charity's risk register;

implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

A key element in the management of financial risk is the creation and expansion of a general unrestricted reserves policy and its regular review by Trustees. The Trustees have an ambition to accumulate general reserves, until these reserves represent at least 3 months' worth of core operating costs, which is in line with Charity Commission recommendations for an organisation of this size.

The main risk to the charity would be failure by the management team to produce successful programmes that attract audiences and participants from the prioritised demographic sector in Brent leading to the loss of sponsors or funders. To that end, the Board requires regular and comprehensive reporting and evaluation of the executive team's efforts at board meetings. As part of its assessment of risk, it is the Board's expectation that projects could fail and it encourages the experimental and enterprising approach taken by the leadership team. The Board consists of individuals who bring extensive experience in the objectives of the Charity and support the delivery team to navigate these risks.

The Board is deeply grateful to the London Borough of Brent that continues to support our efforts, and has supported the charity to establish itself. However, we do recognise the need for Metroland Culture to continue to support and promote their individual and collective initiatives in the cultural field if we are to ensure their support in years to come. This area of risk is subject to regular review by the Board.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

d. Financial risk management objectives and policies

2023/24 was the fifth year of independent operations for the Metroland Culture team after its incorporation as a stand-alone charity. Metroland Culture uses the Xero system and has established controls which are supported in kind by the Council. All expenditure over £25,000 and beyond what was agreed at board level.

Its activity focused on establishing Metroland's programme independent of the Borough of Culture. The National Lottery Communities Fund contributed £130,000, Brent Council contributed £420,000 and additional funding was utilised from reserves.

The costs for managing the projects were all treated as restricted expenditure linked directly to the commissioning of the agreed events and community interactions and were noted as incurred against the revenue received within the year.

Total incoming resources amounted to £584,618 compared with total expenditure of £401,157 and a surplus of £183,461. This is largely explained by the nature of the cash flow accounting system used for our projects which recognised income and expenditure on an accruals basis and which is supported by Brent Council.

The reserves, representing funds available for projects, had an opening balance of £217,448 available funding at the start of the year which has increased to £400,909 representing the funding required to complete delivery of the projects. All excess funds will be invested in delivering projects that are in keeping with Metroland's objectives and for the benefit of the Brent community.

e. Principal funding

The fifth year has been delivered independently of Brent Council who previously supported us with a team, HR advice and Financials systems in kind. They remain an important funder and we present regular updates on the programme and hear suggestions from the funders. The National Lottery Community Fund was also important contributors to the 2023 programme, and we hold regular meetings with our relationship managers.

Fundraising

Fundraising is led by the Director, supported by Fundraising consultant Barbara O'Brien. Metroland Culture is not currently part of a voluntary fundraising regulatory scheme and has not raised funds from individuals in this period. No complaints have been received in the period and Metroland has a robust Safeguarding policy to protect children and vulnerable adults from behaviour in connection with activities, including fundraising.

Structure, governance and management

a. Constitution

Metroland Culture charity is a company limited by guarantee with no share capital. None of the Trustees has any beneficial interest in the company. Metroland Culture charity business is conducted under the framework of its governing Memorandum and Articles of Association, prepared under the Companies Act 2006. The Trustees, as charity trustees, have control of the Charity and its property and funds.

The Trustees when complete consist of up to 11 individuals over the age of 18, all of whom must support the charitable company's Objects. All other trustees shall be 'Appointed Trustees' selected by the Trustees from time to time. They may be a representative of or for a Local Authority or funders, are appointed for a fixed term (such as the duration of a significant grant) or of one year and retire automatically at that time but may offer themselves up for reappointment.

METROLAND CULTURES LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

Moira Kristina Lacelles	(Appointed 25 June 2024)
Jacob Barnes	(Appointed 24 June 2024)
Elizabeth Johnson	(Appointed 24 June 2024)
Roshni Hirani	
Rachel Dedman	
Matthew Holt	
Digby Laurence Halsby	
Lois Stonock	

Recruitment and appointment of trustees

A trustee may not act as a Trustee unless he/she has signed a written declaration of willingness to act as a charity trustee of the Charity and the Participating Local Authority has the right from time to time and at any time to appoint one Trustee for a fixed term of one year, or such other period as may be set by the relevant Participating Local Authority prior to their appointment. A Nominated Trustee may be removed at any time by the Participating Local Authority who appointed him/her.

Induction and training of Trustees is undertaken by providing new Trustees with copies of the Memorandum and Articles of Association, policies of the organisation, risk register, the last available annual report and accounts, current management accounts, budgets and relevant Fundraising and other reports as well as a copy of the Charity Commission's Charitable Purposes and Public Benefits documents together with the guide to the role and responsibilities of charity trustees.

The induction programme is designed to ensure that Board Members are familiar with their responsibilities, both legally and operationally, that they understand the constitutional and financial framework within which Metroland Culture operates, and that they have a good understanding of the Company's strategic objectives. The Director provides introductions to other Trustees, Metroland staff, policies and procedures as required.

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are elected and co-opted under the terms of the Trust deed.

Organisational structure

c. Organisational structure and decision-making policies

Metroland Culture maintains a small staff all year round including the Director and 7 additional roles across Curatorial, Producing, Operations, Marketing & Communications and Administration. During Metroland's key activity periods, temporary staff members may be engaged to support the delivery and management of the programme.

The Board delegates day-to-day running of the organisation and the achievement of its strategic interventions to the Executive Director and the Head of Programmes. The Board also provides support through ad-hoc advisory on marketing, programming, young people, fundraising, governance and HR from time to time.

d. Related party relationships

Related party transactions are noted in the notes to the accounts.

The trustees' report was approved by the Board of Trustees.



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Rachel Dedman

Chair of the Board

Date: 3 December 2024
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METROLAND CULTURES LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF METROLAND CULTURES LIMITED

I report to the trustees on my examination of the financial statements of Metroland Cultures Limited (the charity) for the year ended 31 March 2024.

Responsibilities and basis of report

As the trustees of the charity (and also its directors for the purposes of company law) you are responsible for the preparation of the financial statements in accordance with the requirements of the Companies Act 2006 (the 2006 Act).

Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 (the 2011 Act). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

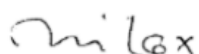
Independent examiner's statement

Since the charity's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of Fellow Member of the Association of Charity Independent Examiners, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 386 of the 2006 Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4 the financial statements have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.



Tom Wilcox

Counterculture Partnership LLP
Bank Chambers
Main Street
Hawes
North Yorkshire
DL8 3QL

Dated: 5 December 2024
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METROLAND CULTURES LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2024

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
Income from:							
Donations and legacies	3	28,756	-	28,756	-	-	-
Charitable activities	4	120,000	435,000	555,000	120,000	510,024	630,024
Other income	5	862	-	862	1,663	-	1,663
Total income		<u>149,618</u>	<u>435,000</u>	<u>584,618</u>	<u>121,663</u>	<u>510,024</u>	<u>631,687</u>
Expenditure on:							
Raising funds	6	17,411	-	17,411	17,700	-	17,700
Charitable activities	7	229,904	153,842	383,746	609,045	512,272	1,121,317
Total expenditure		<u>247,315</u>	<u>153,842</u>	<u>401,157</u>	<u>626,745</u>	<u>512,272</u>	<u>1,139,017</u>
Net income/(expenditure) and movement in funds		(97,697)	281,158	183,461	(505,082)	(2,248)	(507,330)
Reconciliation of funds:							
Fund balances at 1 April 2023		217,448	-	217,448	722,530	2,248	724,778
Fund balances at 31 March 2024		<u>119,751</u>	<u>281,158</u>	<u>400,909</u>	<u>217,448</u>	<u>-</u>	<u>217,448</u>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

METROLAND CULTURES LIMITED

BALANCE SHEET

AS AT 31 MARCH 2024

	Notes	2024 £	£	2023 £	£
Fixed assets					
Tangible assets	12		3,608		5,405
Current assets					
Debtors	13	61,000		282,006	
Cash at bank and in hand		545,970		302,787	
		606,970		584,793	
Creditors: amounts falling due within one year	14	(209,669)		(372,750)	
Net current assets			397,301		212,043
Total assets less current liabilities			400,909		217,448
Net assets excluding pension liability			400,909		217,448
The funds of the charity					
Restricted income funds	15	281,158		-	
Unrestricted funds		119,751		217,448	
		400,909		217,448	

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 March 2024.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

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

The financial statements were approved by the trustees on

.....
Rachel Dedman
Chair of the Board

Company registration number 11876428 (England and Wales)

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

Charity information

Metroland Cultures Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is 91 Kilburn Square, London, NW6 6PS.

1.1 Accounting convention

The financial statements have been prepared in accordance with the Charities SORP "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 and Republic of Ireland (FRS 102)" (effective 1 January 2019).

The charity is a Public Benefit Entity as defined under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

1.5 Expenditure

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

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

1.6 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Computer equipment	25% at cost
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.7 Impairment of fixed assets

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity 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.

Basic financial assets

Basic financial assets, which include 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.

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 Accounting policies

(Continued)

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

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

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated 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 where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Income from donations and legacies

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Donations and gifts	28,756	-
Donations and gifts		
Artists in residence	28,500	-
Private donations	256	-
	28,756	-

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

4 Income from charitable activities

	Total 2024 £	Total 2023 £
London Borough of Brent	420,000	420,000
John Lyon's Charity	-	2,000
National Lottery Community Fund	130,000	208,024
British Council	5,000	-
	<u>555,000</u>	<u>630,024</u>
Analysis by fund		
Unrestricted funds	120,000	120,000
Restricted funds	435,000	510,024
	<u>555,000</u>	<u>630,024</u>

5 Income from other income

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Merchandise income	862	1,663
	<u>862</u>	<u>1,663</u>

6 Expenditure on raising funds

	Unrestricted funds 2024 £	Unrestricted funds 2023 £
Fundraising and publicity		
Raising funds	17,411	17,700
	<u>17,411</u>	<u>17,700</u>

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

7 Expenditure on charitable activities

	Direct costs 2024 £	Support costs 2024 £	Total 2024 £	Direct costs 2023 £	Support costs 2023 £	Total 2023 £
Other Community Engagement	79,133	-	79,133	88,926	-	88,926
Artistic Programmes and Events	144,139	160,474	304,613	843,940	188,451	1,032,391
	<u>223,272</u>	<u>160,474</u>	<u>383,746</u>	<u>932,866</u>	<u>188,451</u>	<u>1,121,317</u>
	2024 £	2023 £				
Analysis by fund						
Unrestricted funds	229,904	609,045				
Restricted funds	153,842	512,272				
	<u>383,746</u>	<u>1,121,317</u>				

8 Analysis of Support costs

	Charitable activities 2024 £	Total funds 2024 £	Total funds 2023 £
Marketing	19,364	19,364	18,952
Consultancy and contractors	106,501	106,501	125,377
Overheads	32,609	32,609	34,032
Independent examiner fees	2,000	2,000	10,090
	<u>160,474</u>	<u>160,474</u>	<u>188,451</u>
	2024 £	2023 £	
Staff costs			
Wages & salaries	81,488	111,874	
Social security costs	536	4,066	
Pension contributions	1,111	1,901	
	<u>83,135</u>	<u>117,841</u>	

9 Trustees

None of the trustees (or any persons connected with them) received any remuneration or benefits from the charity during the year.

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

10 Employees

The average monthly number of employees during the year was:

2024 Number	2023 Number
7	5

There were no employees whose annual remuneration was more than £60,000.

11 Taxation

The charity is exempt from taxation on its activities because all its income is applied for charitable purposes.

12 Tangible fixed assets

	Computer equipment £
Cost	
At 1 April 2023	10,810
Additions	1,124
	<hr/>
At 31 March 2024	11,934
	<hr/>
Depreciation and impairment	
At 1 April 2023	5,405
Depreciation charged in the year	2,921
	<hr/>
At 31 March 2024	8,326
	<hr/>
Carrying amount	
At 31 March 2024	3,608
	<hr/>
At 31 March 2023	5,405
	<hr/>

13 Debtors

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	36,000	-
Other debtors	25,000	277,000
Prepayments and accrued income	-	5,006
	<hr/>	<hr/>
	61,000	282,006
	<hr/>	<hr/>

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

14 Creditors: amounts falling due within one year

	Notes	2024 £	2023 £
Bank overdrafts		-	4
Other taxation and social security		(300)	29,152
Trade creditors		9,578	84,706
Other creditors		182,676	220,678
Accruals and deferred income		17,715	38,210
		<u>209,669</u>	<u>372,750</u>

15 Restricted funds

The restricted funds of the charity comprise the unexpended balances of donations and grants held on trust subject to specific conditions by donors as to how they may be used.

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
	-	-	-	-
Legacy of Brent Culture fund	-	300,000	(74,709)	225,291
National Lottery Community fund	-	130,000	(79,133)	50,867
British Council	-	5,000	-	5,000
	<u>-</u>	<u>435,000</u>	<u>(153,842)</u>	<u>281,158</u>

Previous year:

	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
Legacy of Brent Culture fund	2,248	300,000	(302,248)	-
National Lottery Community fund	-	208,024	(208,024)	-
John Lyons	-	2,000	(2,000)	-
	<u>2,248</u>	<u>510,024</u>	<u>(512,272)</u>	<u>-</u>

Note to the Restricted funds

John Lyons - Funds received specifically for supporting Metroland young associates programme.

National Lottery Community Fund - Fund received specifically for supporting community engagement work and development opportunities across the programme.

Legacy of Brent Culture Fund - Fund received specifically for supporting Metroland establish a cultural offer in Brent post the Borough of Culture.

British Council grant - Funds have supported the production, delivery and presentation of a co-commissioned artwork for both the Busan Biennial 2024 and the Brent Biennial 2025 by London based Korean artist Youngsook Choi.

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

16 Unrestricted funds

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2023 £	Incoming resources £	Resources expended £	At 31 March 2024 £
General funds	217,448	149,618	(247,315)	119,751
Previous year:	At 1 April 2022 £	Incoming resources £	Resources expended £	At 31 March 2023 £
General funds	722,530	121,663	(626,745)	217,448

17 Analysis of net assets between funds

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
At 31 March 2024:			
Tangible assets	3,608	-	3,608
Current assets/(liabilities)	116,143	281,158	397,301
	119,751	281,158	400,909
	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
At 31 March 2023:			
Tangible assets	5,405	-	5,405
Current assets/(liabilities)	212,043	-	212,043
	217,448	-	217,448

18 Pension commitments

The charity operates a defined contribution pension scheme. The pension cost charge represents contributions payable by the charity to the fund and amounted to £1,111 (2023 - £1,901). There were no outstanding contributions at the year end.

19 Related party transactions

METROLAND CULTURES LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

19 Related party transactions

(Continued)

During the year, £45,000 (2023: £124,320) was paid to a company in which a trustee of this charity is the sole director for services provided. At the year end, there were no amounts outstanding was outstanding in relation to this balance (2023: £68,160).

There were no payments to trustees for the services provided during the year to March 2024 (2023: £2,205).