

Company registration number 11876428 (England and Wales)

Charity registration number 11854414 (England and Wales)

METROLAND CULTURE LIMITED
ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

METROLAND CULTURE LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Moira Kristina Lacelles	(Appointed 25 June 2024)
	Jacob Barnes	(Appointed 24 June 2024)
	Elizabeth Johnson	(Appointed 25 June 2024)
	Roshni Hirani	
	Rachel Dedman	
	Jacob Parker	(Appointed 25 June 2024)
	Turab Shah	(Appointed 1 July 2024)
	Adam Saad	(Appointed 1 July 2025)
	Chris Prempeh	(Appointed 1 July 2025)
Secretary	Roshni Hirani	
Country of incorporation	United Kingdom (England and Wales)	11876428
Charity registration	England and Wales	11854414
Registered office	91 Kilburn Square London NW6 6PS	
Independent examiner	Tom Wilcox Counterculture Partnership LLP 23 St Leonards Road Bexhill-on-Sea East Sussex TN40 1HH	

METROLAND CULTURE LIMITED

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METROLAND CULTURE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report together with the audited financial statements of the Charity for the year 1 April 2024 to 31 March 2025.

The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

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 a studio and arts organisation in a former health clinic behind Kilburn Market in Brent, North West London. Inspired by the building's legacy of community care, our work is led by an ethos of stewardship. Stewarding enables us to ask questions about how we build and prioritise community through and around the resources that we maintain and nurture.

Through this approach we work collectively with others to produce art and research responding to the lived realities, imaginations, and organising histories of our neighbourhood.

Our free, year-round public programme includes exhibitions, events, workshops, studio residencies, artist development initiatives, and a biennial festival across our neighbourhood. At our Kilburn site, we host a gallery, a social space, and community-led activities led and shaped by our studio holders, including a printing press, zine library, film school, cinema, and radio station.

Stewardship guides how we host, listen, and care for the people, practices, and infrastructures that sustain cultural life in our neighbourhood. Our work is responsive to the community's rhythms and the neighbourhood's spirit of self-determination, holding space for collective creativity and the reimagining of what culture can be in our city.

METROLAND CULTURE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) ***FOR THE YEAR ENDED 31 MARCH 2025***

As a growing organisation, our work moves at different rhythms. We give time, space, and support for ideas to grow slowly through care, conversation, and research — but we're also able to act quickly when needed, responding to the energy and urgency of artists and our community. Scaling what we do enables us to pay closer attention to artists' and organisers' needs within our building, and be responsive within our programming to reflect and react to the changes within our communities and immediate context. A focus on collaborative projects to produce art and research enables us to support artists and communities to create new work together—reflecting local stories, histories, and hopes for the future.

Public benefit

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

METROLAND CULTURE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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

Programme Summary: 1 April 2024 – 31 March 2025

During the period 1 April 2024 to 31 March 2025, Metroland Cultures delivered a rich programme of exhibitions, events, and artist development activity. Our work continued to be rooted in the communities of Brent, while supporting artists at all stages of their careers and developing audiences for contemporary art.

Artist Development and Peer-to-Peer Programme

2024/25 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.

The Peer-to-Peer 2024/25 cohort, comprised ten Brent-connected artists: Amanda Colares Silva, Eileen Perrier, Francesca Telling, JAYKOE, Krystyna & Sabina, Daisy Jones, ESEA unseen (Kim Chin + Sue Man), Rose Nordin, Zish, and Ngo Chun Tse. Over the year, participants engaged in structured workshops on collaboration, communication, and mutual practice-sharing. Activities included a creative visit to Rabbits Road Press, led by Peer-to-Peer artist Heiba Lamara, where artists collaboratively produced risograph prints. All cohort members presented work publicly as part of the year's exhibitions programme.

At the end of March 2025 our second Peer-to-Peer cohort finished up their year-long residencies with Metroland Cultures.

Exhibitions and Public Programmes

Metroland's exhibitions programme reflected our commitment to showcasing diverse practices and perspectives:

- *Do You Believe In Divine Intervention?* by Emmanuel Shogbolu (24 May – 14 June 2024): A collaborative, multi-disciplinary installation of film, sound, and research created in partnership with Harlesden High Street that explores faith, resilience, testimony, and spiritual grounding amid adversity.
- *'the face of you, my substitute for love'* by Adam Farah-Saad & Elvis Universe (5–25 April 2024): An immersive installation blending sculpture, poetry, and found objects to explore themes of loss, identity, and healing through overlapping narratives of longing and trauma.
- *Other Cinemas Film School Showcase* (18 July – 4 August 2024): Short films by emerging filmmakers from the Other Cinemas programme, highlighting radical pedagogy and collaborative practice.
- *Paradise Close* by Daisy Jones (8 – 18 August 2024): An immersive installation exploring Caribbean cultural memory and Black British identity.
- *Dae Of Harlesden* by Amanda Colares Silva (13 – 22 September 2024): Sculpture and printed costume works narrating emotional and community-based storytelling.
- *Sharp Eyes for the Invisible* by Rose Nordin (11–20 October 2024): A layered installation weaving paper, tin, limestone, and print to trace Southeast Asian ritual languages that connect materiality, magic, and memory.
- *Bass Tone Regeneration: Building Community* (8-22 November 2024): A Peer-to-Peer exhibition exploring regeneration and sonic culture.

METROLAND CULTURE LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

- Through a Glass Darkly by Ngo Chun Tse (5 – 15 December 2024): An installation combining projections and soundscapes to explore hauntology, displacement, and uncertainty.
- Emergency by Francesca Telling (10-19 January 2025): An archival research-based exhibition interrogating colonialism, linguistics, and education.
- Unravelling Regeneration: Stories of a Community by Capri Jiang (22–26 January 2025): An immersive visual-timeline revealing South Kilburn's hidden stories of regeneration, resilience, and community activism.
- Connecting Threads by Kim Chin (7 –16 Feb 2025): A participatory, archive-based exhibition exploring shared memory and regeneration through collaborative interventions with the Cloth of Gold archive.
- Kin-Aesthetic Mother Tongue. A Ritual to Derive Divinity from Displacement by Zish (7–16 March 2025): An expanded cinema project blending automatic drawing, found imagery, and ritual performance to explore Isma'ili diaspora, colonial complicity, and embodied knowledge through speculative world-building.
- Trapped: Hairy Matter(S) by Sue Man (4–6 April 2025): A micro solo installation using hair suspended in gelatin within takeaway boxes to evoke memory, identity, and the quiet anxieties of aging and grief.

Performance, Screenings, and Special Events

- Choreography for the Hundred Thousand (11 October 2024): A performance exploring collective movement and political gesture.
- Film Screening + Q&A with Hark1karan (22 October 2024): Screenings of A Portrait of Central Hill and Zimmers of Southall 1 & 2, followed by audience discussion.
- Metroland Cultures' building hosted and continues to host regular workshops and events led by our studio residents, including **Other Cinemas Film School**, **Other Cinemas events**, **K2K First Friday open-air radio events**, **Stitch Social workshops**, and **Copy Club Zine workshops** supported by Community Champions Camden, as well as closed workshops, meetings, and events.

In June 2024, Metroland Cultures hosted its annual Open Studios event at Metroland Studios in Kilburn, London. The event provided the public with a rare opportunity to explore 27 artist studios and engage directly with resident artists about their creative practices. Participating artists included Bill Daggs, Heiba Lamara, Francesca Telling, ESEA Unseen (Kim Chin & Sue Man), Zish, and others. Throughout the day, visitors could participate in various workshops, such as badge-making with Heiba Lamara, fort-building for children led by Tom James, film screenings by Other Cinemas, hectograph print-making with Francesca Telling, and textile workshops from ESEA Unseen. The event also featured live DJ sets from K2K Radio and a bake sale to raise funds for communities in Palestine and Sudan. All proceeds supported charities including Medical Aid for Palestinians, SUNBIRDS AID, and the Islamic Relief Sudan Emergency Appeal. The Open Studios event exemplified Metroland Cultures' commitment to fostering community engagement and supporting global humanitarian efforts through the arts.

Collective Enquiries – Brent Biennial 2025 Development

In preparation for the 2025 Brent Biennial, we hosted four "Divinations" – one-day thematic gatherings designed to engage local participants and collaborators:

- Water Divinations (18 September 2024) at Brent Reservoir and Wembley Sailing Club.
- Earth Divinations (19 September 2024) at Barham Park and ACAVA Studios.
- Fire Divinations (2 December 2024) at Wing Yip Superstore and Metroland Studios.
- Air Divinations (3 December 2024) at Westminster University Harrow Campus.

Profile and Sector Engagement

Metroland Cultures welcomed the London Chapter of the Contemporary Visual Arts Network (CVAN London) as a studio holder. This collaboration aimed to deepen connections within the visual arts sector by providing a shared space for artists, arts professionals, and organisations, fostering community and facilitating a series of workshops and events for both CVAN's London-wide network and Metroland's local community.

METROLAND CULTURE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Metrolands is happy to have been a part of collective work towards 'Policy for Policy', a published outcome from the AREVA Writers' Room — a 9-month writing programme for organisations wanting to evaluate the institutional language they use and to create new vocabularies of equity and care. Led by artist Dr Jack Ky Tan as part of CVAN London's equality programme, the Writers' Room aimed to address one systemic cause of inequality—the use of language—in the London and wider visual arts sector. The publication was designed by Metroland Peer-to-Peer artist Rose Nordin.

In April 2024, our Director, Lois Stonock and the Chair of Trustees Rachel Dedman, were both profiled by CVAN London's "Spotlight" series, acknowledging Metroland Cultures' innovative approach to socially engaged arts programming.

In May 2024, Metroland Cultures' Director, Lois Stonock, wrote 'A Hostile Environment for Artists' for Arts Professional which critiqued the art market's exclusivity and advocated for free, community-rooted spaces that empowered artists to drive social change.

Also in May, Assistant Curator Christy O'Beirne and Director Lois Stonock discussed Metroland's transformation of a former healthcare centre into a vibrant cultural hub, emphasizing the integration of arts into public policy, titled Too Far In and published in Curatorial Affairs.

In June 2024, Writer, filmmaker, researcher and academic Juliet Jacques' spoke to Metroland Cultures director Lois Stonock, and Metroland residents, artist Adam Farah Saad, and co-founder of Other Cinemas Arwa Aburawa, for Novara Media.

In July Assistant Curator Christy Eóin O'Beirne was supported by a-n Curator Bursary, to Northern Ireland focusing on themes of collective memory, diaspora, and cultural regeneration.

In August 2024, Layne Waerea and Youngsook Choi presented on their research and artistic practices during a talk at Busan Museum of Contemporary Art as part of Metroland Cultures' Brent Biennial and the British Council's Biennials Connect programme.

Impact:

This programme year demonstrated Metroland Cultures' ability to integrate artist development, high-quality public exhibitions, and community engagement into a coherent offer. The interplay between the Peer-to-Peer programme and public-facing exhibitions strengthened the relationship between local audiences and contemporary artistic practice.

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)'.

Artist Commission: Heiba Lamara Kilburn Print Workshop

In November 2024, Metroland Cultures launched the Kilburn Print Workshop, a community-focused initiative led by artist and MC Studio Resident Heiba Lamara. Drawing inspiration from radical print workshops of 1970s and 1980s North/West London, such as The Poster Workshop and Crest Press, the project aims to reimagine and map out the landscape of community print and publishing in Kilburn today.

The project has engaged local residents through mobile printing facilities and participatory workshops, facilitating the creation of zines, artist books, and other printed materials that documented community stories and oral histories. Working with Ashford Place, Asian Women's Resource Centre and Kilburn Market.

Building upon this foundation, Metroland Cultures envisions the Kilburn Print Workshop as the beginning of an ongoing, expansive community commission. Future phases will continue to involve local residents in the exploration of print and design education, aiming to establish a sustainable, community-driven platform for creative expression and historical documentation.

This initiative underscores Metroland Cultures' commitment to fostering community engagement through artistic practices, reflecting the organisation's broader mission to use art as a tool for social change and cultural preservation.

METROLAND CULTURE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

Priorities going forward into 2025/26

Metroland Cultures is at a critical moment. The organisation we were in 2018—tasked with delivering the London Borough of Culture and amplifying Brent Council's civic narrative—is not the organisation we are today. Over the past six years, we have radically transformed into an independent charity rooted in Kilburn, built around the needs of artists and communities too often excluded from cultural infrastructure. This shift has been deliberate, difficult, and deeply values-led. It has reshaped not only what we do, but how we do it—where we place our alliances, and where we choose to speak out, invest, and act. It has also required us to redefine our relationship with the local authority, expand our understanding of what a cultural programme can be, and ask ourselves difficult questions about who we truly serve in a context of shrinking resources.

Our strategic priorities for the coming year articulate the long-term changes we seek to make, grounded in our ethos of stewardship, collaboration, and cultural equity. Each priority is a pathway to strengthening Metroland's role as a neighbourhood-rooted, artist-led organisation and as a model for just, relational cultural work.

- **Rooted & Resilient** – Stabilise income and operations; reduce dependency on single leaders; diversify funding sources and work towards Arts Council England NPO status in 2028.
- **People Make the Practice** – Build a collaborative team structure with shared authorship and sustainable roles, grounded in a clear leadership model.
- **Stewarding Culture, Together** – Deepen the practice of community-rooted art & research and embedded stewardship.
- **Holding Space** – Secure a long-term physical home that reflects our values and serves our community.
- **Learning Out Loud** – Develop a robust evaluation and advocacy framework to inform and influence the sector with integrity and courage.

Financial review

The year has been a challenging one for Metroland financially. The removal of the recurring management fee from Brent Council, combined with the unsuccessful outcome of several key funding applications, created a period of significant financial pressure. In response, the charity undertook a comprehensive budget overhaul, reducing overheads, restructuring staff, and making difficult decisions around the Brent Biennial budget and staffing.

These measures were necessary to safeguard the organisation's long-term sustainability and to ensure that Metroland could continue to deliver its core activities. This has been a year marked by financial precarity, careful prioritisation, and strategic decision-making to navigate an exceptionally challenging environment.

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 2025/26 financial year. 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.

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.

METROLAND CULTURE LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

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.

Financial risk management objectives and policies:

2024/25 was the sixth 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.

The Charity has engaged with the Charity Commission as a result of certain matters relating to the governance of the Charity having been raised with the Commission. The Charity is committed to good governance and will comply with any agreed actions once the investigations and discussion with the Commission are concluded

On 2 September 2024, Metroland Cultures was informed by Brent Council that the Management Fee for 91 Kilburn Square, previously set at £10,000 per month, would be discontinued. The final full payment was received in October 2024, followed by a reduced monthly contribution of £3,317.66 from November 2024 to March 2025, after which the fee will reduce to zero.

In the year ended 31 March 2025, Metroland Cultures received total income of £89k, £32k below budget due to a reduction in Brent Council's management fee from October 2024. Core expenditure savings of £20k were achieved, including waived VAT interest, unspent fundraising budgets, and the Evaluation Report not being required, alongside a further £6k net savings on projects. This resulted in a year-end deficit of £205k, slightly above the budgeted deficit of £199k.

METROLAND CULTURE LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

d. Fundraising

Fundraising is led by the Director and Deputy Director, with some support from Fundraising consultant Barbara O'Brien and Ed Gilman. Metroland Culture is not currently part of a voluntary fundraising regulatory scheme and has not raised funds from individuals in this period.

Metroland was honoured to receive a three-year grant from the Paul Hamlyn Foundation through their Arts Fund stream. This sustained commitment from one of the UK's most respected and visionary funders represents a powerful endorsement of the charity's work. It provides not only vital financial stability but also the confidence to grow its ambitions, build stronger connections with other organisations, and establish its programme independently of the Borough of Culture framework. In 2024/25, Metroland received £38,000 which is the first installment of the £144,000 grant.

Metroland Cultures received a £78,000 project grant from Arts Council England to support the Brent Biennial, securing the realisation of the festival in 2025, albeit at a reduced scale. The feasibility of the festival has been a constant agenda point, but this funding, together with individual grants awarded to many of the exhibiting artists, ensures that the event can go ahead. Planning is now underway to determine how best to manage and resource the festival, with its reduced scale carefully factored into operational and financial decisions. This support represents a crucial step in enabling Metroland to continue delivering high-quality artistic programming despite the wider financial challenges faced by the organisation.

Fundraising from trusts and foundations remains a key priority for Metroland Cultures. Towards the end of the 2024/25 financial year, bids are being prepared for the Heritage Lottery Fund, Arts Council England, and the National Lottery. In addition, further applications are being developed for a range of other trusts and foundations. These efforts aim to secure vital support for the charity's core activities and future projects, helping to strengthen financial resilience and sustain artistic programming.

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.

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 25 June 2024)
Roshni Hirani	
Rachel Dedman	
Matthew Holt	(Resigned 1 July 2025)
Digby Laurence Halsby	(Resigned 1 July 2025)
Lois Stonock	(Resigned 31 March 2025)
Jacob Parker	(Appointed 25 June 2024)
Turab Shah	(Appointed 1 July 2024)
Adam Saad	(Appointed 1 July 2025)
Chris Prempeh	(Appointed 1 July 2025)

METROLAND CULTURE LIMITED

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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.

c. Organisational structure and decision-making policies

In August 2024, Metroland appointed a new Deputy Director, working three days a week, to provide strategic governance and fundraising support to the charity.

Throughout 2024/25, the charity faced significant financial pressures due to the loss of the recurring management fee from Brent Council, several unsuccessful funding applications, and a difficult fundraising environment.

In November 2024, the charity reduced overheads, including staffing costs. This resulted in the redundancy of the Digital Content Curator and the Marketing and Communications Assistant posts. These changes were made purely on financial grounds, Metroland remains committed to careful decision-making and to building a more resilient and sustainable future. The remaining team members also had their working days reduced to two days per week, with fundraising underway to restore these positions to full capacity over time.

Metroland Cultures' team from 2025 is made up of a small staff including the Director, Deputy Director, Programmes Curator, Assistant Curator, Studios Coordinator and Brent Biennial Curator.

The Board delegates day-to-day running of the organisation and the achievement of its strategic interventions to the Director and the Deputy Director. The Board also provides support through ad-hoc advisory on marketing, 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.



.....
Rachel Dedman
Chair of the Board

Date: 14th November 2025
.....

METROLAND CULTURE LIMITED

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF METROLAND CULTURE LIMITED

I report to the trustees on my examination of the financial statements of Metroland Culture Limited (the charity) for the year ended 31 March 2025.

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.

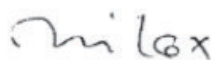
Having satisfied myself that the financial statements of the charity are not required to be audited under Part 16 of the Companies Act 2006 and are eligible for independent examination, I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities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

Independent examiner's statement

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 Companies Act 2006.
- 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 Companies Act 2006 other than any requirement that the financial statements 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 financial statements 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

23 St Leonards Road

Bexhill-on-Sea

East Sussex

TN40 1HH

Date: 18 November 2025.....

METROLAND CULTURE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Current financial year		Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
	Notes					
Income from:						
Donations and legacies	3	246	-	1,500	1,746	28,756
Charitable activities	4	86,588	-	-	86,588	555,000
Other income	5	300	-	-	300	862
Investments	6	150	-	-	150	-
Total income		<u>87,284</u>	<u>-</u>	<u>1,500</u>	<u>88,784</u>	<u>584,618</u>
Expenditure on:						
Raising funds	7	-	-	25,800	25,800	17,411
Charitable activities	8	87,778	-	180,858	268,636	383,746
Total expenditure		<u>87,778</u>	<u>-</u>	<u>206,658</u>	<u>294,436</u>	<u>401,157</u>
Net income/(expenditure)		<u>(494)</u>	<u>-</u>	<u>(205,158)</u>	<u>(205,652)</u>	<u>183,461</u>
Transfers between funds		<u>(15,660)</u>	<u>15,660</u>	<u>-</u>	<u>-</u>	<u>-</u>
Net movement in funds	10	<u>(16,154)</u>	<u>15,660</u>	<u>(205,158)</u>	<u>(205,652)</u>	<u>183,461</u>
Reconciliation of funds:						
Fund balances at 1 April 2024		<u>119,751</u>	<u>-</u>	<u>281,158</u>	<u>400,909</u>	<u>217,448</u>
Fund balances at 31 March 2025		<u>103,597</u>	<u>15,660</u>	<u>76,000</u>	<u>195,257</u>	<u>400,909</u>

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

METROLAND CULTURE LIMITED

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

Prior financial year		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes			
Income from:				
Donations and legacies	3	28,756	-	28,756
Charitable activities	4	120,000	435,000	555,000
Other income	5	862	-	862
Total income		149,618	435,000	584,618
Expenditure on:				
Raising funds	7	17,411	-	17,411
Charitable activities	8	229,904	153,842	383,746
Total expenditure		247,315	153,842	401,157
Net income/(expenditure) and movement in funds		(97,697)	281,158	183,461
Reconciliation of funds:				
Fund balances at 1 April 2023		217,448	-	217,448
Fund balances at 31 March 2024		119,751	281,158	400,909

METROLAND CULTURE LIMITED

BALANCE SHEET

AS AT 31 MARCH 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Tangible assets	14		532		3,608
Current assets					
Debtors	15	7,664		61,000	
Cash at bank and in hand		217,589		545,970	
		225,253		606,970	
Creditors: amounts falling due within one year	16	(30,528)		(209,669)	
Net current assets			194,725		397,301
Total assets less current liabilities			195,257		400,909
The funds of the charity					
Restricted income funds	19	76,000		281,158	
Unrestricted funds - general	21	103,597		119,751	
Unrestricted funds - Designated	20	15,660		-	
		195,257		400,909	

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 2025.

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 14th November 2025



Rachel Dedman
Chair of the Board

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Charity information

Metroland Culture 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 Basis of preparation

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 CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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 CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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.

1.11 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

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 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	246	1,500	1,746	28,756	-	28,756

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

3 Income from donations and legacies

(Continued)

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts						
Artists in residence	-	-	-	28,500	-	28,500
Private donations	246	1,500	1,746	256	-	256
	<u>246</u>	<u>1,500</u>	<u>1,746</u>	<u>28,756</u>	<u>-</u>	<u>28,756</u>

4 Income from charitable activities

	Total 2025 £	Total 2024 £
London Borough of Brent	86,588	420,000
National Lottery Community Fund	-	130,000
British Council	-	5,000
	<u>86,588</u>	<u>555,000</u>
Analysis by fund		
Unrestricted funds - general	86,588	120,000
Restricted funds	-	435,000
	<u>86,588</u>	<u>555,000</u>

5 Income from other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Studio hire income	300	-
Merchandise income	-	862
	<u>300</u>	<u>862</u>
Other trading activities		

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

6 Income from investments

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	150	-

7 Expenditure on raising funds

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising and publicity						
Raising funds	-	25,800	25,800	17,411	-	17,411

8 Expenditure on charitable activities

	Total 2025 £	Total 2024 £
Direct costs		
Other Community Engagement	5,274	79,134
Artistic Programmes and Events	50,777	144,139
	56,051	223,273
Share of support and governance costs (see note 9)		
Support	209,241	158,473
Governance	3,344	2,000
	268,636	383,746
Analysis by fund		
Unrestricted funds - general	87,778	229,904
Restricted funds	180,858	153,842
	268,636	383,746

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Support costs allocated to activities

	2025 £	2024 £
Staff costs	125,513	83,135
Depreciation	3,077	2,921
Marketing	12,980	19,364
Consultancy and contractors	65,575	23,365
Overheads	2,096	29,688
Governance costs	3,344	2,000
	<u>212,585</u>	<u>160,473</u>
Analysed between:		
Total	<u>212,585</u>	<u>160,473</u>

10 Net movement in funds

	2025 £	2024 £
The net movement in funds is stated after charging/(crediting):		
Fees payable for the independent examination of the charity's financial statements	2,898	2,000
Depreciation of owned tangible fixed assets	<u>3,077</u>	<u>2,921</u>

11 Trustees

During the year, Ms L. Stonnock, who was a trustee until her resignation on 31st March 2025, received payments totalling £26,870, with additional VAT amounting to £5,374.12. These payments were not made in respect of her duties as a trustee, but for services provided to the Charity in her professional capacity as Artistic Director.

This payment was made in accordance with the Charity's governing documents and approved by the Board in Ms Stonnock's absence in line with the Charity's Conflict of Interest Policy. The Board confirms that after careful consideration it concluded that engaging Ms Stonnock during this period was in the best interests of the Charity, reflecting her proven expertise and understanding of the specific needs of the Charity.

12 Employees

The average monthly number of employees during the year was:

2025 Number	2024 Number
<u>7</u>	<u>7</u>

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

12 Employees (Continued)

Employment costs	2025 £	2024 £
Wages and salaries	118,888	81,488
Social security costs	4,172	536
Other pension costs	2,453	1,111
	<u>125,513</u>	<u>83,135</u>

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

13 Taxation

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

14 Tangible fixed assets

	Computer equipment £
Cost	
At 1 April 2024	<u>11,935</u>
At 31 March 2025	<u>11,935</u>
Depreciation and impairment	
At 1 April 2024	8,326
Depreciation charged in the year	<u>3,077</u>
At 31 March 2025	<u>11,403</u>
Carrying amount	
At 31 March 2025	<u>532</u>
At 31 March 2024	<u>3,608</u>

15 Debtors

	2025 £	2024 £
Amounts falling due within one year:		
Trade debtors	6,971	36,000
Other debtors	-	25,000
Prepayments and accrued income	693	-
	<u>7,664</u>	<u>61,000</u>

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

16 Creditors: amounts falling due within one year

	Notes	2025 £	2024 £
Other taxation and social security		7,340	(300)
Deferred income	17	9,215	-
Trade creditors		5,322	9,578
Other creditors		-	182,676
Accruals		8,651	17,715
		<u>30,528</u>	<u>209,669</u>

17 Deferred income

	2025 £	2024 £
Other deferred income	9,215	-
	<u>9,215</u>	<u>-</u>

Deferred income is included in the financial statements as follows:

	2025 £	2024 £
Deferred income is included within:		
Current liabilities	9,215	-
	<u>9,215</u>	<u>-</u>
Movements in the year:		
Deferred income at 1 April 2024	-	-
Resources deferred in the year	9,215	-
	<u>9,215</u>	<u>-</u>
Deferred income at 31 March 2025	<u>9,215</u>	<u>-</u>

18 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	2,453	1,111
	<u>2,453</u>	<u>1,111</u>

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 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 2024 £	Incoming resources £	Resources expended £	At 31 March 2025 £
	-	-	-	-
Legacy of Brent Culture fund	225,291	-	(149,291)	76,000
National Lottery Community fund	50,867	-	(50,867)	-
British Council	5,000	-	(5,000)	-
Donations	-	1,500	(1,500)	-
	<u>281,158</u>	<u>1,500</u>	<u>(206,658)</u>	<u>76,000</u>

Previous year:

	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>

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 CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

20 Unrestricted funds - Designated

During the year, the charity designated reserves of £15,660 towards project costs in 2025/26. The breakdown of costs is listed below;

	At 1 April 2024 £	Transfers £	At 31 March 2025 £
Studio	-	1,900	1,900
Festival	-	4,000	4,000
Community Commissions programme	-	9,760	9,760
	-	15,660	15,660

21 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 2024 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2025 £
General funds	119,751	87,284	(87,778)	(15,660)	103,597

Previous year:	At 1 April 2023 £	Incoming resources £	Resources expended £	Transfers £	At 31 March 2024 £
General funds	217,448	149,618	(247,315)	-	119,751

22 Analysis of net assets between funds

	Unrestricted funds general 2025 £	Unrestricted funds Designated 2025 £	Restricted funds 2025 £	Total 2025 £
At 31 March 2025:				
Tangible assets	532	-	-	532
Current assets/(liabilities)	118,725	-	76,000	194,725
	119,257	-	76,000	195,257
Per balance sheet	103,597	15,660	76,000	195,257
Balance to allocate	(15,660)	15,660	-	-

METROLAND CULTURE LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

22 Analysis of net assets between funds

(Continued)

	Unrestricted funds general 2024 £	Unrestricted funds Designated 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
	<u>119,751</u>	<u>-</u>	<u>281,158</u>	<u>400,909</u>

23 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 £2,453 (2024 - £1,111). There were no outstanding contributions at the year end.

24 Related party transactions

During the year, £49,262 (2024: £45,000) was paid to a company in which a trustee of this charity is the sole director for services provided.