

Annual Report 2019 20

BS3 Community Development Annual Report and Audited Financial Statements



31 March 2020

BS3 Community Development

The Southville Centre, Beaufey Road, Southville, Bristol, BS3 1QG
Registered Charity no. 1000544. Company limited by guarantee no. 2542176

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Reference & Administrative Details

Company number 02542176

Charity number 1000544

Registered office and operational address
The Southville Centre
Beauley Road
Bristol
BS3 1QG

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

Peter Bird
Malcolm Brammar (resigned 14 January 2020)
Jenny Brown
Mark Coates
Maria Forsythe (resigned 19 August 2020)
Catherine Hector
Sarah Hughes (appointed 14 May 2020)
Sally Jaeckle (appointed 20 May 2019)
Isabel Kearney (appointed 14 May 2020)
Elsa Maters (appointed 14 May 2020)
Peter Phillips (appointed 24 February 2020)
Celia Phipps (resigned 11 February 2020)
Zoe Rice
Rosemary Tomlinson
Jill Walsh
Jessica Woodsford (resigned 26 January 2020 and reappointed 11 June 2020)

Reference & Administrative Details

Company secretary and chief executive officer

Simon Derek Hankins

Bankers

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Auditors

Godfrey Wilson Limited
Chartered accountants and statutory auditors
5th Floor, Mariner House
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Welcome from the Joint Chairs of the Board of Trustees

Peter Bird and Jill Walsh

As Joint-chairs of the board of trustees, we are delighted to present this annual report and financial statements describing BS3 Community Development's work during 2019-20.

Approaching the latter part of a busy and challenging 2019, we were making steady progress in achieving the aims and objectives set out in our strategic business plan for the year: improving our financial position, building our unrestricted reserves and making great progress in expanding our range of activities to meet the community needs in our local area, as well as exploring potential alternative longer-term income generation activities.

With a growing awareness of the developing global pandemic, the senior management team started planning for what, at times, seemed could be a hypothetical future. All of this was quickly overtaken by the reality of the government-imposed national lockdown, which immediately resulted in the closure of our centres and the suspension of most of our income-generating activities.

The emotional impact of this event on all of us: staff, volunteers, service users and trustees, cannot be understated, but the spontaneous way the community quickly organised itself to deal with the needs of the most vulnerable in our community has been unprecedented and inspirational. With our experience in developing strategic and tactical partnerships in the community, we were able to act as an 'anchor' organisation and be an integral part of the BS3 Covid-19 Response Mutual Aid Group. We helped to bring together services offered by various community members, groups and local charities in the BS3 area and align them with Bristol City Council and other statutory bodies, as well as various local businesses (pharmacies, supermarkets, restaurants, cafes and others). We were a dedicated community hub receiving referrals from Bristol City Council to support residents in our area.

From the perspective of the latter part of 2020, it is clear that we are going through an intense period of organisational and societal change. As a community anchor organisation, we feel that

Welcome from the Joint Chairs of the Board of Trustees

Peter Bird and Jill Walsh

we are uniquely placed to engage with local people and build on their tremendous achievements to date. We are also in a stronger position to act as a 'bridge' in engaging with statutory and private sector organisations to develop and integrate wellbeing, health, social care and other systems locally, to the benefit of all individuals in our community.

As always, the board of trustees are justifiably proud of the achievements of all our staff and volunteers, but exceptionally so this year considering the way all have responded during this pandemic.

Peter Bird & Jill Walsh

Welcome from our Chief Executive Officer

Dr Simon Hankins

BS3 Community Development continues to play an important and increasingly vital role in working with and for our community of benefit; being everyone who lives and works in the BS3 postcode area of South Bristol.

Our role is constantly evolving and flexing according to; what our community needs, our capacity to support our community in realising those needs (those that align to our charitable objects, ethos and values), what the community and others expect of us, what we envisage our role to be, our direction of travel, and the level of resources that we have available at any given time.

Our three-year business plan was refreshed just over twelve months prior to the start of 2019/20, and is still pertinent to us going into 2019/20. We had strategic goals of increasing the financial security of the charity; that we would build on our in-community work and communications to ensure that we stayed relevant to our community. We wanted people in our community (and beyond) to know that we are here, that we are a charity, and what we can do to support them. We wanted to emphasise that we are a great place to work and volunteer for, in order to attract great staff and provide assurance and trust around volunteering with, and for, the charity.

We developed a fundraising strategy, which included, amongst other things, the establishment of an on-going review of expenditure which also sought, and secured, savings where possible. We also focused on increasing our income, based on optimising our nursery occupancy levels. This, and other actions, resulted in us being able to build our unrestricted cash reserves quite significantly, finishing 2019/20 in a far stronger financial position than we had anticipated.

Our in-community work plus communications increased during 2019/20, particularly our intergenerational work. A key development has been a great piece of partnership working that enabled us to open a Bedminster Youth Club two days per week; something that has been desperately needed for many years.

Welcome from our Chief Executive Officer

During 2019/20 recruitment has been a concern, particularly seeking to attract qualified nursery staff as there was a national shortage in qualified nursery staff; however, compared to the majority of other similar organisations, we have done incredibly well in attracting and retaining highly qualified, skilled and experienced people to the charity.

2019/20 started as most years have started previously, with lots of work continuing from the previous year, and then, as the year unfolded, new opportunities being identified and explored, plus new challenges arriving and being dealt with. However, the year finished like no other due to the Covid-19 pandemic and the UK-wide lock-down that came into effect on Monday 23rd March, just before our 2019/20 year-end.

Overnight the lock-down devastated our trading income and we faced a massive financial shortfall by the end of 2020/21. However, due to the incredible goodwill, understanding, flexibility and hard work of all involved with BS3 Community Development; the fact that we had built the foundations of a strong financial position; that our community was far more aware of what we do; that through our work, our networking and communications, the statutory sector and others, including key influencers and decision makers also knew of us and much of what we do; plus that we had established a reputation as a great place to work and volunteer for/ with, meant that we have been able to adapt, flex and re-model our services and activities, plus re-focus our work at short notice in order to keep the charity going, comply with whatever recommendations and legal requirements that came from central government and sought to balance our charitable purpose with the survival of the charity. This has meant that we have, to date, weathered the Covid-19 pandemic storm, and will continue to do all in our power and ability to keep doing so.

The Covid-19 pandemic has highlighted the need for place-based, 'anchor' organisations such as ours and, from a statutory sector perspective, has shone a bright light on what we are able to do, plus what we have been doing for and with our community. So, although the journey through the pandemic has been difficult, there are many silver linings appearing. It is now for us to identify

Welcome from our Chief Executive Officer

and realise those, which, if we achieve many of them, may well place the charity in an even stronger position than pre-Covid-19.

I must end my message with a huge thank you to all of our staff, our volunteers and trustees without whom we would not have had such a great year in 2019/20, and without whom, we would not have been able to get through the Covid-19 pandemic crisis and move into a 'recovery' position in 2020/21.

I need to also thank the members of our community who have been so incredibly generous and supportive of the charity and of our work, as well as the funders and others who have supported us.

BS3 Community Development is an amazing charity, community business, anchor organisation and much more besides. It remains a real privilege to work with so many fantastic people and, through them, be able to provide so much, and such varied, support and services to the people and families that live and work in the BS3 postcode area of South Bristol.

Dr Simon D Hankins
CEO

Objectives & Activities

BS3 Community Development's mission, as laid out in our Articles of Association, is to improve the wellbeing, health and happiness of people in the BS3 postcode area of South Bristol, whilst staying relevant to our community. Our aims, as identified in our Strategic Business Plan for 2019-22, are as follows:

- Operate BS3 Community as a sustainable Community Business, using the principles of the social enterprise triple bottom line (social, environmental, and financial) in ways that fulfil our mission and provide equal opportunities in all that we do.
- Maintain and develop our community centres as functional, sustainable, vibrant hubs that offer what the people of BS3 want.
- Strategically and pro-actively attract activities and services to the BS3 area that our community require, value, and are accessible and enjoyable to use; where required, are 'joined-up', to empower and enable people within our community.
- Provide support to other voluntary, community, social enterprise and, where appropriate, private sector organisations, and facilitate their functions within our community.
- Facilitate the flow of communication between the community and the statutory sector to support 'done with' rather than 'done to' developments within the BS3 area.
- Embrace research and evaluation to develop, support and evidence the impact of our work, and establish the charity as a facilitator of, and a good place to undertake, research.

Objectives & Activities

Our Strategy

Our mission and charitable purpose guide our strategic objectives. Our Strategic Business Plan highlights that, during 2019-20 our energies would be focused on the following key strategic objectives:

- Increasing our financial security.
- Staying relevant to our community.
- Enhancing the local recognition that BS3 Community is a great place to work and volunteer.

With a particular focus on:

- Identifying and realising potential nursery developments as well as other trading opportunities.
- Identifying and realising potential collaborative working opportunities to secure additional income.
- Enhancing dialogue and consultation with certain segments of our community.
- Ensuring that our centres are being used effectively for the benefit of the local community.
- Extending our community development work across the whole of the BS3 area, whilst maintaining a focus on wellbeing and health, older people and intergenerational activities.
- Working with our community to develop strategic and tactical partnerships and engage in developments.

Objectives & Activities

- Developing appropriate monitoring and evaluation tools to demonstrate the impact of our work.
- Recognising that the charity's staff and volunteers are our most important assets and make all decisions with them in mind.
- Reviewing, enhancing and embedding our policies and procedures to ensure efficient and effective working across the charity's sites and activities, whilst maintaining and enhancing our service quality, organisational values and ethos.

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

Our Work

The activities currently carried out by the charity for the public benefit can be broadly categorised as follows:

- The provision of early education & childcare services;
- Community development activities;
- The operation of two community centres.

The trustees have paid due regard to the public benefit guidance published by the Charity Commission.

Early Education & Childcare (EE&C)

Our aims and objectives set out the ways in which we achieve our vision of providing a safe place, that encompasses inclusive, high quality care and education for all children and their families. We care about the children within our provisions.

Demand for full-time early education & childcare remains high in the BS3 area, and we provide a range of services to cater for this, including day-care nursery provision.

We provide eighty-four nursery places for children between the ages of twelve months and five years at the Southville Centre and a further fifty-four nursery spaces at the Chessel Centre. Currently there are fifty-four staff members within EE&C; we have recently appointed a further two qualified teachers, which ensures that each pre-school is led by QTS teachers. At this time, towards the tail-end of 2020, one challenge that we face is to ensure that correct staff ratios are maintained within 'bubbled' staff teams, whilst covering absent staff who are awaiting Covid-19 test results.



Our nursery provision generates income for the charity through the delivery of government funded Free Early Education Entitlement (FEEE) spaces alongside nursery spaces paid for by parents. Our

Our Work

private fee rate and voluntary contribution were increased in September 2020 to generate additional income.

As of October 2020, occupancy targets for the Southville Centre Nurseries are being achieved, with the Chessel Centre Nurseries slightly off-target. We have noticed an increase in registered families leaving the local area, which may be a result of the pandemic. Anecdotally, they have been sad to leave our services, with one family reporting that the thought of leaving our nursery provision was a real factor in determining whether they wanted to relocate. On reflection, and following government guidance which does not allow their provision except on school premises, our Out-of-School services have been suspended, allowing us to focus on provision for under-fives.

All of our environments support and extend children's learning and development, including for those children with English as additional language and those with Special Educational Needs. During this year we have supported twenty-eight children who



have English as an additional language. It is wonderful to celebrate local cultural capital with our families attending with us. As always, but particularly at the time of writing this, it is vital that we provide safe and secure environments. Care is our first and foremost consideration. We strive to build secure attachments and support emotional wellbeing through meaningful relationships, with both children and parents/ carers, working in partnership.

BS3 Community Development's nurseries aim to support children to become active, inquisitive and independent learners by providing educational plans based on individual needs and interests. Baseline assessments were introduced in September 2019. These are undertaken on every child

Our Work

starting at our nurseries to identify individual children's starting points. This will enable key persons to track the progress of each child in our care to ensure that our approach and the opportunities we provide are extending and broadening their learning.

In late March 2020, when the lock-down



occurred, we maintained a level of nursery childcare provision to support children of parents who were considered 'key' and 'essential' workers. However, there was quite a rapid decline in the number of children attending, which made the provision of the service increasingly unviable financially, and potentially put the future of the charity at risk. As a result, the difficult decision was taken to close our nursery provision entirely in April. With the easing of

the lock-down restrictions, we put in-place a robust cleaning regime, room 'bubbles' for children and staff, and defined access routes into and out of our buildings for parents, which enabled our nurseries to reopen at the beginning of June.

Since the suspension of our Out-of-School services, we have been able to extend our term-time only nursery service by offering additional wrap-around services, which are proving popular within our community. We have also explored how our spaces have been occupied over the holidays, which has allowed us to redesign our offer to ensure that we can be sustainable, whilst operating within the constraints of our new 'normal' and continue to meet the needs of our community.



Our Work

Community Development

Bedminster Youth Club

A much-needed provision for young people in our area. We secured £30,000 from the Youth Sector Grant (Bristol City Council and Quartet Community Foundation) to support the development and running of a Youth Club on West Street. We opened in November 2019 at the United Reformed Church Hall, two nights a week. We recruited a Lead and Support Youth Worker, had the wonderful support of four regular volunteers, and were full of young participants within two weeks of opening.



Community Webs

This is our social prescribing service. We employ Link Workers who are based in our local GP surgeries. Social prescribing aims to reduce inappropriate, non-medical, presentations at GP surgeries and to support people in a holistic person-centred way. Link Workers spend 1-2-1 time with residents. We provide social prescribing to all GP practices within BS3.

Our Work

Tech & Talk

Tech & Talk is a multi-generational activity that continues to support people over fifty-five in the BS3 area with technology-related advice and support in a participant-led way. Tech & Talk is a social and computer café that takes place in community settings, working to reduce isolation and loneliness, encourage intergenerational interactions and bridge the digital gap with non-judgmental and specific support.



Come on Board

Funded by Bristol Ageing Better (BAB), this project encouraged people over fifty to engage with activities involving gentle exercise. We delivered Seated Zumba and Qigong, alongside eight other partners across Bristol who offered activities such as walks, cycling, walking cricket, and much more besides.

Rocking the Boat

Funded by Bristol Ageing Better (BAB), and working in partnership with All Aboard Watersports, this intergenerational project engaged people over the age of fifty alongside younger people. It brought together people aged fifty-plus, and six young people, aged fifteen to eighteen, to build a boat, sail it and sell it. The proceeds of the sale then paid for materials to enable a future cohort to carry out the project.

Our Work

Alonely

Funding carried forward from the financial year 2018/19 facilitated the continued performance of a series of monologues by local volunteers. The material and inspiration for the monologues was derived from research that the actors undertook talking to older people in the BS3 area about loneliness.

The gathered life stories were worked into a performance in conjunction with a dramaturg and a producer. These have been performed at the House of Commons, as well as at many other events in BS3, Bristol and elsewhere, to raise awareness of loneliness and reduce the stigma attached to it.

Community Fridge

We brokered the first community fridge set-up in Bristol in the early part of the year at Compass Point Children's Centre and regularly promote that via our social media platforms.

Your Food Your Health

This project worked in partnership to engage people over the age of fifty with food. Work took place across the BS3 area within social housing and pensioner preferred tower block community rooms, working to create new friendships and reduce isolation and loneliness.



Other In-Community projects

Other small project areas included a Community/ University Partnership Initiative (CUPI) with the University of the West of England (UWE), to explore stories around life-threatening illness and bereavement, 'Secret Garden' days in the BS3 area and the long-running Good Garden Awards.

Our Work

Older People's Services

Our ability to provide activities such as our Monday Club for older people remained subject to the availability of grant funding. The withdrawal of a level of that grant funding at very short notice by one of our funders mid-2019 immediately brought its future viability into question. Alternative short-term funding was secured, which



created a three-month breathing space to consider options for remodeling this service.

This was interrupted by the Covid-19 pandemic, which brought all of our face-to-face activities for older people to a halt,

although we have continued to engage with members that used to attend groups each week by checking in with them on the phone, dropping off jigsaws/ Sunday lunches, etc. and generally ensuring they are okay. As mentioned above, since March, 2020, our OPS Coordinator and volunteers have continued to maintain contact with our service users whilst in lockdown, but a complete rethink of the services we can provide to older people in our community has been undertaken, alongside an assessment of what services are required, and how they could be safely delivered with the resources and funding that we have available.



Our Work

Grandparent and Toddler Group

BS3 Community Development has run a traditional and very busy toddler group for many years; however, it was noticeable that more and more grandparents were taking a caring role with their grandchildren. We discussed with older participants the potential of setting-up a new intergenerational group and a pilot scheme for a weekly Grandparent & Toddler session, in partnership with Children Centre leaders, was created.

Sustainable Southville/ BS3

There are several small projects under this heading. These are continuing from historically funded activities, working to promote environmental awareness, enhance green spaces and to reduce the negative impact from emissions in the BS3 area.

Community Centres, Room Hire & Events



We operate and run two community centres in the BS3 area, the Southville Centre and Chessel Centre. The Southville Centre is an accessible community building, operated as a vibrant community hub which, aside from providing childcare, a café and garden, contains a large hall and smaller conference/ meeting room available to hire for weddings, community events, meetings, exercise classes, the display of art, craft markets, food fayres and many other uses.

Around fifty-two local, self-employed people used the Southville and Chessel Centres to offer evening classes and courses, provide music lessons and sell

Our Work

produce; a similar number of people took part (as stall holders or vendors) in our various events in 2019/20.

With the government-imposed national lockdown (due to the Covid-19 pandemic) in late March, both of our community centres were closed to the public. Although our nurseries stayed open for a while they also eventually had to close for a few weeks, re-opening in June 2020.

The decision was taken to maintain the closure of our centres to the public to reduce the risk of infection, which might compromise our nursery provision. The operation of our centres is under constant review, with the intention that as conditions (hopefully) improve, services will gradually reopen. We re-started operating a Covid-19 secure reception function (phone answering) when the nurseries were re-opened in June 2020.

Despite having to remain closed to the general public, we maintained as many centre services as possible, the community notice boards, the community bike

racks, the community post box and in some cases, we were able to extend and strengthen existing services. For example, we developed our recycling facility and increased the number and type of items we could accept. As a result, it became a very popular, well-used community service. The former Caretaker's Cottage at the Southville Centre is sub-let to Bristol



Music Space, a local charity providing a community-based music therapy service for children, young people and adults (especially those with learning difficulties) in Bristol and the surrounding area. Their team of state-registered music therapists currently works with around four hundred people each week at the Southville Centre and in a wide range of other settings from Early Years Centres to residential homes.

Achievements & Performance

2019/2020 Performance

We regularly review our performance against the aims of our Strategic Business Plan for 2019/22. The key strategic objectives for 2019-20 were:

Increasing our financial security

During 2019/20 our focus has been on increasing our unrestricted reserves alongside a review of our Reserves policy, which was formally adopted by the board-of-trustees. This has been achieved by optimising occupancy levels within our nursery settings, alongside efficiencies and savings made across the charity. The trustees acknowledge that there is still significant work to be done to achieve the level of reserves defined in our Reserves policy, particularly in an operating environment that has been significantly altered by the Covid-19 pandemic.

With the closure of our community centres at the end of March 2020 and the almost total loss of our traded income, it was difficult to see how, and how soon, we might recover, what services would survive, and what new services might be created. We were confident that we would be able to survive, however, we expected to be very battered and bruised, emotionally as well as financially.

The immediate consideration was the survival of the charity and the protection of our workforce, their jobs, as well as their financial and emotional wellbeing. As the crisis progressed, we quickly shifted our focus to align our activities with the emerging needs of our community, and so continue to seek to balance the fulfillment of our charitable objects with the survival of the charity. Very quickly an action plan was set-up to identify measures which could be taken to secure grant funding, emergency loans, payment holidays, etc., with bi-weekly meetings held during lockdown to allow trustees and the senior management team to review progress, along with evolving cashflow forecasts.

Approaching the end of 2020, a substantial proportion of the income lost due to the Covid-19

Achievements & Performance

enforced lock-down has been recouped, and our bi-weekly cash-flow forecasts are currently predicting income for 2020/21 at a similar level to 2019/20, which is remarkable.

Identifying and realising potential nursery developments as well as other trading opportunities

During the course of the year discussions have been ongoing with partner organisations to develop intergenerational nurseries in other areas of Bristol, these included St Monica Trust, Bristol Charities as well as a private developer. Due to various factors, the St. Monica Trust and Bristol Charities potential developments have been delayed.

Identifying and realising potential collaborative working opportunities to secure additional income

We have been participating in ongoing meetings with the Bristol, North Somerset and South Gloucestershire (BNSSG) Clinical Commissioning Group (CCG) with the aim of being selected as one of their preferred VCS Anchor organisation providers to work within the South Bristol Locality.

In order to be able to present a robust offer, we have explored the development of a three-way alliance with two other key VCS organisations in South Bristol to be able to offer a vehicle by which we can collectively deliver agreed services to the whole of the South Bristol Locality. More recently one of the other VCS organisations has dropped-out of these discussions, although we continue to explore possibilities with the remaining VCS organisation.

Power-to-Change have funded a facilitator for a series of meetings between key VCS Anchor and specialist cross-cutting themed organisations in Bristol, South Gloucestershire and North Somerset to reach a level of agreement/ a form of framework, for engagement with the CCG and Local Authorities to allow us to present a consistent approach. Due to the Covid-19 pandemic these discussions have stalled.

Achievements & Performance

Staying relevant to our community

- Enhancing dialogue and consultation with key segments of our community.
- Extending our community development work across our community
- Working in partnership with Bristol City Council to consider how libraries are used currently/ could be used differently.
- Enhancing contact with older residents of sheltered housing and tower blocks in the area, to reduce isolation and loneliness. (work with Bristol City Council (BCC) SHOP Team and other BCC teams, plus with Bristol Bears)
- Establishing the Bedminster Youth Club – meeting the need of this gap in our area, working closely with local groups and providers and Way Out West, and being supported by qualified staff from Bristol City Councils Youth Team and Young Bristol.
- Securing various Bristol Aging Better (BAB) funding to allow developments of new projects and interaction with new community members, aged 50+.
- Progressing links with local primary and secondary schools in BS3, ensuring new developments are shared with them for their sharing and publishing in their school newsletters and communications to parents.
- Increasing our case studies shared via social media with a collection of wonderful photos supporting our new developments and activities.

Achievements & Performance

A snapshot of our increased communications is detailed below covering the period 1st April 2019 to 31 March 2020:

- Facebook – Increased followers by 27%, taking us to 2,046; average Facebook posts per month = 28.
- Twitter – Increased followers by 11%, taking us to 2,283; average tweets per month = 26; plus 10-20 retweets from others per month.

Developing strategic and tactical partnerships within our community

We recognise that, although people have things in common with each other, they are also different in many ways. Inclusion is powerful when those differences are seen as a benefit, and where perspectives and differences are shared, leading to constructive challenge of each other and also to better decisions.

Our senior management team (SMT) play an active part in various strategic, steering and working groups across the city, representing the BS3 area and South Bristol. Often those groups have a focus on community cohesion and development. Our Community Development Manager and CEO attended an increased number of meetings with various teams within BNSSG CCG, the Council, Bristol Community Health, other VCS Anchor organisations within the city, specialist voluntary sector organisations. Groups include the Mental Health & Wellbeing group, the South Bristol Locality Partnership Board, the Voscur Sector Leaders' group, Action Greater Bedminster, the South Bristol Locality Social Prescribing group, to name a few.

Achievements & Performance

Developing appropriate monitoring and evaluation tools to demonstrate the impact of our work

A Monitoring & Evaluation Working Group was set up in April 2019 to develop BS3 Community Development's capability in measuring the effectiveness of the activities we undertake. Its initial aim was to investigate tools available for the measurement of outcomes and impacts, before looking at one area of activity and, in due course, developing an effective whole organisation approach.

The group determined that a significant amount of data is already collected by us on behalf of funders, but for some work, data is passed back to the funder without us being able to access it. As a result of enquiries, the group was able to evaluate certain funders' questionnaires and secured permission to use and amend them to pilot our own versions with some of our services.

As a pilot piece of work, the group conducted a Theory of Change exercise on BS3 Community Development's services for tackling loneliness and isolation. The exercise was useful in drawing out interlinking themes and allowing an appreciation of the full extent of our activity across the organisation in addressing these challenges. In particular, the exercise drew out the distinction between tackling loneliness and tackling social isolation, and how a strategy of tackling social isolation across all ages may be the optimal approach for BS3 Community Development.

A feedback survey was created that could be used across all areas of our work. We had started to capture data from participants, capturing the impact our services/ activities had had on an individual. Unfortunately, the work of the Monitoring & Evaluation Working Group was interrupted by the Covid-19 pandemic. It is intended that this work will resume once there is some relaxation of social distancing requirements.

Achievements & Performance

Ensuring that our centres are being used effectively for the benefit of the local community

Through the operation of the Southville Centre, and our ongoing investment in the maintenance of its fabric, we ensure that this locally-significant Grade II Listed building has an ongoing sustainable use. We make sure that it is clean, tidy, safe and welcoming for all visitors, work which is reflected in the positive feedback that we receive.

Until the enforced closure of our centres at the end of March 2020, we hosted in excess of around 30 activity sessions a week at the Southville Centre, with a good mixture of exercise classes for adults, children and those with disabilities, as well as hosting cultural and social activities. Although our centres have been closed since the end of March 2020, our ambition is to reopen them in some capacity as soon as we are able to do so safely. The model for the operation of our centres is, however, currently being re-evaluated considering restrictions imposed by ongoing social-distancing requirements.

Enhancing the local recognition that BS3 Community Development is a great place to work and volunteer

Enhancing dialogue and consultation with certain segments of our community as well as working with our community to develop strategic and tactical partnerships has resulted in many positive developments, a good example being the opening of the Bedminster Youth Club.

Ensuring that our centres are being used effectively for the benefit of the local community, as mentioned above, the variety of activities and groups offered means that there is probably something for everyone, whatever their interest.

Extending our community development work across the whole of the BS3 area, whilst maintaining a focus on wellbeing and health, older people and intergenerational activities. We have traditionally only been well known within the direct locality to our centres, but our reach now extends to the whole of BS3.

Income Generation

Early Education & Childcare

The unrestricted income generated through the provision of early education and childcare services in the last year gave a net contribution of £223,521.

Room hire & events

In the last year the gross income brought in through events, room hire and associated services reached £47,462.

Music Space sub-lease

The organization has a sublease on part of its premises at the Southville Centre called the Caretakers Cottage. This is let to a charity, Music Space. Income from the letting, along with associated costs in the last financial year brought a gross income of £7,761.

Café & Catering

Kate's Kitchen fronts the Southville Centre's community café on a licence that brings income to the organization based on sales in the café and associated services to Early Education and Childcare. In the last year the gross income from this activity brought in £21,279.

Fundraising activities

A pre-Christmas crowd-funding campaign was run to fund an older people's Christmas outing. This was successful in raising £1,000 to fund the outing and was used as a test for a larger campaign intended to be run during 2020/21.

This exercise laid the foundations for a successful community crowd-funding campaign run to support BS3 Community Development following the Covid-19 pandemic lockdown. Created around the London Marathon nationwide campaign, we encouraged staff and local residents to get behind our '2.6 Challenge'. Fundraising raised an incredible £13,500 and included one very generous donation from a local and supportive resident of £3,000.

Income Generation

The trustees have considered the impact that the Covid-19 pandemic will have on the charity's current and future financial position. The expected implications are:

- A significant loss of income from the cessation of early education & childcare services following the national government-imposed lockdown at the end of March 2020. There remains a risk of the enforced closure of any, or all our five nursery rooms because of local infection, or a wider government-imposed lockdown. Allowances have been made in our cash-flow forecasts for the partial closure of our childcare settings for a defined period.
- Loss of room hire income arising from the closure of our centres and anticipated reduction in demand due to social-distancing requirements as well as the possible reduction in our customer base as a result of the pandemic.
- Loss of commission-based income from Kate's Kitchen Catering/ Café Limited during the extended closure of the Southville Centre's café and kitchen.

The charity is taking the following steps to mitigate the threats that the Covid-19 pandemic may pose to the organisation:

- Following the imposition of the national lockdown at the end of March 2020, we introduced a monthly nursery fee (initially 50%, subsequently reduced to 25% of full fees) for the retention of nursery places during the period of lockdown. The level of retention fee was set initially, and later adjusted, in-line with the level of fees being charged by other local nursery settings and taking account of feedback from parents. We remained in contact with children by delivering online services throughout lockdown, which was positively received by families.
- We have increased our fundraising potential through the implementation of individual donation and crowd-funding schemes.

Income Generation

- We have focused our efforts on securing grant-funding for activities which qualify for Covid-19 emergency grants, together with rationalising and aligning our activities to meet the evolving needs of the community.
- A review has been carried out across all areas of the charity to reduce costs, and, where possible, defer expenses to protect the organisation's cash-flow (for example, payment holidays from utility providers).
- We enrolled in the Government's Coronavirus Job Retention Scheme (CJRS) to enable staff to be furloughed, significantly reducing the charity's liability for staff costs, and protecting employment while our centres and some of our services were either closed or re-modelled.
- Where possible, we have re-deployed staff into alternative, or new activities where their existing roles are no-longer viable as a result of the pandemic and changes in delivery of activities or services.
- We have secured a loan under the government's Bounce Back Loan (BBLs) scheme to protect the organisation's ability to utilise free cash reserves in the short-term.

Our Team

Staff & volunteers

BS3 Community Development employs over eighty people at the Southville and Chessel Centres and around 75% of paid staff, volunteers and trustees live within three miles of these locations, allowing them to walk, cycle or use public transport to travel to work.

In 2019/20 we had thirteen regular volunteers supporting the services that we deliver. These individuals are volunteering for a combined total of approximately fifty hours each week. Five of them are involved with our older people's services, including the Monday Club, Sporting Memories and Activity Afternoons, five in supporting our new Bedminster Youth Club evenings, and three are involved with our Early Education & Childcare services. In addition to our regular volunteers, we have over sixty ad-hoc volunteers, who have joined our volunteering community via our 'Volunteer Makers' portal on the BS3 Community Development website. The Volunteer Makers platform allows us to publicise a wide range of the organisations opportunities to volunteer in the local community, whether a few times a year or regular weekly opportunities, the platform matches the person's interests/ skills with the vacancy/ time they have available.

In January this year we welcomed Kelly Murphy as Head of Early Education & Childcare following the departure of Dr Tim Clark, who left us in August 2019 to take up a role as Senior Lecturer in Early Childhood & Education at the University of West of England (UWE). Emma Morris and Kate Wright stepped-up to take on interim manager roles between Tim's departure and Kelly's start, performing admirably ensuring the continuity of our services during this period.

Future Plans

The charity intends to continue the activities outlined above in the forthcoming years, subject to adjustments required to accommodate alterations to the trading environment and/ or funding arrangements which may arise from the Covid-19 pandemic. A Fundraising Strategy & Action Plan was developed during 2019/20 which identifies our aspirations for increasing income, raising funds to replace unsecured income, fund existing work, services and activities, and carry out maintenance work. It allows progress against these aspirations to be regularly reviewed by the senior management team and trustees. Key aspirations are:

VCS Anchor organisation for the South Bristol Locality

For 2019/20 it was our intention to develop a 'South Bristol Locality model' with two other VCS organisations in South Bristol in order to position our partnership as the 'preferred VCS Anchor partnership' for the provision of Adult Community Health and BNSSG CCG, Community Development, Public Health and other services in the South Bristol Locality.

As well as improving the wellbeing of our local community, securing contracts for the provision of these services will generate regular, unrestricted income and surpluses. This income and surplus would then be used to support our charitable activities. In addition the diversification of income would mean less reliance on ad hoc grants and therefore give continuity of service provision.

To date we continue to explore potential partnership arrangements with one of the two VCS organisations whilst also continuing to work in parallel with them.

Expansion of nursery provision

Several potential opportunities to expand our nursery provision have been identified and are being explored with partner organisations. However, several have been negatively affected by the Covid-19 pandemic. As well as meeting a community need for childcare, the opening of additional nurseries will provide regular, unrestricted surpluses that can be used to fund our ongoing charitable activities.

Future Plans

Early education & childcare model

Our staffing model will be reviewed, particularly for cover staffing, to identify any potential efficiencies. Keeping staff within room 'bubbles' protects them and the children in our care. The level of our fees and charges will be reviewed in relation to other provisions in the local area, along with the potential for additional nursery wrap-around sessions, which would generate additional income. The use of other rooms to provide childcare is an option. With the impact of the Covid-19 pandemic on our room hire provision, plus the fact that we have a large number of children on the waiting list, means that this will be considered.

Community centre rental spaces

The appraisal of room-hire spaces within the community centres to assess whether additional income could be generated by alternative uses was identified as an objective within our Fundraising Strategy & Action Plan for 2019/20. This has been overtaken by the Covid-19 pandemic, which has resulted in the closure of our community centres to the public, and consequently the cessation of room hire activity.

To comply with social distancing requirements, during the lock-down and immediately afterwards, our nurseries require additional space in order to operate. Out of necessity, spaces previously allocated for room hire were re-purposed for nursery use. Based on an assessment carried out at the start of 2020, nursery use offers better income generation potential than room hire, therefore compensating for the loss of room hire income. Our ability and willingness to re-start our room hire offer remains under constant review.

Grant income

Our Fundraising Strategy & Action Plan identified the importance of securing grant funding to secure services such as our Monday club for older people, a Volunteer Coordinator role and to raise funds to maintain and improve our facilities, particularly the Southville Centre, a locally significant Grade II Listed building.

Future Plans

Whilst BS3 Community Development has been successful in securing a number of Covid-19 related grants since March 2020, it is believed that the grant making Trusts and Foundations will have less money available since many distributed all they could, with some dipping into their capital, to support charities through the initial lock-down period of the Covid-19 pandemic. That, coupled with the expectation that competition will be fierce for such grants, and the BS3 postcode area South Bristol is not considered to be a (highly) deprived area, means that we expect that we will struggle to secure a similar level of grant income during the next financial year.

Communications

Community events will be publicised as fundraising events by ensuring that publicity materials include fundraising within the copy and continue to position the organisation as a charity. The use of Gift Aid with donations will be promoted by ensuring the ready availability of declaration forms.

It is anticipated that the Covid-19 pandemic will significantly affect the type of fundraising events and how they are held. We are therefore exploring the feasibility of hosting online and virtual events and developing the use of crowd-funding campaigns for specific projects, alongside the promotion of on-line and contactless donations.

From surviving through recovery and into thriving

Since March 2020, we have managed to pull-back a huge amount of the income lost due to the Covid-19 enforced lock-down, closure of our community buildings and disruption to our previous ways of working. Our latest cash-flow is forecasting income for 2020/21 being just about on-par with 2019/20; which is remarkable.

However, 2021/22 may be more difficult for us since the current government financial support packages and initiatives are changing, most of the payment holidays/ delayed payments need to be re-paid, and in August 2021 we will start to pay interest on the Bounce Back Loan. Alongside this, we anticipate the opportunities for grant funding may become less available and more

Financial Review

competitive to secure. At this time in late 2020 we believe that we have survived and have moved into a recovery position which we hope to at least sustain and build on for the rest of 2020/21 and into 2021/22.

Fundraising Activities & Income Generation:

BS3 Community generates most of its income and funding through the services provided and grants secured. The vast majority of our Community Business trading (using social enterprise principles) is within our charitable objects. The surpluses generated from our primary trading activities are used to support the charity and help us fulfil our charitable purposes. We continue to operate the charity using social enterprise principles in a way that ensures that our core services and activities, as well as the management, maintenance and running of the Southville and Chessel Centres, remain sustainable; always with an eye on achieving our triple bottom line of making a financial and social return on our investments (with the social return aligning to our charitable objects) and doing that in an environmentally responsible way. BS3 Community is not currently registered with the Fundraising Regulator.

Investment policy & performance

BS3 Community Development has a measured attitude to risk, consciously investing cash funds into financial institutions/ companies that are involved in the Financial Services Compensation Scheme (FSCS). BS3 Community Development will, during 2020/21, review its investment policy and seek to protect any reserves and cash held by the organisation.

As of 31 March 2020, BS3 Community Development had investments in different term funds:
Business bank accounts;
Deposit bank accounts (instant access); and
Savings bank accounts (instant access).

Financial Review

Investment decisions

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

Investment management

BS3 Community Development investments are reviewed according to the terms of the investment. A regular review of investments is undertaken to ensure that the interest rate secured is acceptable to the Finance & Operations sub-committee members and trustees.

Going concern

Whilst the Covid-19 pandemic is likely to have a profound impact on the global economy, which will, in-turn, affect the charity, the trustees have considered the impact of this issue on the charity's current and future financial position.

As at 31st March 2020, the charity holds unrestricted, general reserves of £227,697. These are made up of unrestricted, undesignated funds, not committed or invested in tangible fixed assets or long-term liabilities or liabilities due within 12 months, including loan payments and charity bond interest payments. And held a cash at bank balance of £461,968.

Since March 2020, bi-weekly, eighteen to twenty-four-month cash-flow forecasts have been undertaken. Cash-flow forecasts will continue through 2020/21 to ensure that the organisation's long-term sustainability is kept in focus as we adjust to a 'new normal'. The charity continues to service its mortgage debts and remains within its 'debt service cover ratio'. The charity remains solvent and profitable.

As at 31st October 2020, a substantial proportion of the income lost due to the Covid-19

Financial Review

pandemic enforced lock-down, closure of our community centres and disruption to our previous ways of working, has been recouped. Our bi-weekly cash-flow forecasts are currently predicting income for 2020/21 at a similar level to 2019/20; mostly due to securing grant income as well as some statutory sector service level agreement income. This is a remarkable achievement given the dramatic loss of income experienced at the end of March 2020.

The trustees consider that, although our operating environment has changed significantly as a result of the Covid-19 pandemic, BS3 Community Development's Strategic Business Plan 2019/22, and Fundraising Strategy & Action Plan, remain relevant in ensuring that the charity meets its existing fundraising needs and operating commitments. The senior management team will work together with the trustees to re-appraise the Fundraising Strategy as required, and review income-generating, fundraising, and financing options on an ongoing basis.

We have been successful in securing a significant amount of grant-funding in the early part of 2020/21, but we anticipate a decline in the availability of grant funding during 2021/22. To compensate for this, our fundraising strategy identifies several pieces of work which could result in new and possibly significant income streams for the charity. For example, the strength of our performance during the early stages of the pandemic lockdown has been increasingly recognised by statutory and other bodies across the city, strengthening our position with regard to securing potential contracts for in-community NHS Health & Bristol City Council Social Care developments alongside service providers in the BNSSG (Bristol, North Somerset, South Gloucestershire) CCG (Clinical Commissioning Group) South Bristol Locality area.

The trustees consider that the charity has sufficient unrestricted reserves and cash-flow to continue as a going concern for a period of at least twelve months from the date on which these financial statements are approved. The trustees therefore consider it appropriate to adopt the going concern basis for the preparation of the accounts.

Financial Review

Financial risk management, objectives and policies

BS3 Community Development maintains a Risk Assessment Framework & Risk Management Policy relating to the organisation and includes a section on financial risk. The risk register is updated and reviewed quarterly. In addition, all payments must be authorised by at least two members of the Senior Management Team (SMT) and for transactions exceeding £2,000 trustee authorisation is also required.

The various sub-committees support the SMT in reviewing all major risks and organisational plans and are integrally involved in the scrutiny of any such plans. The SMT, members of the Finance & Operations sub-committee and the board of trustees review financial reports on a regular basis.

Due to the Covid-19 pandemic lock-down the regular sub-committee meetings were suspended and we switched from reporting against an agreed budget to monitoring a bi-weekly updated cash-flow forecast. The cash-flow forecasts were provided to the full board of trustees and scrutinised by either the executive trustees, or the full board via fortnightly meetings with the SMT.

The trustees have considered the impact that the Covid-19 pandemic may have on the charity's current and future financial position. The expected implications are:

- Loss of some, or all of our income across all of our non-nursery traded income-generating activities as a result of the government-imposed lockdown in March 2020.
- Changes required to our early education & childcare model to accommodate social distancing and 'bubble' requirements.
- The reduction in available room hire space because of additional space required to operate our nurseries.

Financial Review

- Loss of room hire customers due to the closure of our community centres to the public in March 2020 plus their ongoing closure to the public, necessary to protect our childcare settings, social distancing requirements, and the negative economic impact of the Covid-19 pandemic on room hire customers' business models.
- Loss of commission income due to the closure of the Southville Centre café.
- Deferment by potential project partners of new nursery developments which will affect the deliverability of our aim of expanding our nursery provision.
- Potential difficulty in securing Charitable Trust & Foundation, and/ or other grants due to reduced level of grants available and/ or the grant providers targeting their funding to organisations or causes that we are not involved with.

Principal risks & uncertainties

The principal risk for BS3 Community Development is the maintenance of a healthy cash-flow and the financial sustainability of the charity due to the impact of the Covid-19 pandemic on our income generated by our 'normal' trading.

Alongside the above is the raising and designation of reserves and the refinancing of debt; specifically, the repayment of our Charitable Bonds which fall due at the end of February 2023.

Additional risks include the cutbacks in funding by Charitable Trusts/ Foundations and local authorities arising from the economic climate due to the continuing impact of the financial crash, very low interest rates plus the Covid-19 pandemic, which may affect the level of grants and service level agreements that the charity is able to achieve.

The loss or reduction of funding from principle sources, being:

Financial Review

- Provision of early education and childcare services;
- Commission from Kate's Kitchen Catering Limited sales;
- Rental income from Music Space;
- Room hire and events;
- Grants from charitable trusts, foundations and other grant providers.

There is the risk that key members of staff may leave or become affected by the Covid-19 disease. The temporary or permanent loss of key staff, being:

- CEO
- Head of EE&C
- Finance Manager
- Community Development Manager
- Head of Communications
- Senior EE&C Administrator
- Lead Facilities Coordinator
- Senior Administrator

Reserves policy

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

1. In the medium-term BS3 Community Development is required to set-aside finances for the repayment of £560,000 to the 'SCDA 4% Charity Bonds' investors by the end of February 2023. The intention is to reduce the level of the loan, but to seek appropriate re-financing of the residual amount. The level of reduction will be agreed approximately eighteen months before the full re-payment is due.

Financial Review

2. An amount of £77,600 to fund an 'Armageddon' scenario for redundancies, where closure may ensue, and an exit strategy is required; and an amount of £111,720 to fund the organisational operating.
3. An amount of £40,000 to fund unexpected expenditure for building repairs to the Southville Centre and the Chessel Centre, where these cannot be met by future income alone.

In 2019/20 the charity's strategy was to continue to build reserves, principally through its primary trading activities and services, the securing of contracts/ service level agreements with statutory sector organisations (and others), as well as ongoing applications for grant funding. Due to the Covid-19 pandemic, this has now been re-ordered to focusing on maintaining and, where and when possible, increasing, income from our nurseries, securing grant funding and thirdly securing contracts/ service level agreements with statutory sector organisations.

The trustees are aware that it is unlikely that the target level and range of reserves will be reached for several years; therefore, over the next five years the charity's reserves will be prioritised in the order listed above.

To optimise the level of reserves BS3 Community Development can set-aside, the senior management team and trustees will agree income and expenditure levels during the annual budgeting process, alongside scrutiny of levels of income and expenditure during the year. The level of surplus income will be reviewed during each financial year and, when appropriate and possible, any remaining surplus will be set aside into the charity's reserves at the end of each year.

The charity currently has free cash reserves of £227,697. These are made up of unrestricted, undesignated funds, not committed or invested in tangible fixed assets or long-term liabilities or liabilities due within 12 months, including loan payments and charity bond interest payments.

Structure, Governance & Management

Constitution

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

Method of appointment or election of trustees

The management of the charitable company is the responsibility of the trustees who are elected and co-opted under the terms of the Articles of Association.

The members of the BS3 Community Development board of trustees are all volunteers. Each trustee is elected for a period of up to nine years. Each year at the BS3 Community Development AGM either one third, or three (whichever is the greater number), of the trustees on the board come up for re-election with the longest serving third, or three, trustees having to step down and put themselves forward for re-election, if they so wish, or if agreed by the board.

A board of trustees, Chair (or co-Chairs) and Vice-Chair (or co-Vice-Chairs) are elected annually by the trustees at the first meeting following the AGM. The board can appoint a Treasurer, Deputy-Treasurer and a Company Secretary from the trustees or seek to recruit either no-trustee volunteers or even pay suitably qualified individuals to undertake either, or both of those roles.

The trustees constitute directors of BS3 Community Development for the purposes of the Companies Act 2006 and are trustees of the charity for the purposes of the Charities Act 2011. There is a limit of fifteen trustees who can be elected by the BS3 Community Development Membership at the Annual General Meeting (AGM); the trustees must be Members.

Policies adopted for the induction & training of trustees

To ensure that new trustees are appointed regularly, the board undertakes a regular skills audit of current trustees and matches those against the skills required by our strategic business plan in order to identify potential skills gaps. Targeted recruitment campaigns, through our website,

Structure, Governance & Management

Voscur (local CVS) and local publications, have been successful in attracting potential trustees with the required skills and experience.

Potential trustees are given a formal induction to the charity and provided with information about it, including the Articles of Association, latest business plan, our activities and organisational structure, along with information on the role of trustees, their responsibilities and charity law.

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

The trustees are aware that the board currently lacks specific aspects of diversity. Part of the remit of our Equality, Diversity & Inclusion Working Group is to identify measures by which trustee recruitment could be altered to improve this.

Our last trustee recruitment campaign in 2019 resulted in expressions of interest from eleven people. As of March 2020, one individual has completed the probationary trustee period and has been co-opted as a trustee by the board, with a further four anticipated to be co-opted during 2020/21. As of October 2020, one further expression of interest in becoming a trustee has been received.

The board continues to seek to recruit people with appropriate skills, knowledge, experience and/or passion and invites potential new trustees to shadow their meetings as well as undertake the BS3 Community Development pre-trustee induction process.

Structure, Governance & Management

Pay policy for senior staff

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

Undertaking a full organisational job evaluation and the development of an appropriate pay scale has been identified as a key goal in the 2019/20 business plan. We have been successful in securing the pro-bono support of a Cranfield Trust volunteer to support and facilitate this work, which was agreed to be undertaken in 2019/20; however, due to the Covid-19 pandemic that will now be completed in 2020/21.

Organisational structure and decision-making

The board of trustees is responsible for the governance of BS3 Community Development, the setting of its strategic direction, agreeing policies, ensuring that the organisation abides by any legal requirements, signing-up new members and the recruitment and management of the Chief Executive Officer (CEO).

Our CEO, Dr Simon D Hankins, is employed by the BS3 Community Development board-of-trustees to provide leadership to, and management of, BS3 Community Development, to work with the board and others to develop the organisation's strategic direction, as well as develop and manage an organisational structure that is able to manage, maintain and develop the Southville Centre and the Chessel Centre plus the various services and activities that the organisation provides, and wishes to provide, directly and in partnership with others, as given in the regularly updated business plan.

Structure, Governance & Management

The CEO is supported by four senior managers:

Name		Title
Tim Clark	-	Executive Head of Early Education & Childcare (until 08/2019)
Kelly Murphy	-	Head of Early Education & Childcare (from 01/2020)
Ruth Green	-	Community Development Manager
Dawn Lockhart	-	Head of Communications
Becca McDougall	-	Finance Manager

Membership

BS3 Community Development is a membership and community-focused organisation; anyone can become a member of BS3 Community Development, with a two-year membership costing £2. Each year, BS3 Community Development has an Annual General Meeting (AGM) where all signed-up and paid-up BS3 Community Development members are entitled to vote for those members standing for available places on the board of trustees.

We also have a 'Supporters' membership; there is no fee to be a Supporter. Supporters receive regular news about what BS3 Community Development is doing, our events and news.

Structure, Governance & Management

Risk management

The trustees have adopted a Risk Management Framework and considered the major risks to which the charity is exposed; they have reviewed those risks and established systems and procedures to manage the risks. This is understood by trustees and is actively taken into account (where practically possible) in staffing structures, benefits packages, recruitment, review systems and training budgets, including trustee training.

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

Trustees' responsibilities statement

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

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

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;

Structure, Governance & Management

- Make judgements and accounting estimates that are reasonable and prudent;
- State whether applicable UK accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the 'going concern' basis, unless it is inappropriate to presume that the charity will continue in operation.

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

In so far as the trustees are aware:

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

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

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

Structure, Governance & Management

Auditors

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

Trustees' statement

The trustees (who are also directors of the charity for the purposes of the Companies Act) present their annual report together with the audited financial statements of BS3 Community Development (BS3 Community) (the company) for the year ended 31 March 2020.

The trustees confirm that the annual report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the 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 (FRS 102) (effective 1 January 2019).

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

Approved by the trustees on 15th December 2020 and signed on their behalf by



Peter Bird and Jill Walsh, Co-Chair



Audit Report

By Godfrey Wilson

Opinion

We have audited the financial statements of BS3 Community Development (the 'charity') for the year ended 31 March 2020 which comprise the statement of financial activities, balance sheet, statement of cash flows and the related notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Audit Report

By Godfrey Wilson

fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

Audit Report

By Godfrey Wilson

misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;

Audit Report

By Godfrey Wilson

- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement set out in the trustees' report, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Our responsibilities for the audit of the financial statements.

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

Audit Report

By Godfrey Wilson

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

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



15th December 2020

Alison Godfrey FCA
(Senior Statutory Auditor)

For and on behalf of:

GODFREY WILSON LIMITED

Chartered accountants and statutory auditors

5th Floor Mariner House

62 Prince Street

Bristol

BS1 4QD

Statement of Financial Activities

For the year ended 31 March 2020

	Note	Restricted £	Unrestricted £	2020 Total £	2019 Total £
Income from:					
Donations	3	15,305	32,813	48,118	24,524
Charitable activities	4				
Early Education and Childcare		3,735	1,644,713	1,648,448	1,387,025
In Community and Older People's Services		127,535	-	127,535	138,280
The Centres		14,250	76,956	91,206	71,729
Investments		-	10	10	271
Total income		<u>160,825</u>	<u>1,754,492</u>	<u>1,915,317</u>	<u>1,621,828</u>
Expenditure on:					
Raising funds		-	18,695	18,695	15,841
Charitable activities					
Early Education and Childcare		5,043	1,419,884	1,424,927	1,397,620
In Community and Older People's Services		173,850	-	173,850	105,574
The Centres		-	84,236	84,236	130,942
Total expenditure	6	<u>178,893</u>	<u>1,522,815</u>	<u>1,701,708</u>	<u>1,649,977</u>
Net income / (expenditure)		(18,068)	231,677	213,609	(28,149)
Transfers between funds		<u>16,051</u>	<u>(16,051)</u>	<u>-</u>	<u>-</u>
Net movement in funds	7	(2,017)	215,626	213,609	(28,149)
Reconciliation of funds:					
Total funds brought forward		<u>75,543</u>	<u>435,000</u>	<u>510,543</u>	<u>538,692</u>
Total funds carried forward		<u><u>73,526</u></u>	<u><u>650,626</u></u>	<u><u>724,152</u></u>	<u><u>510,543</u></u>

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

Balance Sheet

For the year ended 31 March 2020

	Note	£	2020 £	2019 £
Fixed assets				
Tangible assets	10		1,161,437	1,188,420
Current assets				
Debtors	11	60,334		34,945
Cash at bank and in hand		<u>461,968</u>		<u>223,520</u>
		522,302		258,465
Liabilities				
Creditors: amounts falling due within 1 year	12	<u>(191,384)</u>		<u>(160,599)</u>
Net current assets			<u>330,918</u>	<u>97,865</u>
Total assets less current liabilities			1,492,355	1,286,285
Creditors: amounts falling due after more than 1 year	13		<u>(768,203)</u>	<u>(775,742)</u>
Net assets	15		<u>724,152</u>	<u>510,543</u>
Funds	16			
Restricted funds			73,526	75,543
Unrestricted funds			<u>650,626</u>	<u>435,000</u>
Total charity funds			<u>724,152</u>	<u>510,543</u>

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

Approved by the trustees on 15th December 2020 and signed on their behalf by



Peter Bird and Jill Walsh, Co-Chair



Statement of Cash Flows

For the year ended 31 March 2020

	2020 £	2019 £
Cash used in operating activities:		
Net movement in funds	213,609	(28,149)
<i>Adjustments for:</i>		
Depreciation charges	37,270	42,916
Interest paid	30,198	30,436
Dividends, interest and rents from investments	(10)	(271)
Decrease / (increase) in debtors	(25,389)	48,508
Increase / (decrease) in creditors	36,398	(10,854)
Net cash provided by operating activities	292,076	82,587
Cash flows from investing activities:		
Dividends, interest and rents from investments	10	271
Purchase of tangible fixed assets	(10,287)	(8,007)
Net cash used in investing activities	(10,277)	(7,736)
Cash flows from financing activities:		
Repayment of borrowing	(43,351)	(43,286)
Net cash provided in / (used in) financing activities	(43,351)	(43,286)
Increase / (decrease) in cash and cash equivalents in the year	238,448	31,565
Cash and cash equivalents at the beginning of the year	223,520	191,955
Cash and cash equivalents at the end of the year	461,968	223,520

Analysis of changes in net debt

	At 1 April 2019 £	Cash flows £	New finance leases £	Other non- cash movements £	At 31 March 2020 £
Cash	223,520	238,448	-	-	461,968
Loans falling due within 1 year	(13,176)	13,152	-	(7,539)	(7,563)
Loans falling due after 1 year	(215,742)	-	-	7,539	(208,203)
Total	(5,398)	251,600	-	-	246,202

Notes to the Financial Statements

For the year ended 31 March 2020

1. Accounting policies

a) Basis of preparation

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

BS3 Community Development meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

b) Going concern basis of accounting

The COVID-19 pandemic has had a profound impact on the global economy, and has in turn affected the charity. The trustees have considered the impact of this issue on the charity's current and future financial position. The charity holds unrestricted, general reserves of £650,626 and a cash balance of £461,968. The trustees consider that the charity has sufficient unrestricted reserves and cash flow to continue as a going concern for a period of at least 12 months from the date on which these financial statements are approved. In addition, the charity has undertaken steps to mitigate the impact of the pandemic including: introducing a retention fee for nursery places during the national lockdown, applying for COVID-19 emergency grant funding and making use of the Government's Coronavirus Job Retention Scheme. For these reason, the accounts have been prepared on the going concern basis.

c) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions

Notes to the Financial Statements

For the year ended 31 March 2020

attached to the items of income have been met, it is probable that the income will be received and the amount can be measured reliably.

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

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

d) Donated services and facilities

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

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

e) Interest receivable

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

f) Funds accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the

Notes to the Financial Statements

For the year ended 31 March 2020

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

g) Expenditure and irrecoverable VAT

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

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

h) Allocation of central costs

Support and governance costs:

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

Centre costs:

Along with the allocation of support and governance costs, the charity also apportions some of the Centres' expenditure for buildings, running and staffing costs across the activities of the charity. This full cost recovery method better reflects the true cost to the charity of each activity and the Centres. The charity has developed percentage formulae based on square meterage

Notes to the Financial Statements

For the year ended 31 March 2020

for buildings costs, and full time equivalent employees for running and staffing costs. These formulae are used as cost drivers. Costs are then allocated back to each charitable activity. Formulae templates are adjusted annually to ensure a true reflection of the charity's activities in its finances.

i) Tangible fixed assets

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

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

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

j) Impairment of fixed assets

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

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

Notes to the Financial Statements

For the year ended 31 March 2020

k) Debtors

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

l) Cash at bank and in hand

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

m) Creditors

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

n) Financial instruments

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

The charity bond is recognised as a concessionary loan. The bond is initially recognised at the amount received and is subsequently adjusted to reflect any accrued interest payable. The bond is reviewed for impairment and to the extent the loan is irrecoverable, a corresponding impairment loss is recognised in the SOFA.

o) Pension costs

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

Notes to the Financial Statements

For the year ended 31 March 2020

p) Accounting estimates and key judgements

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

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

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

Notes to the Financial Statements

For the year ended 31 March 2020

2. Prior period comparatives

	Restricted £	Unrestricted £	2019 Total £
Income from:			
Donations	806	23,718	24,524
Charitable activities			
Early Education and Childcare	2,625	1,384,400	1,387,025
In Community and Older People's Services	138,280	-	138,280
The Centres	1,974	69,755	71,729
Investments	-	271	271
Total income	143,685	1,478,143	1,621,828
Expenditure on:			
Raising funds	-	15,841	15,841
Charitable activities			
Early Education and Childcare	1,735	1,395,885	1,397,620
In Community and Older People's Services	105,574	-	105,574
The Centres	-	130,942	130,942
Total expenditure	107,309	1,542,668	1,649,977
Net income / (expenditure)	36,376	(64,525)	(28,149)
Transfers between funds	(1,974)	1,974	-
Net movement in funds	34,402	(62,551)	(28,149)

Notes to the Financial Statements

For the year ended 31 March 2020

3. Income from donations

	Restricted £	Unrestricted £	2020 Total £
Donations - organisations	8,050	9,261	17,311
Donations - individuals	7,155	6,367	13,522
Donations - gifts in kind	100	12,925	13,025
Donations - unrestricted funds	-	4,260	4,260
Total income from donations	15,305	32,813	48,118

During the year, the charity received gifts in kind including IT equipment, executive coaching, HR support and pro bono Economica consultancy work. In the prior year, gifts in kind comprised paint supplies from Lloyds bank and staff training services provided by Cambridge University and the Cranfield Trust.

Prior period comparative:

	Restricted £	Unrestricted £	2019 Total £
Donations - organisations	763	12,901	13,664
Donations - organisations	43	1,254	1,297
Donations - unrestricted funds	-	9,563	9,563
Total income from donations	806	23,718	24,524

Notes to the Financial Statements

For the year ended 31 March 2020

4. Income from charitable activities

	Restricted £	Unrestricted £	2020 Total £
Early education and childcare:			
Grants	3,735	-	3,735
Childcare income	-	1,644,713	1,644,713
Total early education and childcare	3,735	1,644,713	1,648,448
In Community and OPS:			
Grants	127,535	-	127,535
Total In Community and OPS	127,535	-	127,535
The Centres:			
Grants	14,250	-	14,250
Rental and room hire income	-	47,462	47,462
Café	-	21,279	21,279
Other	-	8,215	8,215
Total Centres	14,250	76,956	91,206
Total income from charitable activities	145,520	1,721,669	1,867,189
Prior period comparative:			2019 Total £
	Restricted £	Unrestricted £	
Early education and childcare:			
Grants	2,625	-	2,625
Childcare income	-	1,384,400	1,384,400
Total early education and childcare	2,625	1,384,400	1,387,025
In Community and OPS:			
Grants	138,280	-	138,280
Total In Community and OPS	138,280	-	138,280
The Centres:			
Grants	1,974	-	1,974
Rental and room hire income	-	38,637	38,637
Café	-	19,302	19,302
Other	-	11,816	11,816
Total Centres	1,974	69,755	71,729
Total income from charitable activities	142,879	1,454,155	1,597,034

Notes to the Financial Statements

For the year ended 31 March 2020

5. Government grants

The charitable company received government grants during the year, from HMRC relating to the Coronavirus Job Retention Scheme. The total value of such grants in the period ending 31 March 2020 was £4,260 (2019: £1,974 from Bristol City Council Community Infrastructure Levy to fund charitable activities only). There are no unfulfilled conditions or contingencies attached to these grants.

6. Total expenditure

	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2020 Total £
Staff costs (note 8)	14,255	776,065	66,818	105,363	204,960	1,167,461
Other staffing costs	-	6,368	829	2,765	5,907	15,869
Direct project costs	93	182,556	60,518	2,236	19,345	264,748
Premises costs	-	-	678	64,272	10,117	75,067
Depreciation	-	-	-	17,789	19,481	37,270
Finance costs	-	-	-	8,142	23,806	31,948
Professional fees	-	-	-	2,530	9,245	11,775
Running costs	-	1,041	423	31,333	62,985	95,782
Promotion and advertising	-	-	249	420	1,119	1,788
Sub-total	14,348	966,030	129,515	234,850	356,965	1,701,708
Allocation of support and governance costs	2,998	312,050	30,148	11,769	(356,965)	-
Allocation of centre costs to other activities	1,349	146,847	14,187	(162,383)	-	-
Total expenditure	18,695	1,424,927	173,850	84,236	-	1,701,708

Total governance costs were £6,748 (2019: £6,539).

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

Notes to the Financial Statements

For the year ended 31 March 2020

6. Total expenditure (continued)

Prior period comparative	Raising funds £	Charitable activities - Early Education and Childcare £	Charitable activities - In Community and OPS £	Charitable activities - The Centres £	Support and governance costs £	2019 Total £
Staff costs (note 8)	11,885	735,619	27,636	107,230	210,905	1,093,275
Other staffing costs	-	4,651	183	5,874	16,404	27,112
Direct project costs	12	160,422	56,684	9,641	2,634	229,393
Premises costs	-	604	-	98,271	18,054	116,929
Depreciation	-	-	-	17,675	25,241	42,916
Finance costs	-	-	-	8,036	24,041	32,077
Professional fees	-	-	-	1,754	8,895	10,649
Running costs	-	3,850	242	17,955	72,226	94,273
Promotion and advertising	-	-	-	560	2,793	3,353
Sub-total	11,897	905,146	84,745	266,996	381,193	1,649,977
Allocation of support and governance costs	2,486	310,381	13,127	55,199	(381,193)	-
Allocation of centre costs to other activities	1,458	182,093	7,702	(191,253)	-	-
Total expenditure	15,841	1,397,620	105,574	130,942	-	1,649,977

7. Net movement in funds

This is stated after charging:

	2020 £	2019 £
Depreciation	37,270	42,916
Operating lease payments	11,912	11,912
Trustees' remuneration	Nil	Nil
Trustees' reimbursed expenses	Nil	Nil
Auditors' remuneration:		
▪ Statutory audit	6,200	5,900
▪ Other services	548	508

Notes to the Financial Statements

For the year ended 31 March 2020

8. Staff costs and numbers

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	1,065,942	1,016,085
Social security costs	65,386	62,849
Pension costs	16,089	13,518
Non-salaried staffing costs	20,044	823
	<u>1,167,461</u>	<u>1,093,275</u>

No employee earned more than £60,000 during the year.

Key management personnel of the charitable company comprise the trustees, CEO, Head of EE&C, Head of Communication and Community Development, Buildings and Operations Managers and Finance Manager. The total employee benefits of the key management personnel were £190,070 (2019: £237,695).

Staff numbers were as follows:

	2020 No.	2019 No.
Average head count	82.50	68.50
Full time equivalent	<u>54.00</u>	<u>46.50</u>

9. Taxation

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

Notes to the Financial Statements

For the year ended 31 March 2020

10. Tangible fixed assets

	Leasehold improvements £	Fixtures, fittings and equipment £	Land and buildings £	Total £
Cost				
At 1 April 2019	223,765	221,717	1,327,034	1,772,516
Additions in year	-	-	10,287	10,287
At 31 March 2020	<u>223,765</u>	<u>221,717</u>	<u>1,337,321</u>	<u>1,782,803</u>
Depreciation				
At 1 April 2019	11,732	170,737	401,627	584,096
Charge for the year	<u>4,475</u>	<u>19,481</u>	<u>13,314</u>	<u>37,270</u>
At 31 March 2020	<u>16,207</u>	<u>190,218</u>	<u>414,941</u>	<u>621,366</u>
Net book value				
At 31 March 2020	<u>207,558</u>	<u>31,499</u>	<u>922,380</u>	<u>1,161,437</u>
At 31 March 2019	<u>212,033</u>	<u>50,980</u>	<u>925,407</u>	<u>1,188,420</u>

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

11. Debtors

	2020 £	2019 £
Trade debtors	47,295	27,259
Prepayments	3,150	7,209
Accrued income	<u>9,889</u>	<u>477</u>
	<u>60,334</u>	<u>34,945</u>

Notes to the Financial Statements

For the year ended 31 March 2020

12. Creditors : amounts due within 1 year

	2020 £	2019 £
Bank loan	7,563	13,176
Trade creditors	40,545	34,781
Accruals	17,600	13,381
Other taxation and social security	22,074	17,196
Other creditors	103,602	82,065
	191,384	160,599

13. Creditors : amounts due after 1 year

	2020 £	2019 £
Bank loan	208,203	215,742
Charity bond	560,000	560,000
	768,203	775,742

Analysis of debt maturity

Debt due after more than one year:

repayable between one and five years	617,626	617,653
repayable in five years or more	150,577	158,089
	768,203	775,742

Mortgage interest rates with CAF Bank increased by 0.25% in August 2018. The mortgage is payable monthly at an annual interest rate of 3.5% and is secured on the Chessel Centre. A rate change took place on 11 March 2020 to 3% and again on the 20 March 2020 to 2.85%. The charity bonds are unsecured, and are repayable in full in February 2023. Interest is payable annually in arrears at 4% gross. Interest expense was payable to bond holders of £20,160 and tax in relation to this to HMRC of £2,240.

Notes to the Financial Statements

For the year ended 31 March 2020

14. Deferred income

	2020 £	2019 £
At 1 April 2019	-	1,930
Deferred during the year	-	-
Released during the year	-	(1,930)
	<hr/>	<hr/>
At 31 March 2020	-	-
	<hr/>	<hr/>

15. Analysis of net assets between funds

	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	1,161,437	1,161,437
Net current assets	73,526	257,392	330,918
Non current liabilities	-	(768,203)	(768,203)
	<hr/>	<hr/>	<hr/>
Net assets at 31 March 2020	73,526	650,626	724,152
	<hr/>	<hr/>	<hr/>
Prior period comparative			
	Restricted funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	1,188,420	1,188,420
Net current assets	75,543	22,322	97,865
Non current liabilities	-	(775,742)	(775,742)
	<hr/>	<hr/>	<hr/>
Net assets at 31 March 2019	75,543	435,000	510,543
	<hr/>	<hr/>	<hr/>

Notes to the Financial Statements

For the year ended 31 March 2020

16. Movements in funds

	At 1 April 2019 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2020 £
Restricted funds					
Community development:					
In Community projects:					
Community Webs	46,699	47,759	(67,672)	-	26,786
Bedminster Youth Club	-	37,300	(20,261)	-	17,039
Discretionary TNB Fund	5,500	-	(952)	(1,200)	3,348
SW&EB Health Inequalities	4,950	-	(225)	-	4,725
Tech&Talk	4,878	200	(4,322)	1,500	2,256
Hyper Local	4,102	-	(290)	(3,000)	812
Your Food Your Health	3,564	12,343	(17,227)	1,320	-
Alonely	2,070	1,700	(1,952)	1,500	3,318
Come on Board	314	3,302	(3,618)	2	-
Rocking the Boat	-	1,000	(1,000)	-	-
In community projects	-	2,100	(6,851)	4,751	-
Older people's services	2,553	36,425	(49,480)	11,178	676
Early education and childcare:					-
Grandparent & Toddler group	913	4,446	(5,043)	-	316
Organisational development	-	14,250	-	-	14,250
Total restricted funds	75,543	160,825	(178,893)	16,051	73,526
Unrestricted funds					
General funds	435,000	1,754,492	(1,522,815)	(16,051)	650,626
Total unrestricted funds	435,000	1,754,492	(1,522,815)	(16,051)	650,626
Total funds	510,543	1,915,317	(1,701,708)	-	724,152

Notes to the Financial Statements

For the year ended 31 March 2020

16. Movements in funds (continued)

Purposes of restricted funds

Community Webs

Funded by Bristol Benevolent Institute and Primary Care Network funding, Community Webs Link Workers are situated in all 5 GP surgeries in BS3 with the aim of reducing non-medical presentations. Link Workers support people in a person-centred and holistic way to improve their wellbeing and connections with the community.

Bedminster Youth Club

Funded by Quartet Community Foundation and John James Foundation. The Quartet Community Foundation grant enabled the set-up of a much needed youth club in the Bedminster Area - very well attended - full to capacity (40 young people 2 nights a week) within 2 weeks of opening. The John James Foundation grant enabled renovation/decoration of the hall where the youth club has been set up.

Discretionary TNB Fund

Funded by The National Benevolent Charity to discreetly support people in the BS3 area living in poverty. Community Webs Link Workers are the main referral pathway. An agreement was reached with the funder to transfer some funds to support unfunded participants of Monday Club.

SW&EB

South West and East Bedminster (SW&EB) LSOAs (Lower Super Output Areas). A project funded by Bristol City Council to reduce health inequalities in a specific area of BS3 which is an area of high deprivation. These funds are being used in conjunction with the BS3 Larder project in 2020-21.

Tech&Talk

A project aimed to reduce loneliness and isolation by upskilling the over 55's with tech support in local community cafes - the tech is the hook with the talk being the most valued.

Your Food Your Health

A wonderful project with the focus being food - working with the over 50's to reduce isolation and

Notes to the Financial Statements

For the year ended 31 March 2020

16. Movements in funds (continued)

loneliness, creating new friendships and introducing people to new foods and new ways to prepare traditional food ingredients. Funded by Bristol Ageing Better (BAB), this project works in partnership with Wellspring Healthy Living Centre and Buzz Lockleaze - work has taken place in BS3 in social housing and tower block community room.

Hyper Local

Funded by ESRC and working in partnership with Bristol University, based on research, a hyper local retirement programme was designed to support people in BS3 post/pre retirement as this major change in daily life later in life can cause isolation and loneliness. Agreement was reached to transfer funds to support support Tech & Talk and Alonely.

Alonely

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

Come on Board

A great project funded by Bristol Ageing Better (BAB), encouraging people over 50 to engage with activity (gentle exercise) and make new friends. We delivered seated Zumba and Qigong (there are 8 other partners in the project that offer walks, cycling, walking cricket etc) - lots of cross fertilisation opportunities for participants.

Rocking the Boat

Funded by Bristol Ageing Better (BAB), this intergenerational project works in partnership with All Aboard Watersports - the project is to engage people over the age of 50 and younger people. The project brings together six 50+ and six young people (15-18 years old) to work together to build a boat, sail the boat and then sell the boat (the proceeds of the sale then pay for materials for the next cohort).

Notes to the Financial Statements

For the year ended 31 March 2020

16. Movements in funds (continued)

In Community projects

General Community projects

- Secret Gardens - local residents open their homes for the weekend to allow community members have a 'mooch', often tea and cake served!
- Good Garden Awards - certificates are distributed by volunteer 'garden judges' to homes in BS3 that 'make a difference to their street by adding some colour', a hanging basket has received an award before!
- Street Wardens - a group of community members that represent their street and offer support to less able neighbours with hedge cutting/ putting bins out and away and also have contact numbers for the council/ Bristol Waste to report any more significant issues.

Grandparent and Toddler group

An intergenerational play group run from our Chessel Centre site; weekly Grandparent and Toddler sessions, in partnership with Children Centre Leaders; Hempals and funded by Quartet Community Foundation.

Older people's services

Donations received from The Grateful Society, Bristol Benevolent Institute and John James Foundation allowing various groups to be provided within our Older People's Services, based at our Southville Centre site - activities such as the Monday Club, Sporting Memories, Golden Memories and quarterly Tea Dances. Small individual donations also received.

Organisational development: Power to Change - Exemplar Grant

Funding was secured to undertake market research and other required activities to be able to develop a Business Case for the development of an intergenerational nursery co-located in the expansion of the St Monica Trust, Westbury Fields Retirement Village. Unfortunately, the expansion of the Westbury Fields Retirement Village site has, and continues to be delayed; therefore, to date, this funding has not been used.

Notes to the Financial Statements

For the year ended 31 March 2020

16. Movements in funds (continued)

Transfers between funds

Transfers between funds not stated under the funders notes, relate to transfers from general funds to support Older Peoples Services, Monday Club and Dementia Club.

Prior period comparative	At 1 April 2018 £	Income £	Expenditure £	Transfers between funds £	At 31 March 2019 £
Chessel Centre development	-	1,974	-	(1,974)	-
Community development:					
In Community projects:					
Community Webs	10,000	51,500	(14,801)	-	46,699
Discretionary TNB Fund	-	5,500	-	-	5,500
SW&EB	5,500	-	(550)	-	4,950
Tech&Talk	3,658	5,000	(3,780)	-	4,878
Hyper Local	-	17,518	(13,416)	-	4,102
Your Food Your Health	-	12,502	(8,938)	-	3,564
Alonely	4,980	2,100	(5,010)	-	2,070
Come on Board	-	2,375	(2,061)	-	314
Rocking the Boat	-	2,400	(2,400)	-	-
In community projects	150	900	(1,050)	-	-
Older people's services	15,992	39,269	(52,708)	-	2,553
Sustainable Southville/BS3	861	-	(861)	-	-
Early education and childcare:					
Grandparent & Toddler group	-	2,647	(1,734)	-	913
Total restricted funds	41,141	143,685	(107,309)	(1,974)	75,543
Unrestricted funds					
General funds	497,551	1,478,143	(1,542,668)	1,974	435,000
Total unrestricted funds	497,551	1,478,143	(1,542,668)	1,974	435,000
Total funds	538,692	1,621,828	(1,649,977)	-	510,543

Notes to the Financial Statements

For the year ended 31 March 2020

17. Operating lease commitments

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

	2020 £	2019 £
Amount falling due:		
Within 1 year	11,912	11,912
Within 1 - 5 years	<u>10,013</u>	<u>21,925</u>
	<u>21,925</u>	<u>33,837</u>

18. Related party transactions

Trustees of the charity use the nursery services at BS3 Community Development and all transactions are carried out at arms length. There are no other related party transactions in the year ended 31 March 2020 (2019: £nil).