

Collage Arts.
Company Limited by Guarantee
Financial Statements
31 December 2016

BRIAN PAUL LIMITED

Chartered Accountants & Statutory Auditor
Chase Green House
42 Chase Side
Enfield
Middlesex
En2 6nf

Collage Arts.

Company Limited by Guarantee

Financial Statements

Year ended 31 December 2016

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Trustees' Annual Report (Incorporating the Director's Report)

Year ended 31 December 2016

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 December 2016.

Reference and administrative details

Registered charity name	Collage Arts.
Charity registration number	1153366
Company registration number	02848451
Principal office and registered office	The Chocolate Factory Unit 104 Building B Clarendon Road London N22 6XJ England

The trustees

A Richardson
E Byron
V Hirani
Y K Khan
Y Stajno
P M P Sherman

Company secretary M Ambasna

Auditor Brian Paul Limited
Chartered Accountants & Statutory Auditor
Chase Green House
42 Chase Side
Enfield
Middlesex
EN2 6NF

Collage Arts.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2016

Structure, governance and management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 27th August 1993 and registered as a charity on 18th December 1999. The powers of the charitable company are governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1.

Recruitment and appointment of new trustees

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

In an effort to maintain a complementary skill mix, members of the Management Committee are required to provide a list of their skills (and update it each year) and in the event of the particular skill being lost due to retirement, individuals are approached to offer themselves for election for the Management Committee.

Trustee induction and training

Trustees are invited and encouraged to attend short training sessions on a range of governance issues. Trustees are already familiar with the work of the charity through attending regular events and meetings throughout the year.

Organisational structure

Collage Arts has a Management Committee of up to 8 members who meet every 8 weeks and are responsible for the strategic direction and policy of the charity. At present the Committee has six members from a variety of professional backgrounds relevant to the work of the charity. There are up to 2 council representatives but with no voting rights.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Executive Director. The Executive Director is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. Also, he has responsibility for the day to day operational management of the Centre, individual supervision of the staff team and also ensuring that the team continue to develop their skills and working practices in line with good practice.

Related parties

In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policy. The charity works in partnerships with the local authority and regional development agency, it has also developed partnerships with organisations in the locality and London-wide to deliver the service it offers.

Risk management

The Management Committee has conducted a review of the major risks to which the charity is exposed. A risk register has been established and is updated at least annually. Where appropriate, systems or procedures have been established to mitigate the risks the charity faces. Significant external risks to funding have led to the development of a strategic plan which will allow for the diversification of funding and activities. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, clients and visitors to the centre. The continuing implementation of quality systems like Matrix, Customer First, OCR, EdExcel and OCN awarding body

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2016

systems, ensure a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they continue to meet the needs of the charity.

Auditors

Brian Paul Limited were appointed auditors to the company and are deemed to be reappointed in accordance with Section 487(2) of the Companies Act 2006.

Objectives and activities

The charity's objects specifically are;

1. To foster, promote, develop and advance the education of the public resident, working or studying in the Greater London area, in all aspects of the arts, in particular but not exclusively by: - the provision and maintenance of a public arts facility (currently known as the 'Chocolate Factory'); - the provision and organisation of exhibitions, literature, music, comedy, theatre events and community festivals; - the provision of education, training or retraining in the arts, particularly amongst people in need by reason of their youth, age, disability, ill-health, financial hardship or other social or economic disadvantage - the relief of unemployment and the creation of employment opportunities.

2. To promote social inclusion for the public benefit by preventing people from becoming socially excluded, relieving the needs of those people who are socially excluded and assisting them to integrate into society by using all aspects of the arts, theoretical and applied, to improve lives in the Greater London area. - For the purpose of this clause 'socially excluded' means being excluded from society, or parts of society, as a result of one of more of the following factors: unemployment; financial hardship; youth or old age; ill health (physical or mental); substance abuse or dependency including alcohol and drugs; discrimination on the grounds of sex, race, disability, ethnic origin, religion, belief, creed, sexual orientation or gender re-assignment; poor educational or skills attainment; relationship and family breakdown; poor housing (that is housing that does not meet basic habitable standards; crime (either as a victim of crime or as an offender rehabilitating into society).

The main objectives and activities for the year continued to focus upon;- The management of Chocolate Factory 1, 2 and 3

- The provision of training aimed at young people and marginalised sections of the community to assist in relieving unemployment, providing vocational training, mentoring and development of social inclusion; - The delivery of three European projects, Talent Matching, AMICO and Break in the Desk. - The organising of community festivals, exhibitions, literature, music, theatre and children's theatre.

Strategic report

The following sections for achievements and performance and financial review form the strategic report of the charity.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2016

Achievements and performance

An explanation of the charity's strategies for achieving its stated objectives. The strategies employed to assist the charity to meet the objectives included the following; The ongoing management Chocolate Factory 1 and 2 and the development of Chocolate Factory 3 creating a new floor of 5,000 square foot to accommodate those artists having to move out of units in Chocolate Factory 1 due to the leases for the units expiring.

The Charity has had to invest a considerable amount of funds to develop the new floor as reflected in the audited accounts for 2016. This investment led to an overall loss in the accounts for 2016, but will be recouped from the rental income over the next 5 years. Through its Information, Advice and Guidance (IAG), mentoring and coaching services, Collage Arts continues to offer employment and enterprise support through its Talent Match North London programme.

The Charity was also successful in raising new funds for supporting long term unemployed or economically inactive women from BAME (Black, Asian and Minority Ethnic) communities in the boroughs of Haringey and Enfield. The project is called Create Your Future and will support 225 women from both boroughs into work, enterprise or training. The Project runs from October 2016 to December 2019. Collage Arts is committed to improving skills and resources available to those involved in or wishing to be involved in the creative industries and offers a Diploma in Creative and Digital Media Level 3 through an apprenticeship programme.

Events organised this year:

The continuation of live music events, children's theatre and exhibitions were delivered throughout the year at Karamel as was the annual N22 Open Studios in November 2016, which this year featured three buildings, Chocolate Factory 1, 2 and 3.

Financial review

The Income of the Charity for the year ended 31st December 2016 was £1,845,820 (2015: £2,026,986), whereas the costs of Charitable Activities were £1,899,414 (2015: £2,012,028) and Governance Costs were £5,643 (2015: £5,000).

During the year the overall net current liabilities of the charity increased from £18,644 to £77,871.

The income of the charity is primarily derived from grants and rental income. The substantial Reserves prudently held by the charity have stood it in good stead during these uncertain economic times.

Trustees' responsibilities statement

The trustees, who are also directors 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 (United Kingdom Generally Accepted Accounting Practice).

Company law requires the charity trustees to prepare financial statements for each year which give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resources, including the income and expenditure, for that period.

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Trustees' Annual Report (Incorporating the Director's Report) *(continued)*

Year ended 31 December 2016

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the applicable Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

The trustees' annual report and the strategic report were approved on 30 September 2017 and signed on behalf of the board of trustees by:



V Hirani
Trustee

Collage Arts.

Company Limited by Guarantee

Independent Auditor's Report to the Members of Collage Arts.

Year ended 31 December 2016

We have audited the financial statements of Collage Arts. for the year ended 31 December 2016 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and the United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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 and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view. The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 December 2016 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.
-

Collage Arts.

Company Limited by Guarantee

Independent Auditor's Report to the Members of Collage Arts. *(continued)*

Year ended 31 December 2016

Matters on which we are required to report by exception

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

- the information given in the trustees' report is inconsistent in any material respect with the financial statements; or
- the charity has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Brian O'Leary (Senior Statutory Auditor)

For and on behalf of
Brian Paul Limited
Chartered accountants & statutory auditor
Chase Green House
42 Chase Side
Enfield
Middlesex
EN2 6NF

30 September 2017

Collage Arts.

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Statement of Financial Activities (including income and expenditure account)

31 December 2016

		Unrestricted funds	2016 Restricted funds	Total funds	2015 Total funds
	Note	£	£	£	£
Income and endowments					
Donations and legacies	5	21,200	520,646	541,846	879,920
Other income	6	1,303,974	—	1,303,974	1,147,066
Total income		<u>1,325,174</u>	<u>520,646</u>	<u>1,845,820</u>	<u>2,026,986</u>
Expenditure					
Expenditure on charitable activities	7,8	1,344,291	560,766	1,905,057	2,017,028
Total expenditure		<u>1,344,291</u>	<u>560,766</u>	<u>1,905,057</u>	<u>2,017,028</u>
Net (expenditure)/income and net movement in funds		<u>(19,117)</u>	<u>(40,120)</u>	<u>(59,237)</u>	<u>9,958</u>
Reconciliation of funds					
Total funds brought forward		499,205	42,268	541,473	531,515
Total funds carried forward		<u>480,088</u>	<u>2,148</u>	<u>482,236</u>	<u>541,473</u>

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

The notes on pages 11 to 20 form part of these financial statements.

Collage Arts.

Company Limited by Guarantee

Statement of Financial Position

31 December 2016

		2016 £	2015 £
Fixed assets			
Tangible fixed assets	15	627,496	646,524
Current assets			
Debtors	16	571,369	623,927
Cash at bank and in hand		71	296
		<u>571,440</u>	<u>624,223</u>
Creditors: amounts falling due within one year	18	654,811	642,867
Net current liabilities		<u>83,371</u>	<u>18,644</u>
Total assets less current liabilities		544,125	627,880
Creditors: amounts falling due after more than one year	19	61,889	86,407
Net assets		<u>482,236</u>	<u>541,473</u>
Funds of the charity			
Restricted funds		2,148	42,268
Unrestricted funds		480,088	499,205
Total charity funds	21	<u>482,236</u>	<u>541,473</u>

These financial statements were approved by the board of trustees and authorised for issue on 30 September 2017, and are signed on behalf of the board by:


V Hirani
Trustee

The notes on pages 11 to 20 form part of these financial statements.

Collage Arts.

Company Limited by Guarantee

Statement of Cash Flows

Year ended 31 December 2016

	Note	2016 £	2015 £
Cash flows from operating activities			
Net (expenditure)/income		(59,237)	9,958
<i>Adjustments for:</i>			
Depreciation of tangible fixed assets		52,827	53,521
Interest payable and similar charges		1,213	6,944
Accrued expenses/(income)		68,006	(152,766)
<i>Changes in:</i>			
Trade and other debtors		(15,098)	120,871
Trade and other creditors		(18,984)	(34,605)
Cash generated from operations		28,727	3,923
Interest paid		(1,213)	(6,944)
Net cash from/(used in) operating activities		27,514	(3,021)
Cash flows from investing activities			
Purchase of tangible assets		(33,799)	(5,884)
Net cash used in investing activities		(33,799)	(5,884)
Net decrease in cash and cash equivalents		(6,285)	(8,905)
Cash and cash equivalents at beginning of year		(11,106)	6,899
Cash and cash equivalents at end of year	17	(17,391)	(2,006)

The notes on pages 11 to 20 form part of these financial statements.

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements

Year ended 31 December 2016

1. General information

The charity is a private company limited by guarantee, registered in England and Wales and a registered charity in England and Wales. The address of the registered office is The Chocolate Factory, Unit 104 Building B, Clarendon Road, London, N22 6XJ, England.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Charities Act 2011.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

In producing these accounts the trustees have considered accounting policies & relevant estimates. In the trustees opinion and to the best of their knowledge significant accounting entries are based upon facts. However, these accounts do include estimates in relation to useful life of assets, deferred tax provision and immaterial prepayments and accruals.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular future project or commitment.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal, and fall into one of two sub-classes: restricted income funds or endowment funds.

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

3. Accounting policies *(continued)*

Incoming resources

All incoming resources are included in the statement of financial activities when entitlement has passed to the charity; it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- legacy income is recognised when receipt is probable and entitlement is established.
- income from donated goods is measured at the fair value of the goods unless this is impractical to measure reliably, in which case the value is derived from the cost to the donor or the estimated resale value. Donated facilities and services are recognised in the accounts when received if the value can be reliably measured. No amounts are included for the contribution of general volunteers.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on raising funds includes the costs of all fundraising activities, events, non-charitable trading activities, and the sale of donated goods.
- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.
- other expenditure includes all expenditure that is neither related to raising funds for the charity nor part of its expenditure on charitable activities.

All costs are allocated to expenditure categories reflecting the use of the resource. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs are apportioned between the activities they contribute to on a reasonable, justifiable and consistent basis.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

3. Accounting policies *(continued)*

Tangible assets *(continued)*

An increase in the carrying amount of an asset as a result of a revaluation, is recognised in other recognised gains and losses, unless it reverses a charge for impairment that has previously been recognised as expenditure within the statement of financial activities. A decrease in the carrying amount of an asset as a result of revaluation, is recognised in other recognised gains and losses, except to which it offsets any previous revaluation gain, in which case the loss is shown within other recognised gains and losses on the statement of financial activities.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Long leasehold property	- 4% straight line
Fixtures and fittings	- 25% straight line

Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

For the purposes of impairment testing, when it is not possible to estimate the recoverable amount of an individual asset, an estimate is made of the recoverable amount of the cash-generating unit to which the asset belongs. The cash-generating unit is the smallest identifiable group of assets that includes the asset and generates cash inflows that largely independent of the cash inflows from other assets or groups of assets.

For impairment testing of goodwill, the goodwill acquired in a business combination is, from the acquisition date, allocated to each of the cash-generating units that are expected to benefit from the synergies of the combination, irrespective of whether other assets or liabilities of the charity are assigned to those units.

Financial instruments

A financial asset or a financial liability is recognised only when the charity becomes a party to the contractual provisions of the instrument.

Basic financial instruments are initially recognised at the amount receivable or payable including any related transaction costs.

Current assets and current liabilities are subsequently measured at the cash or other consideration expected to be paid or received and not discounted.

Debt instruments are subsequently measured at amortised cost.

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

3. Accounting policies *(continued)*

Financial instruments *(continued)*

Where investments in shares are publicly traded or their fair value can otherwise be measured reliably, the investment is subsequently measured at fair value with changes in fair value recognised in income and expenditure. All other such investments are subsequently measured at cost less impairment.

Other financial instruments, including derivatives, are initially recognised at fair value, unless payment for an asset is deferred beyond normal business terms or financed at a rate of interest that is not a market rate, in which case the asset is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Other financial instruments are subsequently measured at fair value, with any changes recognised in the statement of financial activities, with the exception of hedging instruments in a designated hedging relationship.

Financial assets that are measured at cost or amortised cost are reviewed for objective evidence of impairment at the end of each reporting date. If there is objective evidence of impairment, an impairment loss is recognised under the appropriate heading in the statement of financial activities in which the initial gain was recognised.

For all equity instruments regardless of significance, and other financial assets that are individually significant, these are assessed individually for impairment. Other financial assets are either assessed individually or grouped on the basis of similar credit risk characteristics.

Any reversals of impairment are recognised immediately, to the extent that the reversal does not result in a carrying amount of the financial asset that exceeds what the carrying amount would have been had the impairment not previously been recognised.

4. Limited by guarantee

The Company is a company Limited by Guarantee. Under the terms of the company's Memorandum of Association, every member of the Association undertakes to contribute to the assets in the event that the company is wound up during the time that he is a member (or within one year of ceasing to be a member) and should the assets of the company be insufficient to meet its liabilities on winding up. The extent of each members contribution to the assets in such circumstances is however limited to a maximum of one pound sterling.

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

5. Donations and legacies

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £
Grants receivable			
General grants	21,200	–	21,200
London Youth	–	338,859	338,859
Wandsworth	–	36,377	36,377
European	–	96,226	96,226
Community Links	–	35,846	35,846
Arts Council	–	13,338	13,338
Ealing	–	–	–
	<u>21,200</u>	<u>520,646</u>	<u>541,846</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £
Grants receivable			
General grants	9,576	–	9,576
London Youth	–	327,675	327,675
Wandsworth	–	227,666	227,666
European	–	298,510	298,510
Community Links	–	–	–
Arts Council	–	–	–
Ealing	–	16,493	16,493
	<u>9,576</u>	<u>870,344</u>	<u>879,920</u>

6. Other income

	Unrestricted Funds £	Total Funds 2016 £	Unrestricted Funds £	Total Funds 2015 £
Other income - Rental income	1,039,238	1,039,238	1,102,273	1,102,273
Other incoming resources	264,736	264,736	44,793	44,793
	<u>1,303,974</u>	<u>1,303,974</u>	<u>1,147,066</u>	<u>1,147,066</u>

Collage Arts.

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Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	Total Funds 2016 £
General	1,338,648	–	1,338,648
London Youth	–	338,688	338,688
Wandsworth	–	76,021	76,021
European	–	115,803	115,803
Community Links	–	16,917	16,917
Arts Council	–	13,337	13,337
Ealing	–	–	–
Support costs	5,643	–	5,643
	<u>1,344,291</u>	<u>560,766</u>	<u>1,905,057</u>
	Unrestricted Funds £	Restricted Funds £	Total Funds 2015 £
General	1,183,951	–	1,183,951
London Youth	–	326,346	326,346
Wandsworth	–	223,792	223,792
European	–	261,446	261,446
Community Links	–	–	–
Arts Council	–	–	–
Ealing	–	16,493	16,493
Support costs	5,000	–	5,000
	<u>1,188,951</u>	<u>828,077</u>	<u>2,017,028</u>

8. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	Total funds 2016 £	Total fund 2015 £
General	1,338,648	–	1,338,648	1,183,951
London Youth	338,688	–	338,688	326,346
Wandsworth	76,021	–	76,021	223,792
European	115,803	–	115,803	261,446
Community Links	16,917	–	16,917	–
Arts Council	13,337	–	13,337	–
Ealing	–	–	–	16,493
Governance costs	–	5,643	5,643	5,000
	<u>1,899,415</u>	<u>5,642</u>	<u>1,905,057</u>	<u>2,017,028</u>

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

9. Analysis of support costs

	Analysis of support costs activity 1	Total 2016	Total 2015
	£	£	£
Governance costs	5,643	5,643	5,000

10. Net (expenditure)/income

Net (expenditure)/income is stated after charging/(crediting):

	2016 £	2015 £
Depreciation of tangible fixed assets	52,827	53,521

11. Auditors remuneration

	2016 £	2015 £
Fees payable for the audit of the financial statements	5,643	5,000

12. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2016 £	2015 £
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The average head count of employees during the year was 15 (2015: 23). The average number of full-time equivalent employees during the year is analysed as follows:

	2016 No.	2015 No.
Number of staff – Support staff	9	16
Number of staff – Head office	6	7
	<u>15</u>	<u>23</u>

No employee received employee benefits of more than £60,000 during the year (2015: Nil).

13. Trustee remuneration and expenses

There were no trustees remuneration or benefits for the year ended 31st December 2016 nor for the year ended 31st December 2015.

There were no trustees expenses paid for the year ended 31st December 2016 and for the year ended 31st December 2015.

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Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

14. Analysis of expenses

	2016 £	2015 £
Training fees	489,596	601,855
Rental costs	1,001,505	930,015
Office costs	45,296	42,369
Legal and professional	17,207	8,451
Event costs	43,907	46,551
Bank and loan interest charges	1,213	6,944
Staff costs and employer NIC	244,821	300,099
Premises and computer costs	3,042	2,670
Support costs	5,643	5,000
Exceptional items - Redundancy pay	—	19,553
Depreciation	52,827	53,521
	<u>1,905,057</u>	<u>2,017,028</u>

15. Tangible fixed assets

	Long leasehold property £	Fixtures and fittings £	Total £
Cost			
At 1 January 2016	1,217,704	500,006	1,717,710
Additions	33,180	619	33,799
At 31 December 2016	<u>1,250,884</u>	<u>500,625</u>	<u>1,751,509</u>
Depreciation			
At 1 January 2016	571,410	499,776	1,071,186
Charge for the year	52,596	231	52,827
At 31 December 2016	<u>624,006</u>	<u>500,007</u>	<u>1,124,013</u>
Carrying amount			
At 31 December 2016	<u>626,878</u>	<u>618</u>	<u>627,496</u>
At 31 December 2015	<u>646,294</u>	<u>230</u>	<u>646,524</u>

16. Debtors

	2016 £	2015 £
Trade debtors	369,627	346,212
Prepayments and accrued income	143,494	213,174
Other debtors	58,248	64,541
	<u>571,369</u>	<u>623,927</u>

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Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

17. Cash and cash equivalents

Cash and cash equivalents comprise the following:

	2016 £	2015 £
Cash at bank and in hand	71	296
Bank overdrafts	(11,329)	(11,402)
	<u>(11,258)</u>	<u>(11,106)</u>

18. Creditors: amounts falling due within one year

	2016 £	2015 £
Bank loans and overdrafts	11,329	11,402
Trade creditors	368,401	288,893
Accruals and deferred income	46,821	49,438
Social security and other taxes	106,017	93,632
Other creditors	122,243	199,502
	<u>654,811</u>	<u>642,867</u>

19. Creditors: amounts falling due after more than one year

	2016 £	2015 £
Other creditors	<u>61,889</u>	<u>86,407</u>

20. Deferred income

	2016 £	2015 £
At 1 January 2016	32,188	41,288
Amount released to income	(2,967)	(9,100)
At 31 December 2016	<u>29,221</u>	<u>32,188</u>

21. Analysis of charitable funds

Unrestricted funds

	At 1 January 2016 £	Income £	Expenditure £	At 31 December 2016 £
General funds	<u>499,205</u>	<u>1,325,174</u>	<u>(1,344,291)</u>	<u>480,088</u>

Collage Arts.

Company Limited by Guarantee

Notes to the Financial Statements *(continued)*

Year ended 31 December 2016

21. Analysis of charitable funds *(continued)*

Restricted funds

	At 1 January 2016	Income	Expenditure	At 31 December 2016
	£	£	£	£
London Youth	1,329	338,859	(341,775)	(1,587)
Wandsworth	3,874	36,377	(76,021)	(35,770)
European	37,065	96,226	(115,591)	17,700
Community Links	—	35,846	(14,041)	21,805
Arts Council	—	13,338	(13,338)	—
	<u>42,268</u>	<u>520,646</u>	<u>(560,766)</u>	<u>2,148</u>

22. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	Total Funds 2016
	£	£	£
Tangible fixed assets	627,496	—	627,496
Current assets	569,292	2,148	571,440
Creditors less than 1 year	(654,811)	—	(654,811)
Creditors greater than 1 year	(61,889)	—	(61,889)
Net assets	<u>480,088</u>	<u>2,148</u>	<u>482,236</u>