

**Trinity Community Arts Ltd**  
**Interim Report December 2004**



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## **1) Executive Summary**

### **1. Overview**

TCA are now over half way through a 2-year lease and have successfully achieved many of the objectives outlined in their original business plans. Response and support from the general public for the continuation of TCA's management of the building has been overwhelming. While hampered to some extent by shortage of management capacity, TCA have a strong business plan and are applying for Objective 2 and other major grants. It is now essential for the purposes of securing major funding to reach agreement as to the long term future of the building, and to this end TCA is now seeking to negotiate the terms of a 30 year lease with BCC.

### **2. Corporate structure.**

TCA Ltd is a company limited by guarantee, with currently 9 directors on the Council of Management. Monthly meetings are held at which policy issues are debated and decisions are made on policy. The day to day running of the Centre is by a 4-person Steering Group who effectively carry out the functions of a Centre Manager and Deputy Manager. As yet no AGM has been held although TCA is seeking to build up membership in preparation for an AGM.

### **3. Charitable status.**

TCA is in the process of making an application to the Charities Commission for charitable status. Because of the complex nature of the activities at the Centre, a specialist was employed as consultant to further the application. Due to pressure of work the application has now lapsed, but is expected to be completed in the near future.

### **4. Property agreements**

TCA has been in occupation of the building since 1<sup>st</sup> September 2003, initially under the terms of a license, then under a Lease from Bristol City Council, whose term is 2 years up to 29<sup>th</sup> December 2005. The lease is contracted out of LTA 1954 legislation so there is no automatic right to renewal. TCA has a license agreement with Avon and Somerset Constabulary for the use of the car park for parking 79 cars which is concurrent with the lease.

### **5. Licensing agreements**

TCA has negotiated with BCC licensing magistrates a Liquor license and a Public Performance license, to a capacity of 500, in the name of two directors, Kieran Doswell and Ryan Northey. Currently TCA is close to having completed building repairs which will allow the capacity to be increased to 700.

### **6. Financial Control procedures**

TCA has now completed 2 years accounts up to 31/12/04. TCA retains an accountant, Philip List, FCA, and employs book-keepers who have maintained the financial records to a satisfactory standard. The accounts are kept on Sage Accountant v10 software and are available for inspection if required. TCA is VAT registered as of 1/1/04 and has kept adequate VAT records. All returns to the Inland Revenue and to Companies House have been made up to date.

### **7. Funding arrangements**

TCA has to date received grant funding to a value of 37k from BCC and from Neighbourhood Renewal Fund, however the majority of its funding has been from its own revenue resources. Currently grant applications are in process to Your Heritage, Objective 2, and initial approaches have been made to the Heritage Lottery Fund for a Project Management grant. The long term intention is to apply for major funding of the order of £2M to restore and refurbish the building, initial approaches to funders have all been very positive.

### **8. Staffing.**

TCA currently employs 2 full time members of staff, a caretaker and an activities co-coordinator. In addition, TCA employs a number of self employed events related staff, including an events manager, a bar manager, various duty managers and cafe and bar staff. Grant applications continue to be made for funding for the salaries of a Centre Manager, a recent application to BCC Housing and Regeneration for this purpose was unsuccessful. Funding applications are also made for project workers, for example an application is currently being made for a heritage project worker TCA carries full Employers Liability insurance for all staff, this also covers all volunteers who are classed as employees for insurance purposes.

## **2) TCA: Mission Statement**

- To create, establish and manage a community centre with a focus on a combination of the arts, providing facilities in digital music, video, multi-media, and performing arts.
- To provide a venue for a range of culturally diverse community and arts activities, and focus on engaging local young people in imaginative and inclusive projects.
- To contribute to regeneration by supporting local initiatives and prioritising resources for education

- and training.
- To promote access and sustainability awareness in all areas of our activities.
- To form symbiotically beneficial links with agencies and organisations in these areas.



### TCA: Vision Statement

TCA Ltd. will refurbish the renowned and beautiful Holy Trinity Church and its surrounding grounds in Lawrence Hill, Bristol as a modern, high quality Community Arts Centre.

The company will celebrate its heritage and contribution to the people of Central Bristol since its birth as a place of worship in 1832, continue in this tradition and

1. improve social cohesion by providing space for meetings, IAG (information, advice and Guidance), access to communications, and interesting activities,
2. Provide and facilitate training, workshops and other forms of education, to empower the local community in the use of arts, media and communication technologies.
3. involve and engage local people in the activities of the Centre by publishing a newsletter and through an interactive Web site, broadcasting community radio and TV, forming specific task groups and partnering with other community networks.
4. Maintain and develop the cultural heritage of the building.
5. Make the centre and its activities socially and environmentally sustainable through the adoption of appropriate technologies, use of sustainable materials, and by maximising energy-efficiency.
6. Promote and support open and democratic technologies, and raise awareness of free software.
7. develop regional arts network's by facilitating live performances, exhibitions, meetings, seminars, training and conferences.
8. build and maintain an accessible and secure database of local artists, arts providers, arts support agencies, business and arts funding.
9. Offer access to the centres recourses through Time Exchange currencies; provide opportunities to gain Time Exchange currency credits and assist in their administration.

### TCA: Proposed Charitable Objects

1. To provide or assist in the provision of facilities in the interest of social welfare for recreation or other leisure time occupation who have need of such facilities by reason of their youth, age, infirmity or disability, financial hardship or social circumstances with the object of improving their conditions of life.
2. To advance the education of the public in the arts, information, technology and life skills.
3. The restoration, preservation, improvement and upkeep of the fabric of the Holy Trinity Church for the benefit of the public, such premises being of historical, architectural or constructional interest, including the promotion of the heritage of the building.

### 3) Some Background to TCA's current plans

#### Heritage

Trinity Church and its grounds in Lawrence Hill were covenanted to Bristol for community use more than 20 years ago. Over the years, it has become well known as a grass roots community centre and built an

international reputation as a venue for new genres of music and art. It is an essential element of the Bristol Sound.

In November 2001 Trinity became a victim of its own success and was forced to close, in need of a complete overhaul. A new company, Trinity Community Arts Ltd, formed to attract investment to the building and grounds as well as reopen Trinity as a modern, high quality Community Youth and Arts Centre.

### **Vision**

Trinity Community Arts Ltd will build on Trinity's rich heritage and nurture a renewed sense of belonging in the local community and the wider arts community. It will bring people together and empower them through promotion, education and innovation in the arts, media and communications technology as well as playing a vital role in the regeneration of Easton and Lawrence Hill.

### **Values**

The Centre operate policies of openness and accessibility to all and many of the activities of the centre are run by local people and volunteers from other community groups, so if you're interested in setting up your own community, Youth or Arts project don't hesitate in contacting the Centres Activities Administrator, Melanie West with a proposal and we will endeavour to see how we can assist you. Like wise if your interested in volunteering, helping out, giving feed back, or joining the Council of Management or other Tasks Groups feel free to contact us at any time. For further information visit [www.3ca.org.uk](http://www.3ca.org.uk) or pop by to view our notice boards.

## **4) Future facilities which TCA are planning to develop**

Following 3 years of consulting with local groups and agencies TCA has so far determined the demand for the following facilities at The Centre;

- Space for Performances and Rehearsals at concessionary rates to local artists
- A public performance venue with a capacity of 500 for live music and stage productions , expanding to a capacity of 700, and eventually to 1000, using both floors of the building.
- An upstairs auditorium with a capacity of 350 for theatre, dance and acoustic -performances having a sprung floor and permanent aerial rigging
- An outdoor stage/bandstand
- A dressing room with the capacity for at least 10 performers, separate from the public, to a standard and having facilities which are expected in high class venues
- Studios for Media Projects , with secure individual access storage for valuable equipment
- A sound editing and recording studio with a capacity of 15
- A radio and internet broadcasting studio with a capacity of 15 for a community radio station
- A video editing studio with a capacity of 5
- A multi-media studio with a capacity of 5 for publishing news and information
- Space for Exhibitions, Conferences and facilities for Information and Guidance
- Education and Training facilities suitable for a range of partnership with local service providers
- Information and communications technology in a purpose built suite with a capacity of 20
- Incubators for new arts based businesses by providing space for short term room hire
- Conferences, workshops and meetings by providing seating in both auditorium for up to 250

- Ensuring flexible and open access use of space in the building where possible

### Recreation and trading

- Two cinemas by installing suitable screens and projection equipment in the auditorium
- A café-bar and kitchen with a capacity of 100 people
- A licensed bar with a capacity of 1000 customers
- A crèche with a capacity of 20
- An outside children's play area
- An outside market
- A garden equipped with a range of demonstration recycling and environmental projects
- Reception, box office, an office for Centre staff and secure areas for IT services and equipment storage

## 5) Events report- October to December 2004

After 3 years of preparation, Trinity re-opened on 1<sup>st</sup> October for public performances, with an opening night which was attended by many of the musical luminaries of Bristol, many of whom also performed. After years of closure, the re-opening of Trinity was an emotional event, a night which will long be remembered, and many of those present will attest the general feeling, that a landmark of the Bristol scene had been restored to its rightful place in the hearts and minds of the people.

For the long suffering TCA production crew, the lead up to opening night will also be long remembered. A long list of last minute hurdles had to be crossed, including liquor and public performance licensing applications and hearings, meetings with fire officers, building inspectors, noise pollution control officers, Health and Safety officers, electrical, fire safety and emergency lighting tests, sound engineers, providers of décor, catering equipment, bar stock... the list was seemingly endless. Amid virtually round the clock attendance at the building by a crew of up to 40 people, the venue was finally got ready and at 9pm opened to let in the unsuspecting public. A certain amount of self congratulation was in order, but as is the way with show-biz, there seldom seemed to be any time even to stop and chat, as the demands of meeting the needs of 500 living, breathing and drinking mammals became paramount.

To give a rough idea of the resources required to organise an event, firstly the personnel. Up to 24 hours before the event, the stage and sound production crew are required to set up the equipment, liaising where necessary with the often unreasonable demands of promoters and artists. On the day of the event, by mid afternoon there are anything up to 20 people in the building, setting up, attaching décor, making sure the electrics, the alarms, the tills, the video monitoring, the cash control, and about ten other technical systems are working. Bear in mind that not one of these people is paid, TCA crew are all volunteers, and in contrast to most commercial nightclubs. This makes a big difference to the atmosphere. By early evening, the bar and café staff have appeared, and the nights list of volunteer stewards have reported for duty. And the artists, the promoters and the production crews. This is a further 25-30 people. At 9pm, the minimum of 6 registered security required by the PEL appear, and are inducted into the spirit of the evening by the events manager. Finally, the punters, on a good night, all 500 of them. More usually, about 100-200. That's quite enough to keep the crew fully engaged.

Since then, up to New Years Night, Trinity has hosted 20 events, some memorable, some less so. Some have been memorable for the wrong reasons. Others we all wish we could forget. To be truthful, of these 20 events, only about 6 or 7 have been well attended, well promoted, thoroughly enjoyable evenings of a standard TCA wish to aspire to. The rest, have been barely breaking even financially, some with serious

security and public disorder problems, often with incidents arising from excess consumption by the youthful audience, and in general, falling firmly into the “repetitive beats” genre of music. Despite a well intentioned policy of aiming for 50% techno and 50% more elevated music, TCA have bowed to the compromise of accepting bookings from promoters of “Banging techno” simply because that is what the demand is for, and that is what people will pay for. To raise the quality of the events programme, bringing in live bands of national renown, showcasing local artists, providing for a wider range of musical tastes, is a task which is possible, and TCA are determined to do it. Realistically, it will take a year or two before the confidence of more up-market promoters, and the improvement of the venue to a more professional standard, allow this to happen. TCA are obliged to take one step at a time, making improvements only when financial and management resources allow, and in the meantime, being constrained by the famously raw and unforgiving economics of popular events promotion.

A detailed report on the events programme to date and proposed for the next few months is outside the scope of this report, but is available on request to BCC Arts Development officers.

## **6) Marketing Trinity as a Performance venue**

Since 1<sup>st</sup> October TCA have employed Simon Bell as events manager. With 20 years experience of managing and marketing music and performance venues all over Europe, Simon has done much to develop the management and marketing plans, and while the results so far have yet to show the full promise of the venue, TCA have every confidence that the potential to develop is uniquely present at Trinity. Simon has extensive contacts in the European music and film production industry, and is contacting local music promoters and also international and European booking agencies to invite them to use Trinity as their venue of choice for both live and D.J acts. So far the response has been cautious, largely because of the state of development of the production facilities. One option which is currently being explored is to offer the venue on a fixed cost basis and also on a partnership basis with TCA taking some of the risk with the promoter as partner. In addition we have also offered the venue as one of the stops on a tour of the U.K so that we can buy in one of the dates and promote our own night with our own risks

Up to now TCA has been mainly taking the easy option of renting the venue out to promoters for a fixed fee. Over the next few months we plan to promote our own nights with Trinity buying in the artists and producing the concert/night on our own to maximize profit. We hope that this will eventually become standard practice with the artists sending in the demos directly to Trinity so that we may cherry pick the best acts and dj's for our venue. In this way we cut out the middleman and have complete control of our concerts and club-nights

## **7) Activities Co-coordinators report** *(by Melanie West)*

Since re-opening The Trinity Centre for the people of Bristol in October 2004, TCA have achieved an incredible amount, by successfully coordinating the actions of a resourceful bunch of people with a commitment to hard work and an indifference to personal financial reward. This is no mean feat in the modern climate and I have witnessed a passion for this project which is both rare and inspiring.

My role here is currently as the Activities Coordinator. As one of only two permanent, part-time staff, I work with the management committee to develop the centre's potential and engage new groups and individuals who can benefit from this unique community resource. I act as channel of communication between the varied individuals who give their skills, time and energy to the centre, often for free. I currently supervise two work placements through New Deal and one from Leyhill Prison, who have been helping to fundraise and improve the physical infrastructure of the building.

The activities which I have helped to coordinate so far have been varied and rewarding including musicians networking events, business advice sessions and AGM's, weddings and funerals, and even a baby naming ceremony. A family fete in the autumn raised money for the children of Sudan and a Tsunami Benefit Concert is planned for the spring. In November the Trinity Centre began its development as a place of education and learning through a programme of Community Education including workshops in computer programming, DJing and scenery painting. In the future we hope to run other courses including a unique “Events Promotion” course for young people. The London Philharmonic travelled here in October to produce original music with young people from the Remix Project during a very successful two day workshop. The

Mighty Jungulator have run workshops to engage young people who have been excluded, teaching them how to record and use video images so that they can VJ. A recent music event produced by learning disabled adults for their peers and families went brilliantly and just today they have expressed a desire to do another event. In the near future we are planning to provide a disabled access cinema and also a Friday lunch club for older persons, once we have secured the appropriate funds. Improving the garden will be another new and exciting project for 2005. Generous support has already been received from the "Community Champions" fund for our Internet Radio project and the Neighbourhood Renewal "Community Participation Fund" which allowed us to do our Grand Opening fireworks night celebration with the local community.

Our evening events have become a welcome addition to the Bristol music scene and numerous people have emailed with their positive comments on our re-emergence as a venue. Many visitors have gone misty eyed as they recall the memorable nights that the centre has given them over the years, which as a Bristolian I can easily relate to. I received a letter from a promoter of a music event in October which I briefly quote as an example of the positive feedback and encouragement we have received;

"It was a real pleasure to be looked after as we were.....Dinner beforehand was the icing on the cake!....You've all put a lot of hard work in ... the project deserves every success...." Ali – Emergency.

I am looking forward to continuing to coordinate this project, helping to revitalise this area and improve quality of life for local people by providing a much needed community resource and place of enjoyment for all. The comment I hear most frequently from our visitors is that this space has real potential in so many areas. I sincerely hope that we are given the extension to our lease and the opportunity to realise these dreams.

## **8) Arts and Community Development Strategy**

### **The People**

The Trinity Community Arts centre will attract a culturally rich and diverse audience from its immediate community. The centre will celebrate this cultural diversity and community pride through local arts related projects and community driven activity.

It is the aim of Trinity Community Arts to empower the local community to experience a greater sense of appreciation and ownership of their community arts venue. This will be achieved by providing realistic opportunities for personal growth, cultural expression and partnership working through education - providing a vehicle and the space for physical, intellectual, emotional and lifelong learning.

Strong community links and high participation and consultation levels within the community will enhance the quality of the multimedia arts in the community and increase the number and range of people experiencing the arts.

At the heart of achieving these aims is the ability to maintain a flexible, user-driven approach to 'the arts' in the light of constant socio-economic and cultural change. To recognize the increasing importance of new multi-media methods to create new ways of working in or accessing the arts.

### **The Place**

The Trinity Centre has firmly established itself as centre for arts in the community, over the past two decades.

The building itself offers two large indoor spaces, has a substantial garden, and ample parking, providing an ideal environment for almost any social project. The Top floor offers an unique 9.8m drop ideal for development as a theatrical space with aerial rigging potential, as well as ample ante-rooms to install the various facilities planned. The downstairs area offers all the facilities to house an enormous array of community activities, which will form the basis of the early part of the proposed activity in the building. The combination of indoor and outdoor space gives Trinity Hall the capacity to host an attractive portfolio of events, which the company will aim to develop. The location is in proximity to several inner-city regeneration areas, identified by SRB and ESF funding. Trinity Hall is recognized as a valuable community and arts resource, both by the local community, and within a wider user group.

### **Community Events**

Advocacy - to increase recognition of the value of the arts and the achievements of individuals, community groups and arts organisations within the community. It is our intention to use Trinity Hall for a diverse range of community and arts related projects, reflecting the cultural diversity that exists in the community. In order to encourage the growth and propagation of these type of activities we would like to offer reduced rents and hire charges for promising groups. By offering reduced rents, a major revenue source will be compromised, we have compensated for this by generating income from local arts showcases, evening and weekend events. These events would feature local music, the visual arts, theatre, aerial theatre, and performance arts of varying genres providing much needed varied and affordable entertainment to the local area whilst also raising the profile of local artists. The revenue generated by these events would then be used to operate the Community Centre for Community Use.

The Community Centre will also open to provide easy access workshops in a variety of art related subjects ranging from different forms of theatre, music, and visual arts and performance arts. A great deal of effort has been concentrated on involving different community and arts organisations in our management structure.

### **Community Education**

TCA Ltd intend that as part of our art related workshops key skills and skills essential to the local workforce will be taught, for example: set building, electrics and mechanics can all be incorporated into the production process of staging a show, hence motivating and inspiring these activities in the local unemployed and youth sector. Based on our preliminary discussions with New Deal providers our planned provision could be incorporated into their training programmes. These key skills and training programmes could engage in elements of the refurbishment of Trinity Hall and improve the facilities to make the centre more attractive to service users, please note that any permanent alterations to the building will be consulted on with Heritage bodies and Bristol City Council.

The production of arts showcase events within the Community Centre is another vital training ground for developing skills key to the local workforce teaching management, press, publicity, office, technical and literacy skills among others, utilising community peer tuition in their apprenticeship like format. A core area of regeneration led activity would be to use the centre to provide, in partnership with other agencies, access to learning for all ages and areas of the community with an emphasis on IT within an arts environment.

### **Community Space**

It is our intention to invite youth clubs, schools and other educational establishments and community organizations to participate in our workshops providing a positive learning experience for local students. We intend to utilize these workshops to help bridge social, cultural and ethnic barriers, by presenting the diverse cultural identities of the local area through interactive projects.

At present we are in process of developing accreditation arrangements and in some instances time exchange methods are under discussion. We also have plans to use the centre as a place for local business development activities such as providing affordable space for business development workshops, conferences and community resource center with a view to developing a stake in the fields of sustainability and access awareness. It is our intention to work with existing service providers such as New Deal, BRAVE, BEST, and CSV. At present we are looking into joining and rebinding with an ICT consortium known as ABC learning centres through which the previous tenants of Trinity Hall accessed funding for the community IT resource suite and recording studio.

Ensure that smaller organisations, who may need additional advice and support, are able to benefit directly from the centre in order to promote equality of access.

## **9. Community Development report )by Kieran Doswell)**



1. Reopened Trinity for community use in April 2004 after it lay dormant for almost 3 years, using internal revenue and a 30k grant from Easton and Lawrence Hills Neighborhood Renewal fund.
2. Refurbished, rewired, reinstated and cleared the Trinity Center and grounds to Public access and Entertainments standards including obtaining all the necessary licenses by October 2004.
3. Active involvement in and continued communication and consultation with wide variety of local inner city community, arts and youth forums and groups.
4. The ongoing development of TCA Ltd into a Charity
5. The development of a full program of activities working with local groups and service providers including the following.

### **Regular week day evening users (6pm-8pm & 8pm-10pm)**

- \* Bristol School of Samba every Monday evening
- \* Community Keep Fit Class every Tuesday and Thursday early evening
- \* 2 Urban Dance Classes for a variety of age groups every Wednesday all evening
- \* Regular Studio 7 voice School for teenagers with Kizzy Morrell
- \* Community Jamm session every Thursday late evening
- \* African Drumming Classes every Tuesday late evening

### **Frequent week day, day time users and one off events**

- \* Neighborhood renewal meetings
- \* New Deal placements for Community volunteers
- \* Work with the prison service
- \* Music Work shops and recordings eg I am the Might Jungulator and the London Philharmonic
- \* Media and film production companies auditions, filming and incubation in office unit eg Elemental Productions
- \* Community Ed workshops in Decorating, Scenery Painting, DJing, and Digital Music.
- \* Regular social enterprise AGM's and Conferences,
- \* Regular community events Funerals, naming ceremonies and celebrations
- \* Time Bank Participants
- \* VJ work shops with excluded young people
- \* Learning Disabled Adults Cabaret
- \* Business Advice seminars and workshops
- \* New Deal for Musicians Networking sessions
- \* Music, circus and dance rehearsals
- \* Sign singing for Deaf and the hard of hearing rehearsals
- \* World Dances Classes eg Tango
- \* Community Networking events

### **Weekend day time events and activities**

- \* Children and young peoples 5 a side football Every Sunday
- \* Bristol Somali Eid Event
- \* Children's fair and workshops
- \* Asian Weddings
- \* Regular community events Funerals, naming ceremonies and celebration
- \* Creative industry Networking events
  - Time Bank Participants
  - Development surgeries for new community and arts groups
  - Community meetings

### **Weekend evening and night time events and activities**

- \* Regular community events Funerals, naming ceremonies and celebration
- \* Regular live music performances
- \* Regular Youth Dance events
- \* African show case events
- \* Bristol Somali Youth Cultural society Valentines event

- \* Afro-Caribbean show case event ie Papa Roots and Jah Tubby
- \* Bristol sound revival events
- \* Trinity Radio Launch
- \* Free community Bonfire and fireworks event with live music
- \* Indian Dance Performances
- \* Cabaret shows

### **On the Horizon**

- \* ATV Community Film Festival indoors and outside
- \* Linux Audio conference
- \* Regular Internet Radio live event Broadcasts and Dialect Radio Hosting
- \* Opportunities for young people to showcase music production skills in partnership with the Bristol Foyer
- \* Installation of community Recording studio accessible through LETS/ MELTS and for training and regular workshops
- \* Shows from famous folk, rock and Reggae artist
- \* More Live Music

### **10) Finance Report (by Nicholas Fyfe)**

TCA has been actively trading since May 2003, and in occupation of the building since September 2003. The attached accounts show the whole period, the intention being to show our performance to date. Accounts hereafter will be prepared on a yearly basis, with monthly management accounts.

TCA have some reason to be pleased with these accounts, showing as they do, a turnover of 142k in the period, the majority of which is from own revenue resources. While differing from earlier financial projections in crucial respects, in particular by not having yet secured substantial capital funding, the accounts demonstrate that TCA has the ability to carry out a diverse range of income producing activities, and to rely on its own resources for a substantial part of its income. It is a notable feature of these accounts that of the 142k income, only 3.2% is direct grant support from BCC, and only 27% is grant funding, the remaining 73% is income from commercial or community development activity

There is no doubt that the major capital funding is available in the future and that TCA will continue to fulfill many of the criteria which allow access to this funding. Therefore, the deliberate policy of TCA directors in the first few months has been to concentrate on getting the building open to the public and in use as a public performance venue. The overwhelming consensus of the public, the traditional users of Trinity, has been that that is what is expected of TCA. Therefore this has been prioritised, at the expense of keeping the building closed and using limited resources to make funding applications. The alternative, to secure the funding before opening the building, has been virtually unthinkable, as it would have meant the building being closed for a further 2 to 3 years, on top of the 3 it has already been closed.

It is necessary to consider at all stages the limited personal resources of the management group. TCA have been aware, that while using all available funds and energy to open and run events, time could have been spent making funding applications. Therefore this policy has been at a cost. However, the policy has had other cogent reasons in its support, particularly the access to NRF funds, which required the opening and use of the building. It has always been considered that NRF is the key to further sources of funding.

The accounts show that TCA has used a considerable part of its resources in making essential repairs and renovations to the building. Of the 30.3k spent on capital building works, only 20k was from capital grants (NRF). The other 10.3k has been from revenue. It must be emphasized that all of this has been used in making repairs as a result of the derelict state the building was allowed to fall into, and to installing electrical, fire alarm and detection systems, and other essential services. No building works have yet been carried out which are classed as improvements, therefore requiring notification to BCC Property Services Dept under the terms of s. 3.7 of our lease, nor requiring Planning or Listed Building consent. This can be verified by inspection of the schedule of works and consultation with our architect Peter Lacey. At all stages the BCC Conservation officer Kingsley Fulbrooke has been consulted.

A further considerable item of expenditure has been on tools and equipment, including bar, catering and events related equipment. This expenditure has been undertaken in order to get the building open safely for the public and to be able to run events to public performance standard. Therefore, along with the capital expenditure on the building, this is capital expenditure on assets, by way of set-up costs. The capitalisation of these assets will be reflected in the final accounts submitted to the IR, which will show an improvement in

the balance sheet position as a result.

## 11. TCA Ltd Summarised Management accounts 2003/2004

### **INCOME / EXPENDITURE ACCOUNT 1 JANUARY 2003 TO 31 DECEMBER 2004**

#### **INCOME**

BCC Project Development Grants	4520	3.2%
Neighbourhood Renewal Fund	29977	21.0%
Video Project Grant	4361	3.0%
General and Community Income	8440	5.9%
Income from Events	42310	29.7%
Income from Car Park	52450	36.8%
Income collected for Good Causes	1272	0.9%
<b>Total Income</b>		<b>142430</b>

#### **EXPENDITURE**

##### **Building related Expenditure**

General Building repairs and Renovations	8648	
Electrical and Emergency Lighting systems	7820	
Fire alarm systems	6299	
Security and Intruder alarm system	1718	
Gas, water and drainage services installation	1836	
Gardens Landscaping and driveway	3992	
<b>Total</b>		<b>30314</b>

##### **Tools and equipment**

Computer and IT equipment	3466	
General tools and equipment	1989	
Catering and Bar equipment	3391	
Music and PA equipment	1067	
<b>Total</b>		<b>9912</b>

##### **Video Project costs**

**3427**

##### **Direct costs of running events**

Cafe and bar stock	9493	
Events promotion	1502	
Events security	9769	
Artists fees and expenses	4650	
Misc events related costs	2343	
<b>Total</b>		<b>27757</b>

##### **Personnel costs**

###### **Consultants**

Chris Pickering (public sector funding)	6069	
Robin Easterman (charity law and finance)	3290	
Caroline Pringle (arts development)	1500	
Dan Lloyd (business plan development)	1500	
Peter Lacey (architect and planning)	200	
<b>Total</b>		<b>12359</b>

###### **Staffing**

Richard Harbert (caretaker)	15068	
Melanie West (activities co-coordinator.)		6999
Chris Thorne (site manager, H&S)	2403	
Simon Bell (events manager)	4068	
Part time duty managers	6059	
Cafe and bar staff	3668	

Staff recruitment and training	651	
<b>Total</b>		<b>38916</b>
<b>Overheads</b>		
General overheads	9017	
Insurance	9732	
BCC rates	8151	
Liquor and PEL licensing costs	1675	
Book-keeping and accountancy	2250	
Misc overheads	1117	
Collections paid to Good Causes	1272	
<b>Total</b>		<b>33214</b>
<b>Total Expenditure</b>		<b>155900</b>
<b>Surplus (deficit)</b>		<b>(13470)</b>

### **BALANCE SHEET AT 31/12/04**

<b>Current assets</b>		
Bank accounts and cash	14235	
Bar and cafe stock	1200	
Debtors	936	
<b>TOTAL</b>		<b>16420</b>
<b>Current liabilities</b>		
Trade Creditors and accruals	5990	
Promoter fees deposits	900	
<b>TOTAL</b>		<b>6890</b>
<b>Net value of company at 31/12/04</b>		<b>9530</b>

### **REPRESENTED BY**

Profit/loss 2003/2004	(13470)	
Car park rent prepayment 2005	23000	
<b>Net value of company at 31/12/04</b>		<b>9530</b>

### **Notes to the accounts**

1) The full accounts have been prepared to independent examination standard, by our accountant Philip List, and are available for inspection as two separate yearly sets of accounts. The accounts shown above are for presentation purposes and include various simplifications not shown in the accounts.

2) The venue opened for events on 1/10/04, so the figures relating to events above are for 3 months activity

3) The accounts are shown before making any attempt to capitalise any assets. This is done for ease of understanding, the intention being to show what TCA has actually spent rather than confusing the issue with taxation-related adjustments. The capitalisation and depreciation calculations, which will be done before submission to the Inland Revenue, will have the effect of showing an improved balance sheet position.

4) Capital and reserves include car park rental income paid in advance which has been carried forward as income to be matched against relevant expenditure incurred in the accounting period to which it relates.

**Report by Nicholas Fyfe, TCA Finance Director, 14 February 2005**

## **12) Correspondence BCC Housing and Regeneration Funding refusal for Centre Manager Copy of Correspondence between Kieran and Ashy McKay (Grants Manager)**

Dear Ashy

I am writing to you on behalf of Trinity Community Arts Ltd, a grassroots community organisation set up in the wake of New Trinity Community Association, to rescue the Trinity centre for community use. The Trinity Centre is one of Bristol's longest-established and largest inner-city community centres, located in and amongst the poorest wards in Bristol and the south-west. I was personally among the initial campaign group that lobbied for the reopening of the centre and subsequently became involved in one of the most active campaigns to reopen a community centre that this city has ever seen.

Following a two-year competitive tendering process invoking over seven different groups, Trinity Community Arts Ltd was granted the lease to the Trinity centre, Trinity Road, Bristol on a peppercorn rent by Bristol City Council so as to reopen the Trinity Centre as a youth, arts and community focused project.

So far Trinity Community Arts Ltd has received £4,000 from the City Council to help with consultancy fees and £30,000 from the Easton and Lawrence Hill Neighbourhood Renewal form to regenerate this much loved derelict Grade 2 \*listed Church and wooded grounds.

Public support for the project has been overwhelming in terms of support from over 50 other associated groups, voluntary assistance, publicity and donations in kind.

So far Trinity Community Arts Ltd have invested over £30,000 in the fabric of the property and have turned over in excess of £140,000 over the last year-and-a-half, creating two permanent posts, numerous contracting opportunities and over a dozen part-time employment opportunities. The centre regularly host a variety of arts and community based projects on a daily basis and is visited by hundreds of people each week and yet has only been open for just under one year.

The current situation for funding is that there is no external funding, The Trinity Centre is a self-sustaining project utilising the full potential of its assets, which include its reputation, heritage, support from local councilors, concessions from local businesses, the passion of it's volunteer's and Council of Management, and the property itself.

Despite the City Council's generous investments of a peppercorn rent for the Trinity Centre to Trinity Community Arts Ltd, it has proved difficult to secure significant commitments from other funders for the project. Although in principle the Heritage Lottery, the Arts Council and Objective 2 together are willing in principle to invest approximately £2 million in the project. In the case's of the Heritage Lottery and the Arts Council (the match funds to Objective 2) both have stated on in conversation that they believed they would be unable to invest unless the City Council showed a more significant commitment to the project. When questioned further is appears they would like to see some revenue investment from the City Council.

Trinity Community Arts Ltd have approached the Art Development Unit of the city council on assistance with the Arts Council side of things, however they have yet to complete the necessary investment strategy study into the Easton and Lawrence Hill area, and the deadline its completions seems to be outside the window of opportunity with Trinity Community Arts Ltd Objective 2 bid and potentially the Heritage Lottery bid also.

It is our understanding that we count as a new group and therefore it would be unlikely that a manager's post at this historic community centre would be funded this year. We except this may be necessary in order to sustain the many other wonderful community projects in Bristol and would not like to undermine any of these, however we would like you to consider this information when making your decision on the allocation of funds. It would help bring in much-needed investment to some of Bristols poorest communities from sources other that the City itself, even if only a partial proportion of this application was funded by the City Council.

If you require any further information or have any questions please do not hesitating contacting me, or for more information in general on the project you can visit the website [www.3ca.org.uk](http://www.3ca.org.uk).

Your Sincerely

Kieran Doswell  
Company Secretary, TCA Ltd

Dear Kieran,

Thank you for your e-mail to Ashy dated 8th February 2005 to which I have been asked to respond on her behalf..

The points that you have raised have been noted and we sympathise with your position. Unfortunately officers are not in a position to be able to recommend funding for Trinity Community Arts Ltd.

As you may know there is no increase in the Voluntary Sector Investment budget for 2005/06 and the budget was heavily oversubscribed with many more applications than can be funded. Twenty-two applications were received from organisations that have not previously been funded from the Investment budget. This is many more than had been received in previous years and reflects the demand for new services to meet new needs within the community.

Because of this it was decided to carry out a further review of the Investment Strategy to provide clearer guidance on how to prioritise between competing demands for funding from new applications which did score sufficiently to be considered for funding. In addition Community Regeneration needs to take a more strategic approach when allocating scarce resources. This will be in place for the next round of annual funding.

This decision was not made until it became clear that there were insufficient funds to support all the new applications that did meet the criteria. The decision not to fund any new applications was made in the interests of fairness to all.

This is not to deny that the services that Trinity Community Arts is providing benefit the area. However I must point out that funding for arts activities does not fall within the criteria for funding from Community Regeneration. If funding were to become available, Trinity Community Arts could only be funded on the basis of services that fall within the priorities and are not the responsibility of other departments to support, or where there are more appropriate sources of funding.

I realise that this offers you little comfort but I hope it clarifies the position.

Yours sincerely

Lyn Porter

**Comment from Nick**

**One would hope this means we have a good chance next year!**