

Kingsgate Workshops Trust
Annual Report and Accounts 2008



OPEN STUDIOS 2008 – our 30th Anniversary

Foreword

Kingsgate Workshops reached its 30th anniversary in 2008 and invited Kingsgate 'allumni' to share in our celebrations. The building now occupied by Kingsgate Workshops was originally designed as a sawmill, completed about 1887. It was later used for a variety of purposes, including a furniture store and a sheet metal works. Camden Council bought the site for housing in 1976, but it remained empty while its future was decided. In 1977 the Council's Development Board recommended that the now-derelict building should be demolished, but the Camden Industrial Action Group (CIAG), a local pressure group, proposed to use the centre for local craftsmen on a temporary basis. On the 20th September 1977, the Council's Housing Committee confirmed its decision to issue a short lease to CIAG.

The building was converted into workshops 1978, with the studio-holders doing most of the conversion work themselves. In July 1979, the workshops requested a ten-year extension to the lease and the organisation enjoyed a sustained relationship with the Council as landlord. In 2006, Kingsgate Workshops Trust reached an agreement with Camden Council for the purchase of a long lease.

The workshops were originally formed to provide workshop space for local people, and this remains their primary purpose today. Creative people need workshop space to generate ideas and make their work. For those who pursue mixed careers, their studio time nurtures and sustains related professions, especially teaching. Kingsgate Workshops Trust currently accommodates about 50 artists and craftspeople working in a wide range of disciplines including furniture, ceramics, jewellery, glass, sculpture, installation, painting, printing, and photography. The studio-holders provide friendship and practical support for each other as well as being a focus of creativity in the local community. The Trust provides a variety of educational activities for the public each year, including an 'emerging artists' programme, open studios, gallery exhibitions and workshop activities for children and adults.

This year we said goodbye to studio-holders Hannah Greenaway and Camilla Watson, and welcomed new studio-holders Olivia Horley and Naori Priestly. We also said goodbye to long-standing trustees Bruce Allan, John Miles, Carlton Johnson and Theo Kotrides; but we were pleased to invite new trustees Sophie Hargroves and Satsuki Oba to join the Board.

As we reflect on the achievements of the past 30 years, we have a great many people to thank for the existence of the Workshops, including Councillor John Crouch, who argued in favour of the CIAG proposal and Norman Beddington, who made a personal loan which was vital to our early survival. We are also especially grateful to Camden Council, Arts Council England and other funding bodies for their wonderful support over the years.



Kingsgate Workshops Buildings in summer and in winter

1. The aims of Kingsgate Workshops Trust

The objects for which the Company is established are:

- a) To promote, maintain, improve and advance the education of the public particularly by the encouragement of the arts with special reference to arts and crafts.
- b) The relief of unemployment for the public benefit in such ways as may be thought fit, including assistance to find employment, in particular by training people in skills relating to arts and crafts, in particular young people.
- c) The conduct of study and research into problems concerning persons who through their social or economic circumstances are in need and unable to gain employment or further their education and to publicise the useful results of such research.
- d) The provision of facilities for the public at large for leisure-time occupation in craft work and the appreciation of the arts and for the teaching of skills associated therewith.

Our charity's priority is to deliver educational opportunities to the local community and in particular to the residents of the boroughs of Camden and Brent. We make a difference by enabling local people to access high-quality educational opportunities and experiences that they would not otherwise have. Kingsgate Workshops Trust works with adults and young people from some of the most deprived communities in the area. Many of the people who benefit from our projects suffer from severe, multiple deprivation and social exclusion. Our free events and outreach projects are specifically tailored to the needs of these groups.



"The Big Draw" on World Mental Health Day in the KWT Education Building

2. Main activities and Performance in 2007

2.1 Education and Development Programme

With the continued support of the London Borough of Camden Council, Kingsgate Workshops Trust successfully developed some new and exciting educational initiatives in 2008.

The Trust entered into partnerships with regional and sub regional government bodies, local community groups, arts organisations, Universities, Colleges and Schools (including the Prince's Drawing School, Kingsgate Community Centre, Middlesex University, Byam Shaw University, Kingsgate Primary School and West Hampstead School). As a result, the Trust contributed to and increased the provision of public arts and cultural activities within the Boroughs of Camden and Brent.

Kingsgate Workshops Trust provided arts education opportunities for people who would normally be excluded from cultural activities due to economic and social barriers. Through the use of its education building and gallery and through outreach work, Kingsgate Workshops Trust delivered a series of art activities including textile and drawing workshops as part of the Netherwood Day for the National Big Draw and World Mental Health Day. Another key project was *Putting Down Routes*, an innovative intergenerational arts project exploring experiences of migration and community, resulting in a documentary film.

The Trust delivered a wide-ranging gallery programme of 12 exhibitions with over 550 visitors. Highlights from our 2008 exhibition programme included group shows by the Byam Shaw Fine Art postgraduate programme and students from the Fine Art and Illustration departments of Middlesex University. The programme included exhibitions from international artists Emanuel Fanslau (German) and Tomaz Kramberger (Slovenian) and an exhibition by English artist, Mia Taylor, who has been included in the Jerwood Contemporary Painters exhibition and prize and has undertaken a residency at Braziers International Artists Workshop.

In June, Kingsgate Workshops Trust was delighted to welcome the Mayor of Camden to our Open Studios event. We ran a series of educational art workshops, talks and artist demonstrations throughout the weekend, drawing over 450 people. The Trust also contributed to the annual Kilburn Festival and Queens Park Day, by providing free crafts activities for children.

The Trust has devoted considerable resources to developing its innovative Emerging Artists programme this year, which provided three recently-graduated artists and crafts people with a subsidised studio and a gallery show. The Education and Development Manager sought feedback from participants and has revised aspects of the programme accordingly.



Kingsgate Workshops Winter Show 2008

This has been an exciting and successful year for Kingsgate Workshops Trust: our education and gallery programme has reached over 750 people, with participants reflecting the diversity of our local community.

2.2 Operations Management

The first part of the year saw the completion of the major electrical works, and the issuing of an Electrical Installation Certificate valid for five years. The work took longer, and cost significantly more than was at first envisaged, as several areas proved to be in worse condition than the preliminary survey had suggested. The project required careful management, and we were able to accommodate all requests from studio-holders about the timetabling of the work in individual studios – whether to take place while the Licensee was away, or to avoid times of deadlines and exhibitions.

The Operations Manager supported the joint Trustee/Licensee working party responsible for our 30th Anniversary Open Studios event. A successful "painting party" to whitewash the corridors and public areas was held in early June. The Open Studios and Anniversary celebrations were a considerable success. Notable features during this event included a showing of a film, shot (by Anna Bowman) in 1988 to celebrate the first ten years of Kingsgate Workshops; a display of material from our archives and a talk by noted local historian Dick Weindling which was so successful that it had to be repeated.

Professional Development continued, with the Operations Manager attending a three-day "Inhabit: Your Space" (Arts Council) course in June, a one-day course on the implications of the new (17th Edition) Electrical Installation Regulations, and the National Federation of Artists Studio Providers Annual Conference in October.

The Operations Manager worked closely with the Finance Manager over the summer months, to develop a strategic budget framework which clearly identifies our different areas of activity and the associated costs and income.

A new Laptop PC was bought in March for the Finance Manager – the old PC having expired while finalising the 2007 annual accounts! During the autumn, a full move from Mac to PC was made, with the installation of a new fileserver, a high-speed colour laserjet printer and local area network. We are grateful to Camden council for the gift of two barely-used PCs. The new IT equipment enables all staff to have easy access to share files from the Macs and previous machines, going back as far as 1994. The e-Macs will be relocated into the Education Block for use by Licensees and for educational activities. A limited WiFi coverage was introduced and this will be rolled out to cover the entire building in the first part of 2009. The IT project was delivered under budget.

Minor building maintenance, repairs, and small improvements continued throughout the year. After continued problems with the sinks on the Ground Floor, a pumped waste system was installed, which bypasses the defective drain. Various repairs have also been needed to locks and door fittings throughout the year. The building continues to show the effects of the years when maintenance was on a minimal and reactive basis, and it will take sustained effort over several years before the building can be brought up to a good standard.

The Operations Manager values the positive communication received both through formal channels and through informal day-to-day contacts with studio-holders (licensees). The Operations Manager relies heavily on the work of the (licensee) Management Committee; in turn, support for all such activities continues to form an important part of the Operations Manager role. The Management Committee has continued to meet regularly throughout the year, and receives regular oral reports from the Operations Manager.



Queen's Park Day 2008

Working groups falling broadly under the Management Committee remit have undertaken a number of very successful events, including Queens Park Day. The purchase of a badge-making machine has added to our capabilities.



Works by (L to R) Olivia Horley, Naori Priestly, and Elena McIldowie-Jenkins

Members of the Management Committee have formed the selection and interview panels for awarding new Licenses, including for Studio 40 where Olivia Horley (Ceramics) is now installed following her year on the KWT "Emerging Artists" programme, and Naori Priestly (Textiles) in Studio 23a. A temporary Licence for three months was also granted to Elena McIldowie-Jenkins (Icon painter) to use Studio 17a in the period between the 07 "Emerging Artists" programme ending and the '08 one starting.

3. Financial Review

3.1 Finance Management

The Financial Policies and Procedures of the Trust are regularly monitored by the Finance Sub-Committee and reviewed according to changes in requirements by both Companies House and the Charity Commission.

During 2008, the Finance Sub-Committee continued to meet a fortnight before each EGM, to review the quarterly management accounts and monitor the rolling cash-flow forecast. The Finance Sub-Committee also considered the impact of the extraordinary expenditure on essential works on the level of cash reserves of the Trust.

The Annual Accounts were prepared by our Financial Manager, and finalised by our Accountant, Anthony Epton of Goldwins Chartered Accountants and are presented as an appendix to this report.

3.2 Policy on Financial Reserves

KWT aims to maintain unrestricted reserves of not less than three months of normal operational expenditure and not more than six months of normal operational expenditure.

As the main building dates back to the 19th century, the levels of repair/maintenance costs can be difficult to predict. To safeguard against having insufficient funds to cover such work and to safeguard against other unforeseen expenditure in other spheres of the Trust's activities, a percentage of income received is put aside for maintenance, repairs and renewals to the building.

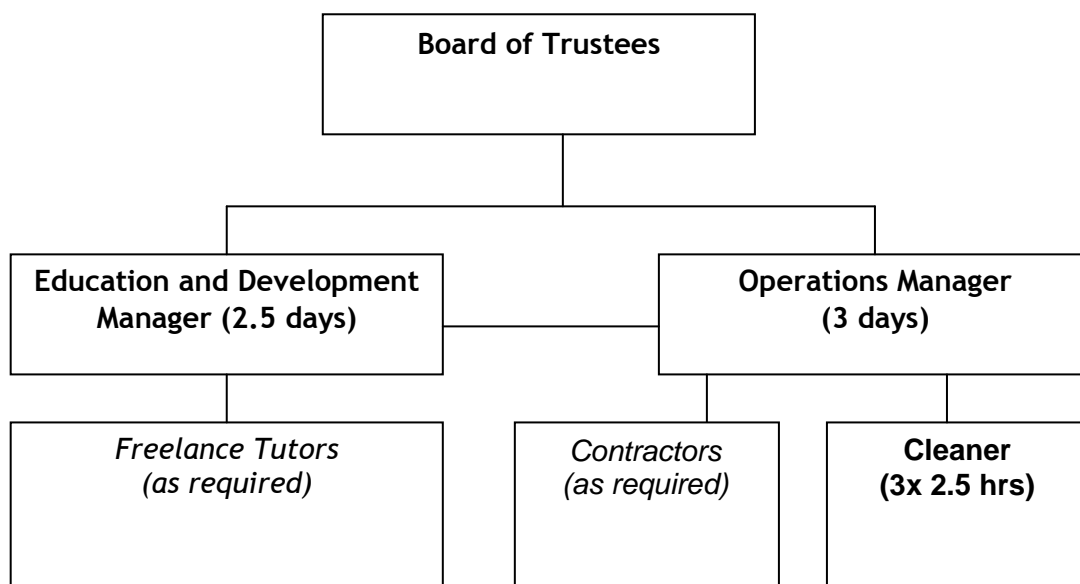
4. Structure and Governance

Our current Kingsgate Workshops Trust Memorandum of Association was amended in 2000 and 2004. We are a company limited by guarantee and without share capital.

Strategic decisions are the responsibility of the Board of Trustees, which meets four times a year and communicates by email between meetings. Such decisions are documented in our Business Plan and other key policy documents. We delegate operational decisions to members of staff. We carry out regular line-management meetings with our two principal managers and they provide progress updates every two months, which are reviewed by the Board.

KWT has two standing sub-committees: Finance Committee (comprising a group of trustees informed by our Finance Officer); Education and Gallery Committee (which includes both licensee and trustee members and is informed by our Education and Development Manager). Both of these standing committees meet prior to full board meetings – their recommendations are documented and put forward to the full Board for discussion and agreement. Our organisational structure is shown in the following diagram.

**Kingsgate Workshops Trust
Organisation Chart
as from May 2007**



Kingsgate Workshops Trust does not have a regular practice of cooperating with other charities in pursuance of its charitable objectives. We actively participate in the National Federation of Artists' Studio Providers, and benefit from the interchange of information on matters relevant to artists' studios.

Risk assessment forms part of our on-going processes (for example, financial risks are kept under review by our Finance Committee and any concerns are notified to the Board, together with recommended risk-management strategies).

This year we used personal recommendations and advertised widely for new trustees, using volunteer networks such as Volunteer Camden, National Council for Voluntary Organisations and REACH.

5. Administrative Details

COMPANY NAME		Kingsgate Workshops Trust
COMPANY NUMBER	:	3487034
CHARITY NUMBER	:	1082112
DIRECTORS/TRUSTEES	:	B Allan A Brooker B Bryon M Donato S Hargroves R Looker R Mughal S Oba T Peters D Pike S Scampton C Sharp K Takabatake
SECRETARY	:	S Oba
REGISTERED OFFICE		110-116 Kingsgate Road London NW6 2JG
ACCOUNTANTS		Goldwins Chartered Accountants 75 Maygrove Road London NW6 2EG
BANKERS		NatWest Bank 166 Camden High Street LONDON NW1 0NW