



# **DIRECTORS' REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31ST MARCH 2014**

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**THE MILL @ COPPERMILL**  
(Company No. 7596426)

**REFERENCE AND ADMINISTRATIVE INFORMATION**

**Working Names:** The Mill  
The Hub

**Registered Charity Number:** 1143365

**Registered Company Number:** 7596426

**Registered Office & Operational Address**

7-11 Coppermill Lane  
Walthamstow  
London E17 7HA

**Directors**

The directors of the charitable Company are also its trustees for the purposes of charity law, and are referred to throughout this Report as the directors.

The directors who held office during the year, unless otherwise indicated, were as follows:

Ms Ingrid ABREU SCHERER	Chair to 4th Sept 2013
Ms Ruth DUNCAN	Member from 2011; Chair from 4th Nov 2013 to 6th May 2014
Ms Sylwia DUDEK	Treasurer from 1st Nov 2012 to 31st Oct 2013
Mr Philip PARR	Treasurer from 13th Feb 2014 to 12 August 2014
Ms Adele TINMAN	Secretary from 14 <sup>th</sup> Mar 2012 to 12 August 2014
Mr Danny HERBERT	Member from 1 <sup>st</sup> Nov 2012
Ms Kate MASRI	Member from 7th Nov 2013
Ms Keira POLAND	Member from 14th Jan 2014

**Independent Examiner**

Mr Graham Taylor FCIE  
17 Newell Street  
London E14 7HP

**Bankers**

Co-operative Bank  
192 Hoe Street  
Walthamstow  
London E17 4QN

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**DIRECTORS' (& TRUSTEES') REPORT FOR THE YEAR ENDED 31ST MARCH 2014**

**Introduction**

The directors, who are also trustees in charity law, present their report and financial statements of the charitable company for the year ending 31st March 2014. The financial statements have been prepared in accordance with the accounting policies set out on page 13 and comply with the Companies Act 2006 and the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005).

**Charitable Objectives**

The objectives of the Mill @ Coppermill ("The Mill") are:

To further or benefit the residents of Walthamstow and neighbouring areas by associating together the said residents and the local authorities, voluntary and other organisations in a common effort to advance education and the arts and to provide facilities for a varied range of social, educational and recreational services in the interests of social welfare with the objective of improving the conditions of life for the residents.

To promote and provide for the public benefit the use of a community centre or centres in Walthamstow or neighbouring areas, for purposes including in order 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.

**Structure, Governance and Management**

Governing Document

The charitable company is governed by its articles of association, and was incorporated on 7th April 2011 as a company limited by guarantee with no share capital (number 07596426) and, acting entirely as a non-profit making organisation, has a charitable status, registered as a charity with the Charity Commission on 15th August 2011 (charity number 1143365).

Directors

The number of directors shall be not less than five and shall be subject to a maximum of seven. The directors, as charity trustees, have control over and responsibility for the charitable company and its property and funds. The subscribers to the memorandum and articles of association (being the first members) are also the first trustees. Subject to the provisions of the Companies Act, the articles of association, and to any directions given by special resolution, the business of the charity is managed by the directors, who may exercise all the powers of the charitable company. They are unpaid and required to declare and attend to any conflicts of interest in accordance with law and best practice.

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The articles of association lay out terms of directorship (trusteeship). One third of directors must retire every six months but may be reappointed for any number of new terms of office, each for a further six months. Appointment to directorship is on the basis of eligibility, personal competence and local availability, and is made according to nominations received from interested individuals.

Directors are inducted through training days and through informal and formal meetings with established or outgoing directors, and are provided with an induction pack and other relevant materials to familiarise themselves with the charity's operations.

Organisation Management

The directors are legally responsible for the overall management and control of The Mill. The work of implementing their policies and the day-to-day management is carried out by themselves and the senior staff of The Mill. Directors meet each month (or more), have regular meetings with the senior staff, and are chaired by their chair.

Membership

The subscribers to the articles of association are admitted to membership in accordance with the rules made under Article 10, and shall be members of the charitable company. Membership is open only to the directors and is terminated if the member ceases to be a director. The form and the procedure for applying for membership is to be prescribed by the directors. No person shall be admitted a member of the charitable company unless his/her application is approved by the directors. Under the Articles of Association each Member is required to contribute an amount not exceeding £1 towards the liabilities of the charitable company in the event of it being wound up whilst they are Members, or within one year of their ceasing to be Members.

**2013-14 Objectives**

The Mill's objectives for the year under review were:

- To continue to make The Mill a welcoming and open space for the community to come together.
- Develop our volunteering programme so that more people share their skills and give their time to others in the local community.
- Build on The Mill's creative impact in the local community so that more people share their skills and connect with others through creative activity.
- Ensure that more people are aware of what The Mill does and how it could help them, via our communications strategy.
- Ensure that The Mill is sustainable and has the support of the local community, both through fundraising and transparency about the way The Mill is run.
- Build on our positive relations with the Council and other local partners and stakeholders, particularly through Mill Consultancy.
- Continue to develop The Mill's staff through funding and development of capacity to maintain consistency in core functions.
- Raise funds to develop the capacity of, and to manage volunteers.
- Review governing systems and policies regularly in order to respond to changing demands of our stakeholders

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**Strategies to Achieve the Mill's Objectives**

To further develop The Mill's existing strategy and business plan, as The Mill matures as an organisation, and to ensure that the work of the trustees, consultancy and staff remains focussed on meeting the Mill's charitable objectives.

To recognise the importance of volunteers as a resource for The Mill, with a LBWF grant secured a new interim Volunteer Coordinator post was created to develop volunteering in The Mill. The role's remit was to attract new volunteers, ensure that existing volunteers were fully utilised and fulfilled in their role, thereby ensuring their retention. The strategic part of the role was to develop The Mill's volunteering policy and strategy.

To continue to develop Mill Consultancy, as a source of revenue, and to widen the impact of The Mill. Mill Consultancy was piloted from early 2013, with a community development project delivered for the London Borough of Waltham Forest out of Lea Bridge Library, completed (further to a project extension for additional work) in February 2014. The groups that we established continue to meet and serve the community through the library's community space. Beyond the financial year under reporting, Mill Consultancy has already gone on to secure and deliver other contracts for LBWF and smaller local organisations.

To ensure sustainability, a grant from City Bridge Trust was secured in November 2013 to carry out a feasibility study of the premises with the aim of supporting ambitious plans to further develop and maximise use of the premises, thereby adding a further revenue stream for The Mill.

To continue The Mill's ambitious programme of community events to reach out to local people, and raise funds for The Mill. For example, Apple Day in October and the Spring Fair, which attract hundreds of visitors and raise vital unrestricted funds for The Mill.

To reduce isolation and increase social capital, The Mill's ArtWorks programme, led by Mo Gallacio has created numerous exhibitions in the Mill to highlight art work in the community. Community art is often overlooked and by hosting exhibitions, The Mill helps give their creative work value. With a team of volunteers, she also leads art clubs for children, and many other projects. ArtWorks helps the Mill achieve its objectives of 'reducing isolation and increasing social capital.'

To reduce isolation and increase social capital', Grow Your Idea, led by Ingrid Abreu Scherer, is a mentoring scheme for the community, funded by a successful grant application to the People's Health Trust. The Mill's Grow Your Idea scheme offered funding to community applicants who would create projects that would connect local people to each other, encourage people to share their experience and skills and gain self-confidence. 10 projects were awarded Grow Your Idea funding in March 2014 to be launched at the Mill in the coming year.

To continue the learning process of the trustees, consultants and staff as The Mill develops through retained links with NCVO and other voluntary consultancies and experts that The Mill connects with.

To continue to develop The Mill's Friends Scheme after a successful launch in late 2013, which achieved the match funding offered by LBWF in March 2014.

In addition to these, going forward as this financial year ended:

To secure funding through grant applications to ensure The Mill is sustainable. The Trustees approved and went on to appoint a part time grant fundraiser to raise funds for the Mill, who began her role in June 2014.

### **Community engagement and activities at The Mill in 2013-14**

The Mill is an integral part of the local community after 3 years of existence, and has expanded its reach and influence through The Mill Consultancy development of the Lea Bridge project. The Mill continues to be a welcoming and open building, with a living room (with newspapers), children's room, honesty library and public toilets (disabled, baby change) that are free for all to use, and which continues to be an important resource for the community. The Mill also offers space to Councillors, and government agencies, enabling them to offer their services to the local community.

Between 200 and 300 people visit The Mill each week.

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The Mill enables people to make a contribution, develop their skills and abilities, and improve their own confidence and social connections through running and supporting activities.

#### **Activities which take place in The Mill include:**

One-to-One Computing  
Asian Women's Support Group  
Gardening group  
Book group  
Poetry group  
Art exhibitions and workshops  
Children's after-school and holiday activities  
Grow Your Own Theatre (youth drama activities)  
Community fundraising events  
Community breakfast club  
Arts and crafts clubs for children and adults  
Knitting group  
English conversation classes  
Yoga for adults, children and babies  
Spanish classes  
Organiclea (local food cooperative) box scheme  
Councillor surgeries  
Residents' association meetings and community events  
Councillor and MP consultation meetings  
Community Ward Forum meetings  
Photography workshops  
Waltham Forest Mental Health Forum (led by Social Spider)  
Chess group  
Volunteers and other networking meetings  
Job Club and Training (Community Links)  
Give and Take Events  
Children's Art Club

## **Public benefit statement**

In shaping The Mill's objectives and planning activities, the directors have considered the Charity Commission's guidance on public benefit, including the guidance on public benefit and fee charging. The directors give careful consideration to the accessibility and benefit of The Mill for all, and prioritise openness and inclusivity to enable this to happen. The Mill's User Charter supports this, as does ensuring a balance of activities taking place, the provision of free-access communal public space, and encouraging free or low cost access for activities and groups.

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### **Plans for the future - what we will do in 2014-15**

Through our Mission, Vision and Values Strategy and Business Plan we will:

- Continue to make The Mill a welcoming and open space for the community to come together.
- Develop our volunteering strategy with the volunteer coordinator so that more people share their skills and give their time to others in the local community.
- Build on The Mill's creative impact in the local community so that more people share their skills and connect with others through creative activity. This is particularly driven through The Mill's Art Works, run by volunteer Mo Gallaccio, who has fostered links with national arts organisations to bring local events to The Mill and engage local people.
- Ensure that more people are aware of what The Mill does and how it could help them through a communications strategy.
- Ensure that The Mill is sustainable and that it is supported by the local community, through fundraising and transparency about the way The Mill is run.
- Build on our continued positive relations with the Council and other local partners and stakeholders, particularly through Mill Consultancy.
- Continue to develop The Mill's staff through funding and development of capacity to maintain consistency in core functions. To further develop The Mill's volunteers through careful management by The Mill's volunteer coordinator.
- Maximise use of the grant fundraiser to increase revenue and identify future funding opportunities.
- Review governing systems and policies regularly in order to respond to changing demands of our stakeholders

### **Financial Review**

The charitable company had total income of £103,172 (2013 was £99,520) and total expenditure of £89,347 (2013 was £76,350).

There was a surplus of £13,825 (2013 was a surplus of £23,170).

## **Funds and Reserves**

Total funds carried forward were £64,014 (2013 were £50,189). This comprised £50,524 unrestricted funds of which £8,500 was designated and £42,024 was general reserves (2013 was £45,167 of which £8,500 was designated and £36,667 was general reserves). The balance of £13,490 under restricted funds comprised £3,452 for a capital fund and £10,038 for two income funds (2013 was £5,022 comprising £3,937 for a restricted capital fund and £1,085 for a restricted income fund).

It is the policy of the charitable company to maintain free reserves of the charitable company at a level to provide sufficient funds to cover unforeseen circumstances. Free reserves are unrestricted funds less amounts held as functional fixed assets not purchased by capital grant and less amounts designated for specific purposes. The free reserves at the end of the year were £42,024 (2013 was £34,328).



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The directors consider this level of free reserves as sufficient, but are developing strategies for fundraising to increase financial security and sustainability.

**Investment Policy**

There are no restrictions on the charitable company's power to invest. The investment strategy is set by the directors and is to be reviewed regularly.

**Risk Review**

The directors are aware of their obligations to make a statement in respect of the management of risks faced by The Mill. The directors are carrying out a risk management audit review and developing a structured approach to risk management. This will promote a greater recognition of risk management at all levels within The Mill.

They believe that by monitoring reserve levels, ensuring controls exist over key financial systems and examining the operations and business risks faced by the charitable company, they will have established effective systems to mitigate those risks.

The major risks to which the charitable company is exposed have been reviewed and systems are being established to mitigate those risks. Also, funding risk is being addressed by a better spread among the various funders and with a fundraising strategy.

The directors are engaging experts to support this process, including financial accounting and reporting, wherever possible on a voluntary basis from within supporters.

**Employees**

The Mill strives to be an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, marital status, sexual orientation or disability.

Selection criteria and procedures are in place to ensure that individuals are selected, promoted and treated on the basis of their relevant merits and abilities. All employees are given equal opportunities and training to enable them to develop their skills and knowledge. The Mill is committed to a programme of action to make this policy effective, and brings it to the attention of all employees.

The Mill greatly appreciates the contribution of its employees in the year under report.

### **Contribution and Appreciation of Volunteers**

The directors would like to place on record the significant contributions of the volunteers of The Mill in securing further funding and in the delivery of the community centre activities, which will help the local community and future generations. The Mill would not operate without its volunteers. Volunteers are used in a number of innovative ways to enable The Mill to make use of the skills and willingness of a wide range of people, from experts in fundraising and communications who work in special teams. There are those who want to gain new work experience, and older people who are happy to share theirs and who run groups or provide a friendly face in reception.

### **Contribution and Appreciation of Supporters**

The directors appreciate the continued support of London Borough of Waltham Forest, City Bridge Trust, The People's Health Trust, Stow Brothers, and the local voluntary and community sector towards the achievement of the set goals and objectives of the charitable company.

### **Statement of Directors' Responsibilities**

The directors are responsible for preparing the directors' 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 directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company, and of the incoming resources and application of resources, including income and expenditure, of the charitable company for that year.

In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities SORP
- make judgements and 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 charitable company will continue to operate

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

### **Directors' Interests**

There are no directors' interests requiring disclosure under the Company's Act 2006. The company is limited by guarantee with no share capital.

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**Audit Exemption**

The directors have decided to take advantage of the audit exemption provisions of the Companies Act 2006, whereby charitable companies with a gross income of no more than £500,000 are exempt from full auditing requirements. Under the provisions of section 145 of the Charities Act 2011, Mr Graham Taylor, accountant, has been appointed as a qualified Independent Examiner of the accounts, and his report is on page 10.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued by the Charity Commission in March 2005 and updated in May 2008), and in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

**Approved by the directors on the following date and signed on their behalf by:**

**Mr Danny HERBERT**  
(Director) Chair from August 2014

**Date: 16<sup>th</sup> December 2014**

## **INDEPENDENT EXAMINER'S REPORT**

### **TO THE DIRECTORS OF THE MILL @ COPPERMILL (Company No. 7596426)**

I report on the accounts of The Mill @ Coppermill for the year ended 31 March 2014 which are set out on pages 11 to 17.

#### **Respective Responsibilities of Directors and Independent Examiner**

The Directors (who are also the Trustees for the purposes of company law) are responsible for the preparation of the accounts. The Directors consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charitable company is not subject to an audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commissioners under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

#### **Basis of Independent Examiner's Report**

My examination was carried out in accordance with general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charitable company and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as Directors concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

#### **Independent Examiner's Statement**

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements

- to keep accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare financial statements which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities

have not been met; or

(2) to which, in my opinion, attention should be drawn to enable a proper understanding of the financial statements to be reached.

**Graham Taylor FCIE**  
**17 Newell Street**  
**London E14 7HP**

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**STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST MARCH 2014****(Incorporating an Income & Expenditure Account)**

	Notes	Unrestricted Funds Funds £	Restricted Funds Funds £	2013/14 TOTAL FUNDS £	2012/13 TOTAL FUNDS £
<b>INCOMING RESOURCES</b>					
<b>Incoming Resources From Generated Funds</b>					
Voluntary Income		3,492	22,930	<b>26,422</b>	54,765
Activities for Generating Funds		8,290	-	<b>8,290</b>	2,156
Investment Income		96	-	<b>96</b>	54
<b>Incoming Resources From Charitable Activities</b>					
		67,189	-	<b>67,189</b>	41,316
<b>Other Activity Income</b>		1,175	-	<b>1,175</b>	1,229
<b>Total Incoming Resources</b>	<b>2</b>	80,242	22,930	<b>103,172</b>	99,520
<b>RESOURCES EXPENDED</b>					
<b>Fundraising Costs</b>		115	-	<b>115</b>	588
<b>Charitable Expenditure</b>					
Grants Payable		-	-	-	3,712
Community Centre Programmes		71,360	14,462	<b>85,822</b>	70,955
<b>Governance Costs</b>		3,410	-	<b>3,410</b>	1,095
<b>Total Resources Expended</b>	<b>3</b>	74,885	14,462	<b>89,347</b>	76,350
<b>Net Incoming Resources - Net Income for the Year</b>	<b>4</b>	5,357	8,468	<b>13,825</b>	23,170
Total Funds at the Start of the Year		45,167	5,022	<b>50,189</b>	27,019
<b>Total Funds at the End of the Year</b>	<b>7</b>	50,524	13,490	<b>64,014</b>	50,189

The Charitable company's income and expenditure all relate to continuing activities.

Movements in reserves and all recognised gains and losses are shown above.

**THE MILL @ COPPERMILL**  
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**BALANCE SHEET AS AT 31ST MARCH 2014**

	Notes	2013/14 £	2012/13 £
<b>FIXED ASSETS</b>			
Tangible Assets	8	<u>3,452</u>	<u>6,276</u>
<b>CURRENT ASSETS</b>			
Debtors & Prepayments	9	11,711	14,734
Bank & Cash at Hand		<u>54,231</u>	<u>42,855</u>
		<b>65,942</b>	<b>57,589</b>
<b>CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR</b>	10	<u>(5,380)</u>	<u>(13,676)</u>
<b>NET CURRENT ASSETS</b>		<u><b>60,562</b></u>	<u>43,913</u>
<b>NET ASSETS</b>	11	<u><b>64,014</b></u>	<u>50,189</u>
<b>FUNDS</b>			
<b>Unrestricted</b>			
General		42,024	36,667
Designated Funds - Emergencies		5,000	5,000
Designated Funds - Dilapidation		<u>3,500</u>	<u>3,500</u>
<b>Total unrestricted funds</b>		<u><b>50,524</b></u>	<u>45,167</u>
<b>Restricted Funds</b>			
Capital Fund		3,452	3,937
Revenue Fund		<u>10,038</u>	<u>1,085</u>
<b>Total Restricted funds</b>		<u><b>13,490</b></u>	<u>5,022</u>
<b>TOTAL FUNDS</b>	12	<u><b>64,014</b></u>	<u>50,189</u>

The Directors are satisfied that the charitable Company is entitled to exemption from the provisions of the Companies Act 2006 relating to the audit of the accounts for the year by virtue of section 477, and that no member or members have requested an audit pursuant to section 476 of the Companies Act 2006.

The Directors acknowledge their responsibilities for:

- (i) ensuring that the charitable Company keeps adequate accounting records which comply with section 386 of the Companies Act 2006, and
- (ii) preparing accounts which give a true and fair view of the state of affairs of the charitable company as at the end of the financial year and of its surplus or deficit for the financial year in accordance with the requirements of section 396, and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the charitable company.

These Financial Statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

**Approved by the Directors on the following date and signed on their behalf by:**

**Mr Danny HERBERT (Director)**

**Date: 16<sup>th</sup> December 2014**

## NOTES TO THE FINANCIAL STATEMENTS FOR YEAR ENDED 31ST MARCH 2014

### 1 Accounting Policies

The charitable Company has adopted the following accounting policies which should be read in conjunction with the Financial Statements set out on pages 11 to 12.

#### (a) Basis of preparation

The financial statements have been prepared under the historical cost conversion and in accordance with the Companies Act 2006, the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Statement of Recommended Practice: Reporting and Accounting by Charities (issued in March 2005 and updated in May 2008) as modified for smaller charities.

#### (b) Fund accounting

Unrestricted funds are funds available for use or retention at the discretion of the Board of Directors in accordance with the charity's objectives.

Designated funds comprise funds which have been set aside by the Board of Directors for specific purposes. Restricted funds are funds subject to specific restrictive conditions imposed by the donors or by the declared purposes.

#### (c) Incoming resources

Incoming resources are included in the Statement of Financial Activities when the charitable company is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

Voluntary income, by way of grants and donations, is recognised in full when receivable and the charitable Company has unconditional entitlement.

Incoming resources from charitable activities are recognised when the related services have been provided. Where income is received in advance of the provision of activities to which it relates it is deferred until the charitable company is entitled to that income.

#### (d) Resources expended

Resources expended are recognised in the Statement of Financial Activities when the liability is incurred and includes VAT that cannot be recovered.

Expenditure is allocated between the categories in the Statement of Financial Activities on the basis of how the resources are used. Expenditure relating to a particular activity is allocated directly to that activity. Other expenditure is included under support costs and then apportioned to activities.

Charitable activities comprise expenditure incurred on providing facilities for social, educational and recreational services. It includes the direct costs and support costs relating to these activities.

Governance costs are the costs incurred on overall governance of the charitable company. As such, they mainly comprise costs of accounts scrutiny, professional and legal advice and trustee's costs.

#### (e) Volunteers

No amounts are included in the financial statements for services donated by volunteers.

#### (f) Tangible fixed assets

Tangible fixed assets are stated at cost less depreciation, which is provided on a reducing balance basis over the useful life of the asset at 25% per annum for all assets, except when purchased with capital grant whose terms and conditions specify otherwise. Full depreciation is provided in the year of purchase. The cost of items less than £2,000 each is written off in the year of purchase.

<b>2 Total Incoming Resources</b>	<b>Grant</b>	<b>Activity</b>	<b>Other</b>	<b>2013/14</b>	<b>2012/13</b>
Analysis of Incoming Resources	<b>Income</b>	<b>Income</b>	<b>Income</b>	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Community Centre Programmes	24,280	75,479	3,413	<b>103,172</b>	95,808
Grant Payments	-	-	-	-	3,712
	<b>24,280</b>	<b>75,479</b>	<b>3,413</b>	<b>103,172</b>	<b>99,520</b>
				<b>2013/14</b>	<b>2012/13</b>
		<b>Unrestricted</b>	<b>Restricted</b>	<b>Total</b>	<b>Total</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Voluntary Income</b>					
<b>Grants</b>					
LB Waltham Forest		1,350	4,480	<b>5,830</b>	3,125
Nesta		-	-	-	33,215
Comic Relief		-	-	-	10,000
People Health Trust		-	18,450	<b>18,450</b>	-
<b>Total Grants</b>		<b>1,350</b>	<b>22,930</b>	<b>24,280</b>	46,340
<b>Donations</b>		2,142	-	<b>2,142</b>	5,944
<b>Total Voluntary Income</b>		<b>3,492</b>	<b>22,930</b>	<b>26,422</b>	52,284
<b>Activities for Generating Funds</b>					
Fund Generation		7,892	-	<b>7,892</b>	2,156
Fundraising Income		398	-	<b>398</b>	2,481
<b>Total Activities for Generating Funds</b>		<b>8,290</b>	<b>-</b>	<b>8,290</b>	4,637
<b>Incoming from Charitable Activities</b>					
Hiring Income		46,756	-	<b>46,756</b>	35,060
Projects and Consultancy		20,433	-	<b>20,433</b>	6,257
<b>Total Incoming from Charitable Activities</b>		<b>67,189</b>	<b>-</b>	<b>67,189</b>	41,317
<b>Investment Income</b>					
Bank Interest		96	-	<b>96</b>	54
<b>Other Income</b>		1,175	-	<b>1,175</b>	1,228
<b>Total Income</b>		<b>80,242</b>	<b>22,930</b>	<b>103,172</b>	99,520
				<b>2013/14</b>	<b>2012/13</b>
<b>3 Total Resources Expended</b>		<b>Direct</b>	<b>Support</b>	<b>Total</b>	<b>Total</b>
		<b>Costs</b>	<b>Costs</b>	<b>£</b>	<b>£</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Fundraising</b>		115	-	<b>115</b>	588
<b>Charitable Expenditure</b>					
Community Centre Programmes		59,327	26,495	<b>85,822</b>	70,955
Grant Payments		-	-	-	3,712
<b>Total Charitable Expenditure</b>		<b>59,442</b>	<b>26,495</b>	<b>85,937</b>	75,255
<b>Governance</b>			3,410	<b>3,410</b>	1,095
<b>Total Costs</b>		<b>59,442</b>	<b>29,905</b>	<b>89,347</b>	76,350



<b>3(a)</b>	<b>Governance Costs</b>	<b>2013/14</b>	<b>2012/13</b>
	These comprise the following:	<b>£</b>	<b>£</b>
	Independent Examiner's Fees	1,100	800
	Professional Fees	2,310	295
		<b>3,410</b>	<b>1,095</b>
		<hr/> <hr/>	<hr/> <hr/>
<b>3(b)</b>	<b>Direct Costs</b>	<b>2013/14</b>	<b>2012/13</b>
		<b>£</b>	<b>£</b>
	Grants Payable	-	3,712
	Fundraising Costs	115	588
	Wages	44,335	28,606
	Other Staff Costs	254	164
	Volunteer Costs	538	140
	Health & Safety	88	50
	Advertising	723	776
	Projects & Consultancy Expenditure	11,940	8,921
	Merchandise for Resale Cost	254	201
	Activities Costs	1,009	217
	Other Costs	186	321
	<b>Total Direct Costs</b>	<b>59,442</b>	<b>43,696</b>
		<hr/> <hr/>	<hr/> <hr/>
<b>3(c)</b>	<b>Support Costs</b>	<b>2013/14</b>	<b>2012/13</b>
		<b>£</b>	<b>£</b>
	Rent and Rates	8,386	15,700
	Heat & Light	2,275	5,119
	Printing & Stationery	1,917	2,752
	Telephone & Computer Consumables	1,598	1,172
	Building Maintenance & Cleaning	3,769	3,489
	Dilapidations	-	(3,500)
	Insurance	1,199	1,576
	General Expenses	621	1,040
	Legal & Professional Fees	3,664	1,018
	Accountancy	2,552	1,397
	Independent Examination	1,100	800
	Fixed Assets Disposal	1,652	-
	Depreciation	1,172	2,091
	<b>Total Support Costs</b>	<b>29,905</b>	<b>32,654</b>
		<hr/> <hr/>	<hr/> <hr/>

**3(d) Expenditure Analysis**

	Wages £	Depreciation £	Other £	2013/14 £	2012/13 £
<b>Restricted</b>					
LB Waltham Forest	4,480	485	-	<b>4,965</b>	2,353
Comic Relief	-	-	-	-	10,000
Nesta	-	-	-	-	3,712
People's Health Trust	9,100		397	<b>9,497</b>	-
<b>Total Restricted</b>	<b>13,580</b>	<b>485</b>	<b>397</b>	<b>14,462</b>	<b>16,065</b>
<b>Unrestricted</b>					
General	30,755	687	43,443	<b>74,885</b>	60,285
<b>Total Unrestricted</b>	<b>30,755</b>	<b>687</b>	<b>43,443</b>	<b>74,885</b>	<b>60,285</b>
<b>Total Expenditure</b>	<b>44,335</b>	<b>1,172</b>	<b>43,840</b>	<b>89,347</b>	<b>76,350</b>

**4 Net Incoming Resources**

This is stated after charging:

Depreciation

Independent Examiner's Fees

**2013/14**

£

**1,172****1,100****2,272****2012/13**

£

2,091

800

**2,891****5 Staff Cost and Numbers**

Gross pay

Social security costs

**Total****2013/14**

£

**41,849****2,486****44,335****2012/13**

£

26,360

2,246

**28,606**

No employee received emoluments of more than £60,000 in this or the previous year.

Average number of employees during the year was:

**2013/14**

2.5

**2012/13**

0.9

**6 Directors and Related Party Transactions****2013/14**

£

**9,647****2012/13**

£

**6,257**

Payments totalling £9,647 (2012/13 £6,257) were made in the year in respect of consultancy services and wages to the following Directors and related parties.

Ms Ingrid Abreu Scherer (Chair 1st Nov 2012 until 4th Sept 2013) was paid a total of £9,347 of which £3,280 related to consultancy on Lea Bridge consultancy project and £6,067 was wages sponsored by People's Health Trust grant to deliver mentoring and Grow Your Idea scheme. Russell Hargrave (husband of Ms Ingrid Abreu Scherer) was paid a total of £300 in relation to consultancy work.

**7 Taxation**

No provision has been made for taxation of the charitable company, because any surplus from its trading activities has been applied solely to its charitable purposes and most of the trading activities have occurred in the actual carrying out of its primary charitable purposes.

<b>8 Tangible Fixed Assets</b>	<b>Plant &amp; Machinery</b>	<b>Office Equipment</b>	<b>Fixture &amp; Fittings</b>	<b>Garden Equipment</b>	<b>Total</b>
	£	£	£	£	£
<b>Cost</b>					
As at 1st April 2013	8,334	1,715	619	213	10,881
Disposals	(336)	(1,715)	(619)	(213)	(2,883)
At 31st March 2014	<u>7,998</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>7,998</u>
<b>Depreciation</b>					
As at 1st April 2013	3,646	657	209	93	4,605
Charge for the Year	1,172	-	-	-	1,172
Disposals	(272)	(657)	(209)	(93)	(1,231)
At 31st March 2014	<u>4,546</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,546</u>
<b>Net Book Value</b>					
As at 1st April 2013	4,688	1,058	410	120	6,276
At 31st March 2014	<u><u>3,452</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>-</u></u>	<u><u>3,452</u></u>

<b>9 Debtors &amp; Prepayments</b>	<b>2013/14</b>	<b>2012/13</b>
	£	£
Trade Debtors	<b>9,108</b>	12,599
Grant receivable	<b>750</b>	-
Subscriptions (PRS Music & Paypal)	<b>468</b>	-
Rent	<b>1,385</b>	2,135
	<u><b>11,711</b></u>	<u>14,734</u>

<b>1 Creditors: Amounts Falling Due Within One Year</b>	<b>2013/14</b>	<b>2012/13</b>
	£	£
Trade Creditors	<b>653</b>	3,393
Grants Payable	-	105
Accruals	<b>2,010</b>	7,909
Taxation and Social Security Costs - PAYE	<b>2,717</b>	919
Deferred income - grant from Friends Scheme	-	1,350
	<u><b>5,380</b></u>	<u>13,676</u>

<b>11 Net Assets</b>	<b>Unrestricted Funds</b>		<b>Restricted</b>	<b>2013/14</b>
Analysis between Funds	<b>General</b>	<b>Designated</b>	<b>Funds</b>	<b>Total</b>
	£	£	£	£
Fixed Assets	-	-	3,452	<b>3,452</b>
Current Assets	43,952	8,500	13,490	<b>65,942</b>
Less Current Liabilities	(5,380)	-	-	<b>(5,380)</b>
Net Assets	<u>38,572</u>	<u>8,500</u>	<u>16,942</u>	<u><b>64,014</b></u>

12 Total Funds	At 1/4/13	Incoming	Outgoing	At 31/3/14
Analysis of Movement in Funds	£	£	£	£
<b>Restricted</b>				
LB Waltham Forest				
Capital (a)	3,937	-	(485)	3,452
Revenue (b)	1,085	4,480	(4,480)	1,085
People's Health Trust (c)	-	18,450	(9,497)	8,953
<b>Total Restricted Funds</b>	<u>5,022</u>	<u>22,930</u>	<u>(14,462)</u>	<u>13,490</u>
<b>Unrestricted</b>				
Designated Emergencies (d)	5,000	-	-	5,000
Designated Dilapidations (e)	3,500	-		3,500
General	36,667	80,242	(74,885)	42,024
<b>Total Unrestricted Funds</b>	<u>45,167</u>	<u>80,242</u>	<u>(74,885)</u>	<u>50,524</u>
<b>Total Funds</b>	<u>50,189</u>	<u>103,172</u>	<u>(89,347)</u>	<u>64,014</u>

(a) The LB Waltham Forest Capital fund represents the cost of tangible fixed assets purchased through capital grant, less the related depreciation of these assets.

(b) The LB Waltham Forest Revenue fund was for Volunteering Support Grant to pay for the delivery of the Volunteer Co-ordinator.

(c) People Health Trust provided funding for a Mentoring Scheme and Grow Your Idea. Training was provided for mentors who then went onto mentor new projects out of the Grow Your Idea competition, resulting in new groups being given room hire and expenses.

(d) The Designated Revenue fund has been set aside to ensure that redundancies and closure costs can be met at any one time and to allow coping with unforeseen circumstances.

(e) The Designated Dilapidations fund has been set aside to ensure that payments due at the end of the lease in respect of repairing and reinstatement obligations can be met.

13 Contingencies and Contractual Commitments	2013/14	2012/13
As at 31st March 2014 there were no contingent liabilities. There were contractual commitments under a non-cancellable operating lease which expires as follow:	£	£
Expiring in more than 5 years - premises rental payments	<u>6,000</u>	<u>6,000</u>