

The Mill*

**People making things happen*

THE MILL @ COPPERMILL

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2019



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REFERENCE AND ADMINISTRATIVE INFORMATION

Registered charity name: THE MILL @ COPPERMILL
Registered office: 7–11 Coppermill Lane, London, E17 7HA
Charity registration number: 1143365
Company registration number: 07596426

Directors

The trustees who served the charity as directors during the period were:

Ms Alison Griffin	
Ms Ingrid Abreu Scherer	
Mr James Phillips	resigned 12 May 2018
Ms Carla Cruz	resigned 31 July 2018
Ms Nicki Wilson	resigned 31 August 2018
Ms Sharon Page	resigned 4 September 2018
Ms Carla Villante	resigned 15 December 2018
Miss Amy Wevill	from 14 June 2018
Mr Syed Azmat Ali	from 31 July 2018 (resigned 4 December 2018)
Ms Valeria Bonfiglio	from 31 July 2018
Ms Lorenza Arnaboldi	from 4 December 2018

Chair

Ms Sharon Page resigned as Chair 4 September 2018

Ms Ingrid Abreu Scherer from 4 September 2018

Secretary

Ms Carla Villante resigned as Secretary 4 December 2018

Ms Ingrid Abreu Scherer from 4 December 2018 (acting)¹

Treasurer

Mr James Phillips resigned as Treasurer 12 May 2018

Ms. Alison Griffin from 12 May 2018

¹ The Chairperson Ingrid Abreu Scherer undertook secretarial duties while we recruited for a new secretary following Carla Villante's departure.

THE MILL @ COPPERMILL
Company No. 7596426 | Registered Charity 1143365

Directors' Report & Financial Statements
Year Ended 31 March 2019

Independent examiner

Waqas Hussain ACCA
10 Knebworth Avenue, London E17 5AJ

Banker

The Co-operative Bank
1 Balloon Street, Manchester M60 4EP

DIRECTORS' REPORT

INTRODUCTION

The directors and trustees present their report and financial statements of the charitable company for the year ending 31 March 2019.

The financial statements have been prepared in accordance with the accounting policies set out on page 34 and comply in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

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.

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 takes place, providing free-access communal public space, and encouraging free or low cost access for activities and groups.

STRUCTURE, GOVERNANCE AND MANAGEMENT

GOVERNING DOCUMENT

The charitable company is governed by its memorandum and 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 15 August 2011 (charity number 1143365). The charitable company formally changed its name on [insert date].

DIRECTORS

The directors, as charity trustees, have control over and responsibility for the charitable company and its property and funds. Subject to the provisions of the Companies Act, the memorandum and 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 are required to declare any conflicts of interest in accordance with law and best practice. The memorandum and articles of association lay out terms of directorship (trusteeship). Appointment to directorship is on the basis of eligibility, personal competence and local availability, and is made according to nominations received from interested individuals following an open recruitment process. Directors are inducted through training days and through informal and formal meetings with the Chair and Secretary and established or outgoing directors, and are provided with an induction pack and other relevant materials to familiarise themselves with the charity's operations.

ORGANISATIONAL MANAGEMENT

The directors are legally responsible for the overall management and control of The Mill. They implement their policies and oversee the day to day management of The Mill through delegated management groups comprising directors, Mill staff and key volunteers. Directors meet each month chaired by their Chair and have regular meetings with the management groups, supported by periodic strategy meetings

MEMBERSHIP

The subscribers to the **Memorandum and 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 Memorandum and 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 them ceasing to be Members.

CHAIR'S REPORT

This year has continued to see The Mill grow and engage more people in our local community, especially those who are vulnerable or isolated. We are pleased that with the help of local volunteers and partners we have been able to deliver important achievements in all four strategic impact areas: Getting Together, Getting Involved, Getting Creative, and Improving our Space.

Local people continue to organise, run and attend a wide range of groups and activities, with some existing projects becoming established and some new ideas starting to grow. With support from St James Big Local and Co-op Local Community Fund we have helped establish new groups through Grow Your Idea 2, and developed community skills with our Community Skills Programme.

Support from the Tudor Trust has enabled us to make significant progress in our planning for improving the building and making it fit for purpose. We hope that the development and consultation we carried out this year will enable us to move more quickly and confidently to the next phase of improving our building for the future.

The last few months of the year saw Waltham Forest become the first London Borough of Culture. We have embraced this opportunity along with local partners to continue to offer creative opportunities for all the community.

This report will set out the key activities and achievements of the year, and reflects the amazing energy and ideas that our local community have brought to The Mill.

Ingrid Abreu Scherer

Chair of Trustees

OUR VISION AND MISSION

Our **vision** is of a strong local community where people love to live, and know and care for their neighbours.

Our **mission** is to provide a welcoming, positive and inclusive space at the heart of Walthamstow, and work with the community locally to make things happen.

Our **focus** in these changing and challenging times is particularly on those members of our community who are lonely or isolated.

Within this, our **approach** is based on these beliefs and principles:

- **Stronger communities:** we believe that strong and resilient communities can achieve amazing things – and that The Mill can help our community become stronger
- **Wellbeing:** we believe the most important difference we can make to our community is to improve people's well-being by connecting them to each other
- **Prove and improve:** we will work together to measure our impact, celebrating our successes as well as learning when things go wrong

To achieve this, we need to reach out and work with others:

- **Building on our strengths:** we will support our wonderful volunteers and group leaders to make their ideas happen
- **Wider connections:** we will work with others, making new connections with partners, funders and organisations who will help us meet our vision
- **Securing our future:** we will live within our means and grow our income to meet our aims, with a management structure providing good governance.

OUR GOVERNANCE

The Mill's innovative Management Group structure (see Image 1 below), which brings together trustees, staff and volunteers to oversee specific areas of activity on behalf of the Board, has now been operational for over three years and has become part of day-to-day operations. Together, these groups manage the key functions of The Mill: Core Operations, Strategic Communications, People, Strategy & Impact, and Artworks (our arts development programme). The Board of Trustees oversees the Governance & Sustainability of the Charity, working alongside the other management groups.

The Strategy and Impact group ran quarterly workshops of trustees, staff and volunteers to bring people together to think about our work more strategically and check that we are delivering against our aims.

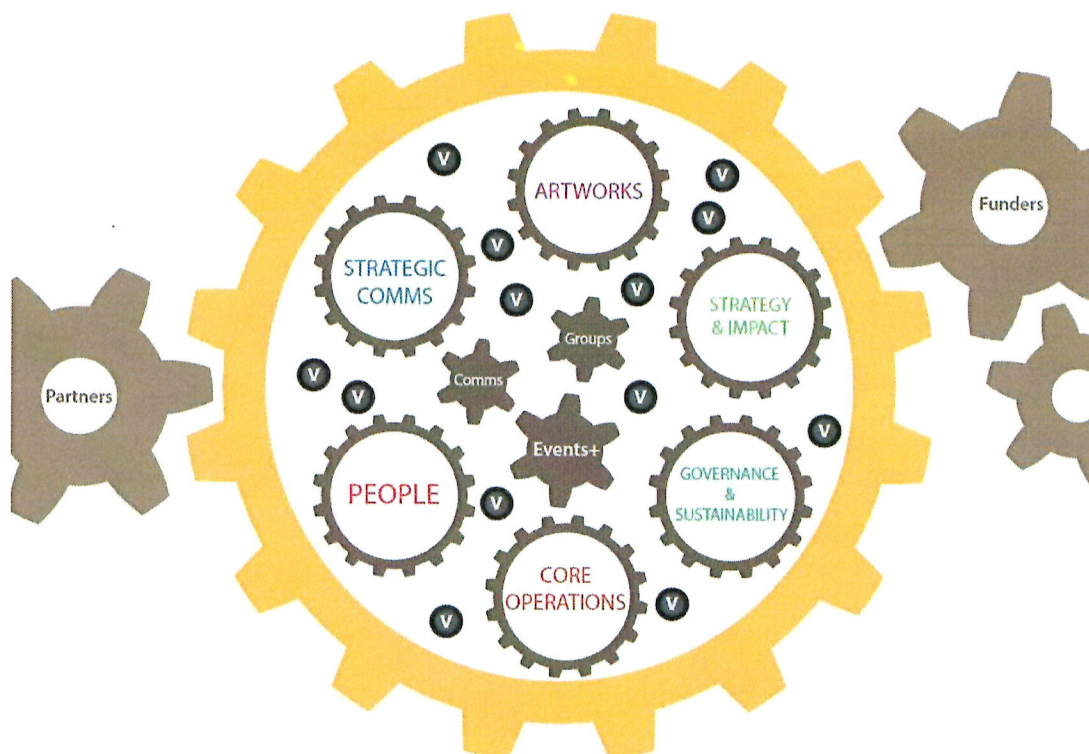


Image 1: Organisational Structure at The Mill

OUR PEOPLE

People are at the heart of The Mill, and although we are a volunteer-led organisation, we couldn't function without the hard work of our dedicated staff team.

This year we have continued to develop robust employment-related and volunteer policies. We recruited a new role of a Community Organiser with additional hours when our Volunteer Coordinator of over two and a half years left to take up full time employment. The role of the Community Organiser allows for a broader approach to the many ways our local community can become involved at The Mill. In November 2018, we successfully recruited for the role with an increase in the weekly hours. At the same time we recruited a new Administrative Officer with an additional 2 hours weekly. All of our roles are currently paid in line with the London Living Wage and we intend to be able to continue this.

Employees and Freelancers

Employees and freelance staff who served the charity during the period were:

Natasha McFadzean	Centre Manager	
Charlotte Major	Administration Officer	resigned December 2018
Victoria Bureyko	Administration Officer	from October 2018
Ruth Mitchell	Volunteer Coordinator	resigned August 2018
Kim Dexter	Community Organiser	from November 2018
Helen Johnson	Communications Coordinator	
Helen Hunte	Grants Fundraiser	
Helen Bigham	Business Development Manager	FT contract until Jan 2019
Abby Lee Widger	Finance Officer	

ACHIEVEMENTS 2018–2019

Our 2016 to 2021 Strategic Plan identifies aims in four impact areas

- Aim 1: Getting together
- Aim 2: Getting involved
- Aim 3: Getting creative
- Aim 4: Improving our space.

In this section, we review achievements against our objectives in each impact area, supported by examples, quotations and photos.

AIM 1: GETTING TOGETHER

“The Mill really is the heart of the community.”

Mill user survey 2018/19

The Mill above all is a place where local people come together to share skills, get to know each other and connect. Open six days a week, 48 weeks a year, it's an accessible, welcoming and inclusive space. Our living room, honesty library and children's playroom are open to all, and a year-round programme of groups, events and activities draws in people of all ages from our diverse community.

Our key objectives are to:

- **Maintain** The Mill as a trusted and widely used community hub
- Become **open** and **accessible** to even more people, especially those who are isolated
- Ensure more people know about The Mill and come to us **to connect** with their neighbours

Our space is ideally suited for activities which bring people together, and we want our doors to be open to everybody, especially those who may be feeling lonely or isolated.

Who Uses the Mill

“The Mill is really inclusive. There is always a warm welcome. It is very much a community place.”

Mill User Survey 2018

With our open door policy, and so many people using The Mill informally, a user survey is the most effective way to estimate who our users are, why they come and what they feel about The Mill. For one week in the year, reception volunteers record the number of people coming through the door—the total footfall—and encourage as many people as possible to complete a questionnaire about themselves and how they use and view The Mill. We use the results to inform our future planning. This year we presented the results of our survey in the exhibition *Our Story So Far: The Past, Present and Future*, which chronicled the changing faces of the charity since 2011. Special thanks to the volunteers who designed the questionnaire and processed the results, and to all the reception volunteers who collected the data. The chart below summarises key findings of this year's survey which was carried out in June 2018 and compares it to our data from June 2017.

Key findings from our annual snapshot survey of weekly visitors:

	2018	2017
How many people came through the doors in one week?	594	568
How many questionnaires were completed?	180	227
Most popular day to visit	Tuesday	Saturday
Most popular reason to visit	Groups and activities	Groups and activities
Who are our visitors	75% women; 22 nationalities, with 20 languages spoken at home	69% women; 16 nationalities, with 21 languages spoken at home
Most regular visitors	28% families; 22% retirees	27% families; 21% retirees
Main benefit of visiting	'By coming to The Mill I can meet and connect with other people'	'By coming to The Mill I can meet and connect with other people'
Visitors with a disability, impairment or long-term health condition	19%	16%

From these findings, we can see that The Mill continues to attract people from across our diverse local community — with 22 nationalities and 20 languages represented in our visitors. Our visitors reporting disabilities or long-term health conditions has increased, perhaps reflecting a loss of services in the area as much as our own efforts to make our facilities and activities inclusive.

One key finding is that we continue to be a place where people find connection to each other. This is reflected in the most common benefit reported by people: 'By coming to The Mill I can meet and connect with other people.'

One visitor told us *"Without The Mill I would find being in Walthamstow very difficult as I know no one here. But The Mill has saved me from being lonely"* [User Survey, 2018]

Bringing People Together

“The Mill is my second family, they offer me the opportunity to learn English and bring my child to play in the children's room and feel welcome.”
Mill User Survey, 2018

This year has seen a number of regular activities and events continuing, evidence of how popular the activities are with the local community and other users of the community centre. The Mill is well placed to offer a unique opportunity in its locality to local residents and volunteers to lead on initiating and delivering events for the community, which fosters connections and sees a wide representation of the Borough coming through our doors. Some of these events have a small suggested donation to help cover some costs, and many are free to anyone. Below is a list with some of the highlights for this year:

NEW PARENTS SOCIAL DROP-IN

A relatively recent addition to our programme of activities. It is run by volunteers and is open to parents with pre-crawling babies. It has continued to thrive, having received some funding from local estate agents and community ward forum funds. It quickly became evident this group was not attracting solely new parents, but also second- or third-time parents, who still find the experience and connecting with the community valuable, and it has in turn resulted to a balanced mix of brand-new parents and more experienced parents who socialised together and support each other.

SOUPER WEDNESDAY

Continuing to run this year, Souper Wednesday started off with a volunteer who would make soup and sell it at The Mill as a fundraiser for the centre, and a way for people to enjoy some home-cooked affordable soup while supporting a local community centre. A local resident, Martin, took over from the volunteer and ran it until his own business took off — he is now behind Gather 17, a fine-dining experience enterprise based at Blackhorse Lane Ateliers. Souper Wednesdays continue to run at The Mill, currently organised by The Limes Community Centre, who use ingredients from their edible gardens and work with young people with disabilities to make the soup.

SCRABBLE, KNITTING, AND SEWING GROUPS

Running since the very early days of The Mill, our Scrabble group continues to be one of our most popular offers — having started initially as an English conversation club, it soon became a games social and continues to this day, run weekly by volunteers. Similar to the scrabble group are the Knitting (also going on for years) and Sewing clubs (more recent, but still long standing). They are both crafts socials run fortnightly by volunteers with a £1 donation, and they are very active groups in particular with our events such as Christmas, as well as selling goods they have made on site supporting their group and The Mill.

YU-GI-OH! CARD TRADING

These sessions were a highlight of this year — initiated and led by a local teenage boy who approached our volunteer coordinator and asked if he could set it up. We supported him by promoting it and hosting it in our spaces, this event would see different kids drop in and exchange *Yu-Gi-Oh* trading cards over the course of 6 months. It is an example of how The Mill enables local people of all ages to use our spaces to bring their own ideas to life.

POP-UP POTTERY

Run by our volunteer Emma who runs the workshops on a voluntary basis. Emma ran two workshops, inviting participants to come and make either a mug or little bowls and decorate them with ceramic paints and glaze them using a small kiln. Usually an evening event, there is a small charge for people to make them, decorate them, and take away something at the end.

EDEN PROJECT COMMUNITIES BIG WALK and COMMUNITY NETWORKING

This was a community networking event delivered by Eden Project Communities alongside The Big Walk 2018. This one-off event saw 20 community activists from the area and further out in London coming together to share and learn together. This was followed by a Community Walk led by David Boote of *Walthamstow Walks*, who took the group on a 4 mile walk from The Mill to the Northcote Pub in Leytonstone, visiting a range of community spaces, centres, cafes, heritage sites, celebrating the ways communities come together. The Mill was a natural starting place for the walk and for hosting the networking event.

Other events include hosting a monthly book club (run by volunteers since the very early days), **A Good Yarn** (a sociable sewing group that ran for a limited time), **Sunday Mill Bike Club** (monthly

meet-ups run by a volunteer using The Mill as a starting point), **Get Drawing** group (regular live drawing sessions) as well as being a meeting hub for three separate local **Neighbourhood Watch** groups (Morland Rd, Chester Rd and Rensburg Rd), an indication of how well-placed The Mill is in offering a space for local residents to connect and socialise, as well as self-organise and be more active in their communities.

Events at The Mill

The Mill provides a regular programme of community events at which all in our local community can meet, socialise, and join in with fun activities. Larger events are run by Mill Events Team volunteers, who donate their time and skills to celebrate important days. In order to boost our unrestricted income, we also ask those attending to donate or buy items for sale at the events, such as Mill knits, plants, drinks and merchandise.

This year saw **6 large events**, raising a total of **£1013.96** for The Mill.

APPLE DAY (28 September 2018)

A popular fixture in our events calendar since The Mill first opened, and this year was no exception. We welcomed nearly 160 people through our doors to participate in apple and harvest related activities. The main attraction, as ever, was the apple press with children and adults queueing to take a turn – the resulting juice was enjoyed by all. Apple Day has always been organised in partnership with OrganicLea – a local workers' food growing co-operative who lend us the apple press. This year, OrganicLea also provided the apples and ran a 'make your own seed bomb' workshop – a particularly fun and muddy activity enjoyed by many children.

HALLOWEEN (27 October 2018)

An annual event since the beginning as well, this year's Halloween was really popular. It involved activities and games, crafts, face painting and are overall good fun events, from toddlers upwards, and naturally widely attended by families, evident in some of the feedback we received: *"Very friendly and welcoming family event! Thank you for supporting local community!"*

JUMBLE TRAIL (16 September 2018)

The Jumble Trail is organised annually together with **St James Big Local**. We invited donations of bric-a-brac via our monthly e-newsletter and received a wealth of items, many of which were

snapped up almost as soon as the stall opened. The refreshment stall was also popular for those looking for a sit down with a cuppa and home-made cake before going on to other stalls in the neighbourhood. The event encourages people to upcycle and recycle a lot of unwanted items, preventing items from going to landfill and celebrating sharing.

CHRISTMAS (15 December 2018)

Also a big event at The Mill. In the run-up to Christmas each year we decorate The Mill and then open our doors to welcome the community to get ready for the festive season. We hosted craft activities for children on 15 December including the ever-popular 'making mini Christmas trees from coffee stirrers'. Visitors could also browse stalls run by **The Mill Knitters** and The Mill's **Sociable Sewing Groups** (see above), to find hand-made gifts at a modest cost — and there were also seasonal songs on the turntable provided by our resident DJ.

THE MILL SALON

A series of **three** evening talks organised by regular users or visitors to The Mill around topics which were of interest to them. We ran three popular sessions on "*Archaeology on the Thames*", "*The Forgotten Suffragettes*" (run by Esther Freeman) and another on "*1930s British Swing*." The salons were donations-based and run by volunteers with tea and cake and an opportunity to socialise while learning something new.

AIM 2: GETTING INVOLVED

“As a volunteer I feel like I gain a lot more than I give.”

Mill User Survey, 2018

Volunteers are the heart and soul of The Mill.

Volunteering at The Mill enables people to become actively involved in and contribute positively to their own community. It helps break down barriers as volunteers at The Mill socialise with people from a range of backgrounds, expanding their sense of identity and belonging and creating a sense of solidarity and respect for the wider community. At the same time it means the people who are at the heart of running The Mill on a day-to-day basis are people who genuinely care about making a difference, bring their own skills and expertise yet have space to grow and learn new skills and experiences from others

Whether growing ideas, sharing knowledge, and encouraging action, we believe in the assets that we all have and in putting those skills and experiences as community members to the benefit and improvement of everyone's wellbeing. With an asset-based approach, the team at The Mill works to celebrate the amazing talents that already exist in our community, and to offer a space and platform to nurture them and have a positive impact on everyone who walks through the doors or is involved in a Mill project.

Our key objectives are to:

- **Enable more people** from across the community to share their skills and time through volunteering
- Make it possible for more local people to share their skills and **feel confident to act** on their ideas
- Continue to **host a wide range of activities** run by and for the community.

Keeping The Mill wheels turning

Volunteer Facts and Figures 2018–2019
99 volunteers actively involved in regular volunteering
53 new volunteers recruited
12 volunteers previously unemployed have moved on to further study, training or paid employment

The Mill is open six days a week and 48 weeks a year - recruiting, training, and retaining volunteers is crucial to the smooth operation of The Mill. Our **Reception** volunteers are the main point of contact for The Mill, signposting people and ensuring room hires go smoothly and visitors are comfortable and safe. The **Events** and **Art Works** teams, both volunteer-led, work autonomously to plan and deliver a range of activities, events and exhibitions throughout the year. We have volunteers who help us look after our space, with particular focus on our library and garden, and others, such as **The Mill Bakers**, come together and take part in larger events. Our **Communications Coordinator** leads a volunteer comms team, and our board of Trustees consists of volunteers who work together with the different management groups to ensure a collaborative approach to running the charity, and ensuring the voices of volunteers are represented at all levels of the organisation.

This Autumn we created the new role of **Community Organiser** at The Mill and Kim Dexter was appointed to this role in November 2018. This new role builds upon our asset-based approach, combining the recruitment of volunteers for existing roles with developing new volunteer led groups and activities at The Mill. This new role allowed us to develop a new partnership with **Kew Gardens** who funded one of our young volunteers to run a one off ecological project with young people.

Building Skills

“
Great session, very informative. Will really support my work and the young people I work with.”

Training feedback

As an asset-based community development project, we see our role in the community to help people to improve their skills and confidence in a range of different ways. We don't just want to offer formal skills development, but also help people improve their knowledge of skills that benefit the whole community. In this way, local people will be better able to work together to respond to local opportunities and needs.

COMMUNITY SKILLS TRAINING

As part of this broad understanding of skills development, we ran a programme of training in community skills to equip volunteers and local people in a number of areas. The sessions were aimed at volunteers from The Mill and other small charities working in St James Street area, to increase awareness and understanding of particular issues and equip them with the experience and confidence necessary to help signpost vulnerable people they meet in their day to day voluntary work.

The project was supported by **St James Street Big Local** and ran from January 2018 until February 2019, led by our Volunteer Coordinator. The project delivered 10 workshop sessions with 59 total participants, and in conjunction with five local training delivery partners. In their feedback, several participants mentioned they found these opportunities valuable and would like to see such opportunities in the future.

The workshops covered topics such as:

- Bias Awareness Training (two sessions)
- Public Speaking
- Autism Awareness (two sessions)
- Introduction to Storytelling
- Confidence and Resilience
- Bystander Intervention Training
- Leading Volunteer Teams
- Introduction to Marketing

GROW YOUR IDEA 2

Grow Your Idea is our community competition which ran throughout 2018. We offered start-up support to six new group leaders to run activities or groups here at The Mill, thanks to funding from

St James Big Local and Co-op Local Community Fund. Winning ideas received a package of support, including free room hire, a small bursary to help with costs, mentoring support to develop the idea and put it into practice, and training in sustainability to help the group/project continue after the funding finished. As part of our work on developing opportunities for people in our community who are potentially isolated or vulnerable, Grow Your Idea 2 encouraged ideas that could benefit the needs of these demographics.

Grow Your Idea is in practice the heart and soul of what The Mill is all about: Since we opened our doors one of our missions has been to support local groups and individuals to grow. We are only as good as the use the local community make of our spaces, and we're proud to have worked with so many people who have incubated their ideas at The Mill and have gone on to engage the whole community and engage thousands of people, at The Mill and beyond.

REPAIR CAFE

The **North London Waste Authority** hired The Mill to run repair cafe activities, including bike repair, clothes, and upcycling unloved items. Their events were open to anyone and helped raise awareness about waste as well as preventing many items from going to landfill.

COMMUNITY COACHING FOR WOMEN

This was a free course for women living in East London who want to come together and make real changes in their lives and communities, and was led by **Alison Manning** (Certified Transformational Coach).

COMMUNITY VOICES / LIVES

East London Advanced Technology Training (ELATT) ran two *English for Speakers of Other Languages* (ESOL) classes to help support the integration of migrant women in the community. Classes were accredited and students supported with reading, writing, speaking and listening, as well as with skills relating to employability, volunteering and community engagement. This ESOL programme ran for 12 weeks, and was aimed at migrant women of all backgrounds who want to integrate into their community, train as a volunteer, run local community events, and gain an ESOL speaking qualification.

COMMUNITY WALTHAM FOREST

Our tenants continue to add value to our activities in a range of different ways. One of The Mill's tenants in particular, **Community Waltham Forest**, continued to deliver training and advice for the Borough's voluntary and community sector at The Mill throughout the year, along with networking events and volunteering support. As the year ended, they joined up with the council's *Connecting Communities* team, whose new ESOL project will begin to offer regular ESOL advice and support at The Mill, in addition to other projects such as the course run by ELATT.

AIM 3: GETTING CREATIVE

“What I like about The Mill is the social and creative mood.”

Mill User Survey, 2018

We believe creativity and the arts have a unique role in connecting communities and bringing people together. The Mill continues to be a thriving creative hub, with a year-round programme of exhibitions and a wide range of creative arts and crafts activities for people of all ages. We work with local artists, and our larger events always have a creative craft element to them, whether it's making Christmas decorations or constructing a sea creature out of junk materials at The Mill Quiz.

Altogether, 15 arts and crafts groups met at The Mill during the year, with a total of well over 100 sessions taking place over a wide range of activity, from 'Grow your own Theatre' to Singing Classes and from Jewellery Design to 'Bongalong' for babies. We continue to increase our offer and have run more sessions than last year.

Our key objectives are to:

- **Encourage** more people of all ages, abilities and backgrounds to be creative
- Continue to provide **regular opportunities** for people to showcase their talent through our exhibitions and workshops
- Support creative activities that encourage people to **learn** new skills, **connect** with others and **build confidence**, especially for those who are isolated.

Art Works

Since The Mill's early days, visual arts have had a special place. Art Works projects and events are run by volunteer artists and designers, planning and delivering a financially sustainable year-round programme of exhibitions, clubs, and other activities.

Inviting local artists, our activities aim to remove barriers to participation in the arts by being as inclusive as possible and enabling ordinary community members to partake in artistic and creative activities.

Many of the Art Works projects and exhibitions are led by local volunteers, and are an opportunity to put together creative and artistic responses to contemporary topics and themes that bring the community together. This was a challenging year for the Art Works team, as a few longstanding and very experienced members left by the end of 2018. However, new people who joined the team came with their own individual skills and experiences, enriching the variety of artforms and creative ideas of the team, and ensuring we continue to deliver an engaging and inclusive programme of activities and exhibitions.

Below is a summary of the various exhibitions and activities run by our volunteers as part of Art Works in 2018–19:

SWIFTS OVER WALTHAMSTOW (4 Mar–12 Apr 2018), a community show reuniting the knitted swifts, by Theresa Elwes and The Mill Knitters.

CUT AND PASTE (21 Apr–16 Jun), an open call collage show curated by Lucy Pritchett.

OUR STORY SO FAR (19 Jun–3 Aug), a celebration of what The Mill has achieved so far and what we could do in the future (see page 30), curated by Helen Bigham.

MORRIS AND ME (5 Aug–6 Oct), an open call show looking at William Morris's influence on local artists, curated by Nat Di Maggio (AW team member)

THIS IS ME, self portraits by students of Whitefields Academy aged 3–18 years, in partnership with Elizabeth Wells Thulin (AW team member)

GROW YOUR IDEA (3 Dec 2018–16 Feb 2019), exhibition by winners of Grow Your Idea 2 (see page 21), curated by Charlotte Major

BEST IN SHOW (21 Feb–6 Apr 2019), Felix v Fido, an open call show curated by Julia Spicer (AW team member)

Among others we also continued running some of our most popular creative and arts regular activities and sessions:

KIDS ART is run by David Hughes with help from Jane Evans and Mo and has excellent take-up (expecting 12 kids a session, sometimes this gets up to 15 kids showing up)

SUNDAY DRAWING is also run by David Hughes and continues to grow — it has exceeded expectations attracting participants ranging from teenagers to late middle age

Last but not least, the end of the 2018–19 year sees us at the beginning of Waltham Forest being the first London Borough of Culture. There are plans within the Art Works team to hold activities in celebration of London Borough of Culture, and to contribute to events such as Walthamstow Garden Party, and we very much look forward to being part of celebrating creativity and culture in our communities here at The Mill.

AIM 4: IMPROVING OUR SPACE

“
Community space is like gold dust. It's very encouraging that this wonderful facility is available to all in Waltham Forest. [...] It is unique. I feel at home. Everyone is welcoming. I meet people. I can borrow books. I can eat, draw, play. I can buy unique clothes and dolls. It is free.”
Our Story So Far report

Our building is our most important resource: it's where people get connected, get involved, get creative and make things happen. Hiring out our space also provides us with essential income. We want it to be welcoming, well-equipped, comfortable and safe for all our users, and be available for a wide range of uses.

Our key objectives are to:

- **Improve our building** and its facilities to enable more people to make their ideas happen at The Mill
- **Make better use of our existing space**, and maximise the use of our rooms so that more people can benefit from a range of activities
- Continue to be a **trusted guardian of the loved and valued local space**, and make the most of what the building can do for the community.

Improving our building

Business Development Manager impact 2017–2019

A generous grant from the **Tudor Trust** funded a new fixed term part time post of Business Development Manager (BDM) for 2 years from January 2017–Dec 2018. We recruited Helen Bigham for the role and over the last 2 years her work has had a great impact on The Mill:

Income generation (increasing room booking income by 51.2%, and annual hire income by £10,000)

Marketing (new marketing strategy, new comms policy, monthly column in local Waltham Forest Echo newspaper)

Website (New website commissioned. Recent stats show **+22%** page views, **+37%** average visit duration, **-20%** bounce rate)

Building redevelopment: During the period we realised that before commissioning new plans and finalising designs we needed to better engage with the community and stakeholders through a thorough community consultation.

Build The Mill project

This year marked an important milestone in our long-term plans to improve the building and make it fit for purpose for the community's needs in the future. This ongoing development project—Build The Mill—involves the community at every stage, and this year we undertook intensive consultation to make sure people's aspirations for the building were captured. Our Business Development Manager also carried out essential planning and development which will enable us to begin a capital fundraising project together in the very near future.

Our main activities for this project have been to:

- Put together a team of local expert volunteers to form a Build The Mill steering group to guide us through the project
- Completed phase 1 of the 4 stage building plan: Marketing, partnership building and identification of capital funding streams
- Completed phase 2: Community-led project scoping
- Built awareness of, and commitment to, the idea of the required building project internally and with key stakeholders
- Developed a number of key documents required to continue the project including a communications plan, capital fundraising research, timeline, JD for a project manager, key contacts database, architect project brief, ballpark costings, feasibility study draft, work plan draft, business plan draft
- Commissioned a pro bono accessibility report
- Engaged with the community through consultation and public exhibition: *Our story so far:* the past, the present and the possible future during summer 2018.

- Produced a consultation report incorporating evidence from a range of monitoring and evaluation methods including questionnaires, postcards, focus groups, interviews, and artworks.

Alongside the work to plan for a major capital campaign in the near future we continued to improve our facilities in smaller ways. One improvement to our space came in the form of new audiovisual equipment. Through **London Borough of Culture** funding we were able to install **projectors, audio equipment and a tablet** to enhance the exhibition content and improve our facilities for room hirers.

OUR STORY SO FAR (case study)

Our Story So Far was a celebration of what The Mill has achieved so far and what we could do in the future.

Led by the *Strategic Development group* between end June and early August 2018 we conducted a consultation to explore 'Our story so far: The Past, Present and Future'. This was an opportunity to celebrate The Mill: to take a step back to see how far we've come, consider where we are now, and take a step forward towards what the future could bring. The consultation was an open invitation to everyone to become part of the story and let us know what they love about The Mill and what they wish for our future. One key aim of the consultation was to inform the plans for the building redevelopment and capital campaign which we plan to develop in the coming year.

An **appreciative inquiry approach** was used throughout the consultation process, using questions to focus people's attention on past and potential future successes. Community engagement methods were informal, fun and meaningful, allowing participants to drop in and out, ensuring the diverse communities that use The Mill had a strong voice in the process.

Focus groups working with three groups at The Mill (the Knitting Group, the Children's Art Club, and Community Voices migrant women group) produced art work which explored the particular hopes and ambitions that these groups have for the charity. These artworks were then displayed, along with a history of The Mill and an interactive postcard exercise which asked people to tell us their response to 'I love The Mill because...' and 'My wish for The Mill is...'. .

Another extremely valuable aspect of this project was the involvement of Kingston School of Art. We hosted a design workshop (design charrette) during a week long summer school with Kingston School of Art architecture students to creatively reimagine the space. These students spent a week at The Mill interviewing visitors, staff and volunteers to develop a 3-D model of the community spaces to reflect the requirements and ideas of the people who know The Mill the best.

Making good use of our space

This year saw an interest in our space being used for health and wellbeing activities at The Mill. We hosted 7 different types of yoga and pilates classes from gentle yoga to more energetic Ashtanga style yoga with children and adults taking part in more than 200 sessions over 300 hours.

In addition our rooms were hired by local practitioners to deliver workshops and clinics in: herbal medicine making, acupuncture, diabetes prevention, health and nutrition talks, mindfulness and information sessions on the Green Hearts path at Douglas Eyre Sports centre.

Our bike club continued to meet at The Mill on a monthly basis. One of our volunteers who has her own bike maintenance business ran workshops to help them and other cyclists maintain their bikes. We even had yoga especially for cyclists.

Small organisations, businesses and CIC's also hired our rooms for community training sessions, meetings, art therapy groups, Italian student summer school, life coaching, music therapy, driving theory sessions and celebration gatherings.

The Mill was also well placed for larger organisations to hire our space to deliver consultations and information sessions on local developments and initiatives as well as being a polling station for local elections.

COMMUNICATING OUR MESSAGE

We want people to be able to easily find out about The Mill and get involved. Word of mouth and our friendly and accessible building are our biggest assets, underpinned by an effective communication strategy which reaches out to new users. With an increase in our followers on all our social media platforms over the year, we now have 2,266 likes of our Facebook page (an increase of 90), over 6200 followers on Twitter (an increase of 373) and have more than doubled our Instagram followers, with over 925 people following us.

Not everybody lives their life online, however, and printed flyers and monthly programmes also spread the word. A regular monthly column in the Waltham Forest Echo was a welcome result of our close working relationship with the paper's publisher, Social Spider CIC, who are based in The Mill. We are grateful to St James Big Local for funding to produce two print newsletters and a leaflet which were distributed to homes in St James Street area.

The new Mill website was launched at the beginning of 2018 and this year has been a chance to get used to the new layout, and particularly the events calendar. The results show clearly that the changes have encouraged people to stay on the website for longer and look at more pages.

Comparing Google Analytics from Apr 2017–Mar 2018 with Apr 2018–Mar 2019:

- Page views increased by **19% to 57,920**
- Average session duration has increased by **18%**
- The number of pages people are visiting each session has increased by **33%**
- The 'bounce' rate (when people open the website, and leave almost immediately) has decreased by **10%**

Importantly, we have embedded our new **GDPR** policies this year to ensure that we handle private information appropriately.

FUNDRAISING

Over the last year additional fundraising through grants has helped us to achieve our strategic aims and increase our impact, by delivering special projects and targeted work. We are extremely grateful to all our funders who support us to deliver the essential work to meet our aims.

ST JAMES BIG LOCAL

We work closely with St James Big Local, with whom we have shared aims and objectives to improve our immediate neighbourhood for the people who live and work here. This year, grants from St James Big Local have helped to fund:

- Grow Your Idea 2 – community competition project, supporting local people to try out their ideas at The Mill
- Community skills – training sessions for our volunteers and those from other local charities to help them help others within the community
- Newsletter – designing and printing a paper newsletter to deliver to every house in the neighbourhood to reach beyond social media
- Chillout Zone – a new youth club offer at The Mill, in partnership with Waltham Forest Arts in Education Network, which is set to become a permanent fixture on Friday evenings

WALTHAM FOREST COUNCIL

The local authority have long been supporters of The Mill and this year, as the borough began to celebrate being London's first Borough of Culture, we received small grants for:

- AV equipment for the Living room gallery space – from the **Borough of Culture Make it Work** fund
- Core costs from the **Leaders' Fund**
- Kids Holiday Art sessions from **High Street Ward Forum**

NATIONAL LOTTERY COMMUNITY FUND - AWARDS FOR ALL

- Funding was confirmed in March 2019 about **Feel Good Thursdays** – an idea for a new social group on Thursday mornings designed to improve people's wellbeing and help them 'feel good', which will start and run in the next year.

FINANCIAL REVIEW

Summary

In the year 2018-2019, the charitable company had total income of £115,735 (2017-2018 was £133,788) and total expenditure of £112,391 (2017-2018 was £104,481). There was a surplus of £3,344 (2017-2018 there was a surplus of £29,307).

This reflects a further successful year of fundraising, business development and income diversification, supporting The Mill's strategic aims and vision, in particular the five-year strategy that the community and trustees put in place at the end of 2016. In particular, further to a period that prioritised growth in income, this year was one in which The Mill's operations were able to expand to better realise its charitable objectives and strategic priorities, as this directors' report details.

Funds and reserves

Total funds carried forward at the end of this year were £83,219 (for the year 2017-2018 the total was £79,875). This comprised £83,218 unrestricted funds, of which £8,500 were designated reserves and £74,718 were general reserves (for the year 2017-2018 there were £77,887 unrestricted funds of which £8,500 were designated and £69,387 were general reserves).

The balance of £1 under restricted funds was for a £1 restricted capital fund and £0 for a restricted revenue fund (in 2017-2018 this was £1,093 for a capital fund and £894 for a revenue fund).

RESERVES POLICY

It is the policy of the charitable company to maintain reserves of the charitable company at a level to provide sufficient funds to cover unforeseen circumstances. The Reserves Policy of the company, as reviewed and updated in 2019 by the trustees (directors), is:

- The trustees still believe that in order to remain financially secure and viable they should seek to hold 3-6 months running costs in reserve. This should mean that The Mill is able to continue to deliver its objectives in a climate of fluctuating funding. Recently The Mill has exceeded its reserves target due to a successful business development focus on increasing earned income. The trustees have taken the decision to invest some of the reserves, during this financial year and the previous one, in projects that should help to secure long term sustainability and deliver the strategic aims of The Mill for our beneficiaries. Our financial

planning ensures we continue to pursue a diverse range of income streams so as not to build a dependency on single income sources.

- Additionally, as we go into the 2019/20 financial year, the trustees are now seeking to build a designated reserve equal to 6 months' operating costs. They hope to achieve this level of reserves within the next 2 years. This is in anticipation of proposed building development works that may reduce the operational capacity of the building for up to 9-12 months within the next 5 years, depending on the needs of a capital project and in consultation with users and community. The trustees are particularly keen to ensure any level of closure should not affect the delivery of The Mill's charitable objectives or staff retention.

The free reserves at the end of the year were £83,218 (2017/18 was £77,887), which exceeds our reserves policy. This enables continued strategic investment of funds in 2019/20 towards delivery of The Mill's strategy, including the proposed Build The Mill project to improve the charity's community space.

Investment policy

There are no restrictions on the charitable company's power to invest. Investment is not part of The Mill's current financial strategy.

Risk review

The trustees (directors) are aware of their obligations to make a statement in respect of the management of risks faced by The Mill. A risk register has been set up, is regularly reviewed, and steps are taken to mitigate the risks identified. Funding risk is being addressed through a fundraising strategy which seeks to achieve a better funding spread, by monitoring reserve levels and by ensuring controls exist over key financial systems. The trustees engage experts to support this process, including financial accounting and reporting.

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 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 is extremely grateful to its team of employees for all their excellent work.

Contribution by, and appreciation of, volunteers

The trustees 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 involved in a number of innovative ways to enable The Mill to make the most 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 by, and appreciation of, supporters

The trustees appreciate the support of the Tudor Trust, St James Big Local, National Lottery Community Fund - Awards for All, Co-op Local Community Fund, Near Neighbours (Church Urban Fund), Waltham Forest London Borough of Culture 2019, Waltham Forest Council Ward Forum and Leader's Award funding, The Mill Friends and supporters, and the local voluntary and community sector towards the achievement of the set goals and objectives of the charitable company. The trustees appreciate all contributions from the community, local partners and our valuable users.

Independent examiner

Waqas Hussain ACCA has been appointed as independent examiner for this accounting period.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies' exemption.

Registered office:

7-11 Coppermill Lane

Walthamstow

London E17 7HA

Signed on behalf of the trustees



Ingrid Abreu Scherer, Chair of Trustees (Director)
12 December 2019

INDEPENDENT EXAMINER'S REPORT

Independent examiner's report to the trustees of The Mill @ Coppermill

I report on the charity trustees on my examination of the accounts of The Mill @ Coppermill ("The Mill") for the year ended 31st March 2019.

Respective responsibilities and basis of report

As The Mill's trustees (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of The Mill are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Basis of independent examiner's report

My examination was carried out in accordance with the general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity 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 trustees 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

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or

3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (including FRS102).

I have no concerns and have come across no other matters in connection with examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



Name: Waqas Hussain ACCA

Address: 10 Knebworth Avenue, Walthamstow, London, E17 5AJ

Date: 12 December 2019

Statement of Financial Activities (incorporating the income and expenditure account)

For the year ended 31 March 2019

	Note	Unrestricted Funds £	Restricted Funds £	2019 Total Funds £	2018 Total Funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income	2	9,766	37,907	47,673	63,808
Activities for Generating Funds		11,306	-	11,306	12,182
Incoming resources from charitable activities	2	56,756	-	56,756	57,798
TOTAL INCOMING RESOURCES	2	77,828	37,907	115,735	133,788
RESOURCES EXPENDED					
Fundraising Costs					
Charitable Expenditure					
Community Centre Programmes	3	71,798	39,893	111,691	103,868
Governance Costs		700	-	700	613
Total Resources Expended	3	72,498	39,893	112,391	104,481
Net Incoming Resources					
- Net Income for the Year		5,331	(1,987)	3,344	29,307
Total Funds at the start of the year		77,887	1,988	79,875	50,568
Total Funds at the end of the year		83,218	1	83,219	79,875

The statement of financial activities includes all gains and losses in the year.

All of the above amounts relate to continuing activities.

Statement of Financial Position

31 MARCH 2019

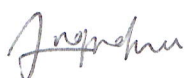
	Note	2019 £	2018 £
Fixed assets			
Tangible fixed assets	8	0	1,093
Current assets			
Debtors & Prepayments	9	10,922	11,845
Bank & Cash at hand		85,753	95,436
		<u>96,675</u>	<u>107,281</u>
Creditors: amounts falling due within one year	10	<u>(13,456)</u>	<u>(28,499)</u>
Net current assets		<u>83,219</u>	<u>78,782</u>
Net assets	12	<u><u>83,219</u></u>	<u><u>79,875</u></u>
Funds			
Unrestricted funds			
General		74,718	69,387
Designated Funds - Emergencies		5,000	5,000
Designated Funds – Dilapidation		3,500	3,500
Total unrestricted funds		<u>83,218</u>	<u>77,887</u>
Restricted funds			
Capital fund		1	1,094
Revenue fund		0	894
Total restricted fund		<u>1</u>	<u>1,988</u>
TOTAL FUNDS	12	<u><u>83,219</u></u>	<u><u>79,875</u></u>

For the year ended 31 March 2019 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476.

The trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts.

These accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with FRS102 SORP.

These financial statements were approved by the members of the directors and authorised for issue on the 12 December 2019 and are signed on their behalf by:



INGRID ABREU SCHERER (Chair)



ALISON GRIFFIN (Treasurer)

Company Registration Number: 07596426

1. ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared under the historical cost convention, and in compliance with 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (FRS 102), the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with FRS 102 (Charities SORP) and the Companies Act 2006.

(b) Going Concern

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

(c) Fund Accounting

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.
- Designated funds are unrestricted funds earmarked by the Management Committee for particular purposes.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

(d) Incoming resources

All incoming resources are included in the statement of financial activities when the charity 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 is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these accounts.
- Investment income is included when receivable.
- Incoming resources from charitable trading activity are accounted for when earned.
- Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance.

(e) Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.
- Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit or examination costs, and costs linked to the strategic management of the charity.
- All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis e.g. floor areas, per capita or estimated usage as set out in the notes to the accounts.

1. ACCOUNTING POLICIES (continued)**(f) Fixed assets**

Fixed assets (excluding investments) are stated at cost less accumulated 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 a capital grant whose terms and conditions specify otherwise. Full depreciation is provided in the year of purchase. The costs of minor additions or those costing below £2,000 are not capitalised.

(g) Operating lease agreements

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the life of the lease.

2. TOTAL INCOMING RESOURCES

Analysis of Incoming Resources	Grant Income £	Activity Income £	Other Income £	2019 Total £	2018 Total £
Community Centre Programmes	43,685	68,063	3,988	115,735	133,788
	<u>43,685</u>	<u>68,063</u>	<u>3,988</u>	<u>115,735</u>	<u>133,788</u>
				2019 Total £	2018 Total £
Voluntary Income					
Grants & Donations					
LB Waltham Forest	-	2,369	-	2,369	1,290
Aviva Community Fund	-	-	-	-	1,000
Co-operative Local Community Fund	3,778	-	-	3,778	2,223
LBWF Leader's Fund	2,000	-	-	2,000	-
Near Neighbours Church Urban Fund	-	-	-	-	4,000
Section 106 Core Funding	-	-	-	-	15,074
St James Street Big Local	-	14,568	-	14,568	2,223
St James Street Big Local (youth activities)	-	2,220	-	2,220	-
Tudor Trust	-	18,750	-	18,750	25,000
The Mall	-	-	-	-	4,133
Trusthouse Charitable Foundation	-	-	-	-	4,000
Viridor Waste Management	-	-	-	-	500
Total Grants	<u>5,778</u>	<u>37,907</u>	<u>-</u>	<u>43,685</u>	<u>59,443</u>
Other Donations	<u>3,988</u>	<u>-</u>	<u>-</u>	<u>3,988</u>	<u>4,365</u>
Total Voluntary Income	<u>9,766</u>	<u>37,907</u>	<u>-</u>	<u>47,673</u>	<u>63,808</u>
Activities for Generating Funds and income from Charitable Activities					
Fund Generation	9,115	-	-	9,115	8,789
Fundraising Income	2,191	-	-	2,191	3,393
Hiring Income	56,706	-	-	56,706	55,220
Projects and Consultancy	50	-	-	50	2,577
Total Incoming from Charitable Activities	<u>68,063</u>	<u>-</u>	<u>-</u>	<u>68,063</u>	<u>69,980</u>
Investment Income					
Bank Interest	-	-	-	-	-
Total Income	<u>77,828</u>	<u>37,907</u>	<u>-</u>	<u>115,735</u>	<u>133,788</u>

3. TOTAL RESOURCES EXPENDED

	Direct Costs	Support Costs	2019 Total £	2018 Total £
Charitable Expenditure	£	£		
Community Centre Programmes	89,514	22,177	111,691	103,868
Total Charitable Expenditure	<u>89,514</u>	<u>22,177</u>	<u>111,691</u>	<u>103,868</u>
Governance	-	700	700	613
Total Costs	<u>89,514</u>	<u>22,877</u>	<u>112,391</u>	<u>104,481</u>

3(a) Governance Costs	2019 Total £	2018 Total £
These comprise the following:		
Independent Examiner's Fees	500	500
Professional Fees	200	113
	<u>700</u>	<u>894</u>

3(b) Direct Costs	2019 £	2018 £
Fundraising Costs	5,025	5,320
Wages	47,292	45,835
Other Staff Costs	-	-
Volunteer Costs	62	38
Health & Safety	1,333	332
Advertising	-	-
Projects & Consultancy Expenditure	34,619	31,858
Merchandise for Resale Cost	35	-
Activities Costs	782	557
Other Costs	365	195
Total Direct Costs	<u>89,514</u>	<u>84,135</u>

3(c) Support Costs	2019 £	2018 £
Rent and Rates	7,185	6,641
Heat & Light	3,197	3,234
Printing & Stationery	656	626
Telephone & Computer Consumables	1,870	1,406
Building Maintenance & Cleaning	4,432	3,004
Insurance	1,497	1,333
General Expenses	135	20
Legal & Professional Fees	204	113
Accountancy	2,610	2,675
Independent Examination	-	500
Bad debt written off	-	368
Depreciation	1,092	364
Total Support Costs	<u>22,177</u>	<u>20,345</u>

4. EXPENDITURE ANALYSIS

	Wages £	Depreciation £	Other £	2019 £	2018 £
Restricted					
LB Waltham Forest	-	1,092	2,369	3,461	364
Aviva	-	-	-	-	1,000
Co-operative Society	-	-	-	-	2,223
Near Neighbours	-	-	-	-	4,000
St James Big Local	-	-	14,568	14,568	2,223
St James Big Local Youth	-	-	2,220	2,220	-
Tudor Trust	15,244	-	4,400	19,644	25,000
Viridor	-	-	-	-	500
Total Restricted	<u>15,244</u>	<u>1,092</u>	<u>23,557</u>	<u>39,893</u>	<u>35,310</u>
Unrestricted					
General	52,367	-	20,131	72,498	69,171
Total Unrestricted	<u>52,367</u>	<u>-</u>	<u>20,131</u>	<u>72,498</u>	<u>69,171</u>
Total Expenditure	<u>67,611</u>	<u>1,092</u>	<u>43,688</u>	<u>112,391</u>	<u>104,481</u>

5. NET INCOMING RESOURCES

	2019 £	2018 £
This is stated after charging:		
Depreciation	1,092	364
Independent Examiner's Fees	500	500
	<u>1,592</u>	<u>864</u>

6. STAFF COSTS AND EMOLUMENTS

	2019 £	2018 £
Total staff costs were as follows:		
Gross pay	62,667	60,665
Employer's National Insurance	3,880	722
Employer's Pension Costs	1,065	434
Total	<u>67,611</u>	<u>61,811</u>

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

	2019	2018
Average number of employees during the year was:	3	3

7. DIRECTORS AND RELATED PARTY TRANSACTIONS

	2019 £	2018 £
-	-	-

There were no payments made during the year to Directors and related parties (2018 - nil).

8. TANGIBLE FIXED ASSETS

	Plant & Machinery £	Fixtures and fittings £	Office furniture £	Total £
Cost:				
At 1 April 2018	7,998	-	-	7,998
Additions	-	-	-	-
At 31 March 2019	<u>7,998</u>	<u>-</u>	<u>-</u>	<u>7,998</u>
Depreciation:				
At 1 April 2018	6,905	-	-	6,905
Charge for the year	1,093	-	-	1,093
At 31 March 2019	<u>7,998</u>	<u>-</u>	<u>-</u>	<u>7,998</u>
Net book value:				
At 1 April 2018	<u>1,093</u>	<u>-</u>	<u>-</u>	<u>1,093</u>
At 31 March 2019	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

9. DEBTORS AND PREPAYMENTS

	2019 £	2018 £
Trade debtors	7,956	9,864
Prepayments	2,966	1,981
	<u>10,922</u>	<u>11,845</u>

10. CREDITORS

Amounts falling due within one year:	2019 £	2018 £
Trade creditors	161	1,425
Accruals	980	500
Deposits	80	20
Taxation and Social Security Costs - PAYE	840	1,131
Deferred income - grants and donations received in advance	11,216	25,424
Pension Control	180	-
	<u>13,456</u>	<u>28,499</u>

11. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2019, the Charity had annual commitments under non-cancellable operating leases as set out below:

Commitments under operating leases	2019	2018
Expiring after more than 5 years	6,000	6,000

12. ANALYSIS OF MOVEMENT IN FUND

Total Funds	At 1/4/18	Incoming	Outgoing	At 31/3/19
Analysis of Movement in Funds	£	£	£	£
Restricted				
LB Waltham Forest				
Capital (a)	1,093	-	(1,093)	-
Revenue (a)	-	2,369	(2,369)	-
St James Big Local (b)	-	14,568	(14,568)	-
St James Big Local youth activities (c)	-	2,220	(2,220)	-
Tudor Trust (d)	894	18,750	(19,644)	-
Total Restricted Funds	1,987	37,906	(39,893)	-
Unrestricted				
Designated Emergencies (e)	5,000	-	-	5,000
Designated Dilapidations (f)	3,500	-	-	3,500
General	68,387	77,828	(72,498)	74,718
Total Unrestricted Funds	77,817	77,828	(72,498)	83,218
Total Funds	79,874	115,735	(112,391)	83,218

(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. Revenue relates to small grants for specific projects. (b) Aviva funding for the Kids Art Club.

(b) St James Big Local - Funding for community development of three different projects

(c) St James Big Local Youth Activities - Funding for a young people's Chill Out Zone

(d) Tudor Trust - Funding for Business Development including Business Development Manager post

(e) 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.

(f) 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.