THE MILL @ COPPERMILL

England & Wales · Charity number 1143365

Details

Other names	THE MILL; THE HUB
Status	Registered
Legal form	Charitable company
Company number	07596426
Registered	2011-08-15
Register	View on the Charity Commission register

Contact

Address	7-11 Coppermill Lane London E17 7HA
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Website	https://themille17.org

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Activities

Objects: THE OBJECTS OF THE MILL @ COPPERMILL ARE:1. 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; AND2. 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. FOR THE PURPOSE OF THIS CLAUSE 'SOCIALLY EXCLUDED' MEANS BEING EXCLUDED FROM SOCIETY, OR PARTS OF SOCIETY, INCLUDING AS A RESULT OF ONE OF MORE OF THE FOLLOWING FACTORS: UNEMPLOYMENT; FINANCIAL HARDSHIP; YOUTH OR OLD AGE; ILL HEALTH (PHYSICAL OR MENTAL); SUBSTANCE ABUSE OR DEPENDENCY INCLUDING ALCOHOL AND DRUGS; DISCRIMINATION ON THE GROUNDS OF SEX, RACE, DISABILITY, ETHNIC ORIGIN, RELIGION, BELIEF, CREED, SEXUAL ORIENTATION OR GENDER RE-ASSIGNMENT; POOR EDUCATIONAL OR SKILLS ATTAINMENT; RELATIONSHIP AND FAMILY BREAKDOWN; POOR HOUSING (THAT IS HOUSING THAT DOES NOT MEET BASIC HABITABLE STANDARDS; CRIME (EITHER AS A VICTIM OF CRIME OR AS AN OFFENDER REHABILITATING INTO SOCIETY).

Activities: The Mill has a welcoming reception and a living room, children's room, honesty library and public toilets that are free for all to use. Between 200 and 300 people visit The Mill each week. 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.

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Arts/culture/heritage/science, Economic/community Development/employment, Recreation
- **Who:** The General Public/mankind

Geography

- Waltham Forest

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£136,161	£138,514	-	-
2024-03-31	£116,697	£155,249	-	-
2023-03-31	£119,957	£135,942	-	-
2022-03-31	£151,215	£125,576	-	-
2021-03-31	£168,881	£109,594	-	-

Trustees

Name	Role	Appointed
Sharon Adele Goldman	Chair	2022-05-02
ANTHONY RICHARD BENNETT		2019-07-09
Bashirat Wuraola Lawal		2023-11-09
Helen Pennant Phillips Hunte		2025-05-06
John MacMahon		2022-05-02
Pui Fong Julie Cheng		2023-07-11
Tolani Gbemisola Oyesanya		2023-09-25

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THE MILL @ COPPERMILL

England & Wales - Charity number 1143365

Accounts



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The Mill
*People making things happen

Directors' report & financial statements

2024/25

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Reference & administrative information

Registered charity name:
THE MILL @ COPPERMILL

Charity No:
1143365

Registered office:
7–11 Coppermill Lane, London E17 7HA

Company Reg. No:
07596426

Directors

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


Mr Richard Bennett


Ms Sharon Goldman


Ms Bashirat Lawal


Ms Alison Griffin


Ms Tolani Oyesanya


Mr John MacMahon


Ms Pui (Julie) Cheng


Ms Leanne Wightman (to 12 June 2024)



Directors' report

Directors' report



Introduction

The directors and trustees present their report and financial statements of the charitable company for the year ending 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out on page 33 and comply 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).

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 the law and best practice. The memorandum and articles of association lay out the 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

Chair's report



Richard Bennett

Chair of trustees

We are pleased to note that this year showed a continued steady growth in activity at The Mill. Alongside more drop-in users of the Living Room, Children's Room and Honesty Library, the number and range of groups being run by and for our community also grew. It is hugely rewarding to see (and be part of) so many people creating and participating in such a wonderful range of activities, and we're very proud of the contribution this makes to the community's collective and individual wellbeing.

Our regular 'in-house' groups – Knitters, Sociable Sewers, Scrabblers, Book Clubbers and others – were surrounded by a growing mix of other Mill users, from parents, carers and toddlers in the Children's Room to Bollywood dancers, sapphic creative writers, neurodiversity clubbers, singers, readers, quizzers, youth clubbers, laptop repairers, card players, artists - young and old. Many others also took part in various groups, visited the Honesty Library, or simply popped in for a coffee and a chat.

All of these and more form the richness of The Mill, which we're proud to call the community's living room.

This report outlines the many special events, groups and activities hosted by The Mill during the year; their diversity is a testament to the mutual support and activism of so many people in our community.

Our Grow Your Idea scheme continued to provide support to members of the community with great ideas for projects and groups. Our community centre is only as good as the people who make things happen here. We see our role as the space where people are encouraged to take the initiative and put forward their ideas, organising and running activities, with support where needed. This enables many people in our community to contribute to making Walthamstow a better place for themselves and their neighbours.

We were pleased, once again, to participate in the Borough's response to the cost of living crisis, by being one of several providers of a Community Living Room. Our space is always available for drop-in by those wanting company, warmth or a quiet corner; a grant from the council enabled us to add to the resources and activities they could use, and we were pleased that these were very well used, and brought in new participants to other activities.

We are enormously grateful to our volunteers and staff for their creativity and care in enabling all this. We are consistently told, in our surveys and more informal conversations, that The Mill is a hugely welcoming place to visit, and this is down to the smiles and ready engagement of all our people, as old friends and newcomers cross the threshold. There was just one change to our team of staff and freelancers during the year, and while we said farewell to a few volunteers, we were pleased to welcome more new volunteers. We estimate that our volunteers contributed a staggering 14,000 hours to making The Mill run effectively; we are very proud to be truly volunteer-run.

Our Build The Mill Steering Group worked with external experts and professionals, as well as members of our community, to revise and refine our plans to overhaul our much-loved but tired old building. However, the main prospective source of funds for renovating The Mill was suspended during the General Election campaign, and then closed down by the new government. We have had to change our approach to resourcing the overhaul, seeking smaller amounts from a wider range of donors and doing things in a more piecemeal way. After the amount of work that went into the planning, this is very disappointing, but we remain hopeful that the downstairs spaces – those used by the community – will be improved in the coming couple of years.

This year we set off on the implementation of our refreshed Strategy. The Planning Together process involved many members of our community in identifying our core purpose and goals, and enabling us to identify priorities for the coming years. The new Strategy is now shaping our on-going planning and search for resources, and enables us to prioritise clearly as we move forward. This Directors' Report is now shaped to reflect these priorities.

Incorporated into all aspects of the Strategy, and integral to its approach, is the important work we have done to review and plan for our capacity to reflect the diversity of Walthamstow's community and ensure inclusion in all that we do. A wide range of plans are included in the Strategy, and these will be used to continue to strengthen and enhance our work with the community. We have continued our regular Mill Meet-Up sessions, which enable us to involve people from across The Mill's volunteers and user groups to contribute to plans and developments and to strengthen our work.

We are immensely grateful for the generous support of a range of donors during the year. A complete list appears in this report, but a special mention should be made to the London Borough of Waltham Forest for a number of grants, Clarion Futures, the North London Waste Authority, the National Lottery Community Fund, and Warburton community grants.

The Trustees continued to ensure that we had full oversight of our financial and legal obligations, managed our risks responsibly, and provided appropriate support to The Mill's staff and volunteers. We met monthly, face-to-face, continuing to strengthen our interactions and build the team. We welcomed new Trustees while sadly saying goodbye to others; all have been, and continue to be, excellent contributors to our governance, functioning as a collective Board as well as supporting Management and Steering Groups, or acting as Officers. We are grateful for the concentration, prudence and creativity they bring to this work despite living often spectacularly busy lives.



Our people

The Trustees appreciate the contribution made by its people, without which the wonderful spirit and impact of The Mill could not be what it is.

Our small and dedicated staff team continued to provide support in running a volunteer-led organisation, supporting volunteers through the provision of a safe workplace and ensuring visitors and members of the local community can access the activities safely.

We welcomed two new freelancers to the team; Helen Emara and Alastair Ball after Andrew Murray and Helen Hunte left to take up new roles.

Our People group continued to review and improve our HR Policies and procedures, updating existing policies and introducing new ones as required.



Employees And freelancers

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

Natasha McFadzean
Centre Manager

Victoria Bureyko
Administration Officer

Kim Dexter
Community Organiser

Richard Ling
Communications Coordinator

Helen Hunte
Fundraising & Development Associate (until November 2024)

Alastair Ball
Grants Fundraiser (from November 2024)

Andrew Murray
Finance Officer (until July 2024)

Helen Emara
Finance Officer (from June 2024)

Our strategy 2023-2033



Our strategy

2023-2033

Our vision is of a resilient, thriving community, and our mission is to provide a welcoming, positive and inclusive space at the heart of the area. We work as part of the community to make this happen.

The new strategy has given us the space to think creatively about how we create impact now, our future ambitions for growing impact and the practical steps we need to take over the next ten years. This section is split in two; the first focuses on the impact areas in our theory of change, this is where you can find out about how The Mill and its people have been making things happen this year. The second section looks at the progress The Mill as an organisation has made towards achieving the priorities and goals set out in our five year plan.

Our impact

All of our groups, projects, events and activities are developed by local people who want to provide inclusive opportunities for the benefit of the community, this is the heart of The Mill. This is the second year of our journey towards creating space, systems and organisational culture to capture and communicate our impact, and we are proud of the work that The Mill has done collectively to take steps forward with this during this year. In this section, we will share how people have made things happen and how we think these activities make a contribution to the three impact areas shown in the diagram which surround our overarching vision at the heart.

Our community centre is only as good as the people who keep it going and make things happen. With asset-based community development values at the forefront of our activities and operations, we see our role in the community as a place where people are encouraged to take the initiative and put forward their ideas, and a space to organise and run projects and schemes which facilitate our values to give back to the community. See overleaf for the highlights of what we have done this year as part of our 'flagship projects' as well as groups and activities. You can also find some key statistics on page 29, which tell the story of overall visitors to The Mill.

A resilient, thriving community at the heart of Walthamstow

A community where people grow and build resilience

An active people led community

A welcoming & connected community inclusive of everyone



Our five year plan 2023-2028



Our five year plan

Our five year plan includes five Development Priorities (DPs) identified by staff, trustees and volunteers, which guide our operations and enabling activity.

Overleaf is a summary of our progress against the Development Priorities this year. Each Development Priority has a set of goals agreed by Mill People and Trustees which we will work towards between now and March 2028. We have been able to take steps forward with many of our goals this year. Other goals we have planned activities for in the latter years of our Five Year Plan.



The Mill offers a wonderful, well-maintained space with a friendly and inclusive atmosphere. It's a hub for the local community.

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DP1

Build a strong, representative network of local connections

DP2

Clearer and more meaningful communications

DP3

Strengthen and grow a diverse volunteer community

DP4

Make 'Build The Mill' happen

DP5

Prove and improve

DPI: Build a strong, representative network of local connections



The Mill has a very active and engaged network of connections but we want to further build and strengthen the network to reach more people in our community, who we can help to make things happen for themselves and their community. During this year we have made progress on the following goals.

A wider, more diverse range of people visit and are involved at The Mill

Our Equality, Diversity and Inclusion (EDI) review produced an action plan which helped us to prepare for the changes we need to make to bring in a wider, more diverse range of people to The Mill. Volunteers led on popular events which included our winter event, quiz night and plant sale. Repair cafes continued, which attracted a new demographic of older men to The Mill. Two new neurodiverse groups began at The Mill and Stories and Supper enabled residents with a refugee background to share their experiences with others.

Our Community Living Room activities continued to encourage a growing range of new users of our facilities to cross the threshold for the first time. See our section on The Mill in numbers on page 29 for further information.

A wider, more diverse range of activities happen at The Mill that reflect our community

We have been sharing our leaflets and posters in local community spaces and noticeboards and reached out to some of these spaces in an effort to reach more diverse audiences, identifying places like Blackhorse Road Baptist Church (also home to Waltham Forest Migrant Action) as spots to further share about The Mill. On social media, we have connected and sought support from many local businesses and influencers, successfully building relationships with the likes of Afrobbean Kitchen, WIILMA and Waltham Forest Women's Network, who regularly share about our volunteer opportunities and happenings at The Mill.



DP1: Build a strong, representative network of local connections



Develop a range of external partnerships, increasing access into The Mill

We have started what we hope will be a new partnership with Soho Theatre in the build-up to its opening of Soho Theatre Walthamstow, after they ran workshops at The Mill following a consultation with us on reaching our regular users. We also hold a continued partnership with Forest Fixers delivering workshops for fixers and the general public at The Mill and have strengthened relationships with several local businesses through our targeted fundraising drives; our collaboration with NBAM CIC, a tenant of The Mill which also delivers important creative workshops for neurodiverse members of our community; The Fermentarium CIC is also a valued regular partner. We are conscious that the more proactive approach to developing new partnerships, embedded in our strategy, requires increased investment of staff time, and have begun the process of securing resources to enable this.

Influence local decision making through being part of a consistent, collective voice with other voluntary sector organisations

Throughout the year, The Mill has made a significant contribution to efforts to create a new Council for Voluntary Service (CVS) in Waltham Forest. The Mill provided a Co-Chair for the Transition Board developing the CVS, working closely with a range of other voluntary and community organisations in supporting the CVS's design and planning. By the end of the year, we were contributing to Charity Commission registrations, and to the selection and interviewing processes for the first CVS staff. This investment of The Mill's time is in the expectation that, with a new CVS in place, we can be an effective part of its work, including the development of a clear collective voice for the sector.



DP2: Clearer and more meaningful communications

The Mill makes a positive difference to people and the community. We're committed to sharing this impact in consistent and meaningful ways. Aiming to reach, inspire, and engage people of all kinds across Walthamstow and beyond.

This year, we ran two campaigns **'Fund The Mill' and 'Raise The Roof'.** These campaigns gave us the opportunity to highlight not only our impact but also that we are a much-loved and needed community space. Bringing to life stories from volunteers, users, local supporters and businesses, and turning this into generous donations in support of The Mill.

Expand The Mill's capacity and effectiveness in doing external communications

We expanded our visual storytelling by recruiting volunteer photographers, helping us grow our photography library. This enabled us to capture more up-to-date images of longstanding groups and community events such as the Plant Sale. Sharing these fresh images on social media boosted engagement, with our community responding positively to seeing familiar faces and activities.

Our **'Raise The Roof' Crowdfunder prize draw campaign** invited support from the local community to help fund essential repairs to The Mill's roof. With contributions from 14 local businesses who donated prizes, and generous donations from visitors and local residents, the campaign raised **£2,745**. This success was celebrated in the local press and amplified by local influencers on social media, highlighting the strength of our community connections. Furthering our ability to turn storytelling into meaningful action.

Better understand and address the specific needs and barriers to engaging with The Mill from its local communities

This has not been a development focus this year. However, we have celebrated the success of groups like Lez Get Writing, Tapping Workshop (for parents/carers with disabled children), Neurodiversity Social Club, Bollywood Fitness and Chair Fit (for all ages and abilities),. The 'Heroes' exhibition also included people of diverse heritage including Benjamin Zephanyr, Queen Elizabeth II, Morgan Freeman and Malala Yousafzai. Further reaffirming The Mill as being a safe and inclusive place for everyone, and importantly open to other groups in the area.



DP2: Clearer and more meaningful communications



Improve The Mill's materials and communications content to meet all of our audiences' needs

Following last year's website restructure, we have continued to refine copy on key pages to be more succinct and easy to read. More comprehensive data is being tracked across The Mill's website, Google Adwords, Mailchimp and social media channels. We are looking at how to establish more useful longer term benchmarks in order to show progress beyond the monthly data recorded.

Website users and Instagram showed the most significant growth, with Instagram reach increasing by 266% and website users rising by 33%. This can be attributed to more engaging content, an increase in the number of Reels shared and improved visuals which get more traction. The 'Raise The Roof' prize draw campaign also saw many businesses as well as supporters sharing about the campaign, reaching a wider audience and growing awareness. Along with other efforts and happenings at The Mill like the E17 Arts Trail, increasing visits to The Mill's website. Mailchimp subscriber numbers remained relatively stable, while email engagement improved with a 7% rise in open rates showing that audiences are interested in what's happening at The Mill and the campaigns we run. Facebook also remains a stable comms channel.

Website	2023-24	2024-25	Change
Users	15,133	20,101	33%
Total Page Views	57,595	59,393	3%
Facebook	**2023-24**	**2024-25**	**Change**
Page Followers	2,979	3009	1%
Reach	29,144	29,857	2%
Instagram	**2023-24**	**2024-25**	**Change**
Followers	3182	3790	19%
Reach	5931	21,698	266%
Mailing Lists	**Mill News (Jan 2023)**	**Mill News (Jan 2024)**	**Growth**
Subscribers Mill News	1022	1000	-2%
Average Open Rate Mill News	34.40%	41.00%	7%
Subscribers artworks	259	273	5%

DP3: Strengthen and grow a diverse volunteer community



This year we welcomed 22 new volunteers

Volunteers are a crucial part of keeping The Mill running and making things happen within the building. We recognise the importance of the contribution that volunteers make and that they have important insights and ideas that will help us to continue to develop and grow. Our goals are about us working more closely with a diverse and growing group of volunteers and we share how we are working towards each goal below.

Opportunities for volunteers to participate in decision making at The Mill

The revised version of our yearly volunteer survey has provided more opportunity for volunteers to have an input about their volunteering and decisions made around this. In addition to this, The Mill Meet Up met four times during the year, bringing together volunteers and Mill users to learn more about how The Mill works, and find out about future plans. Here, they can meet others, share information, ask questions and make suggestions, giving our volunteers the knowledge needed for informed decision making in the future. Topics for group discussion in this year have included plans for the building, how to promote The Mill, events, fundraising, and the role of trustees.

Have a wider range of opportunities and roles for people to get involved

We continued to work with volunteers to harness and develop their skills and talents and create opportunities for participation. The Mill recognises that volunteering is an individual choice and that volunteers often like to have more agency about how they make a difference in their community, and when and how they volunteer. With this in mind we have developed and expanded our volunteering roles by offering one off volunteering opportunities for people who are time poor but keen to contribute something to their community. These micro volunteering sessions have included a Magic show, Self portrait drawing and a talk on local wildlife.



DP3: Strengthen and grow a diverse volunteer community

Understand our volunteers' strengths, interests and skills and what support our volunteers need.

This year, we updated the format of our yearly volunteer survey to help us understand our volunteers' motivations and support needs more thoroughly. As a result of these changes, we have been better able to identify training and support by offering extra training in IT, dealing with challenging situations and bystander training. We have done a considerable amount of work around Safeguarding training so that our volunteers feel supported and confident in ensuring that they keep themselves and others safe whilst volunteering at The Mill. We have also offered one-to-one and group support for those volunteers who request it.



Some responses to the question of what people like about volunteering at The Mill from the Volunteer survey

"Being part of the team that keeps The Mill going, having a responsible and interesting role".

"Being around such a positive and welcoming bunch of people gives me a lift"

"I have made friends amongst staff and other volunteers. And - I am able to help others in the local community when I am on reception. I know The Mill is much valued by the local community, and I am pleased that I make a contribution to this. I am also pleased to be part of the Art Works Team - as The Mill is very well known, and valued, as major contributor to creative activities in Waltham Forest"

A diverse and engaged volunteer group

We have continued to work to our Equality, Diversity and Inclusion (EDI) action plan by making some of the changes suggested there. For example: improving support for disabled volunteers to include travel costs and sharing our call out for volunteers with a wider range of local organisations using promotional materials that reflect the diversity of our community. We have also developed new, more flexible volunteer roles which has increased the diversity of our volunteer pool. We have responded to the needs and wishes of our community by using our learning from the results of our snapshot survey to guide our decision-making about what happens at The Mill.

DP4: Make 'Build The Mill' happen

Our building is our most important resource: it is 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.

We have made progress with our refurbishment project

Last year, we made considerable progress with our capital refurbishment project. Our project steering group, made up of staff, trustees and expert volunteers (structural engineer and retired architect) appointed a new architect, John Stack, to further refine the plans. With the support of Locality, through the UK Government's Community Ownership Fund Support Programme, the steering group commissioned a range of essential surveys and an up to date cost plan and agreed an overall refurbishment plan.

However, the onset of a general election and change of government resulted in the abandonment of the Community Ownership Fund before The Mill was able to complete the application process. This has been a major setback for our refurbishment project, as the Fund was seen as the primary source of resources to kick-start other fund sourcing. We have had to rethink our resourcing approach to this much-needed project.

Fortunately, by the end of the year, we had secured funding from the National Lottery's Awards For All fund, for some essential repairs to the flat roof at the rear of the building. This will also enable a refreshed look for the Garden Room and Meeting Room, making both significantly more attractive for users; we hope that this will result in increased room hire rates.

Community and stakeholders have buy in

The Mill Meet Up group discuss accessibility requirements and other key features of the refurbishment, providing important feedback that has helped with the details of design, including the need for more accessible toilets, an automatic entrance door, a designated buggy park, more comfortable furniture, better kitchen facilities and storage. We would like to thank all groups for sharing their valuable thoughts in insights.

We have started to think about how we measure how changes to the building will improve diversity and inclusion of beneficiaries

During this time, we have worked together with staff and volunteers leading Prove and Improve at The Mill to develop approaches to data collection which will enable us to measure impact of the changes to the building on our existing and future beneficiaries.

We have worked towards achieving our funding targets

The realisation of the project is dependent on significant funding. We have done substantial work on the capital components for another grant funding proposal, which will be decided in 2025/26. If successful, this would enable delivery of almost all of our original plans for ground-floor refurbishment. Finding resources for rationalising office spaces for rent upstairs remains a considerable challenge.



DP5: Prove and improve

We are committed to developing and improving

our impact practice and recognise that as well as practical tasks such as reviewing our data collection approaches, we also need to create a learning culture across The Mill. We have taken initial steps forward in the first year.

We are being continually curious about what The Mill and the local community does so that we can all learn and change where needed.

We reviewed and made changes to the volunteer survey. We did this with the theory of change and evaluation framework in mind while in consultation with our Community Organiser as the staff lead in charge of the volunteer survey.

We are working towards creating evaluation tools and processes that are right for The Mill and the infrastructure and confidence needed to implement them.

We completed a data collection tools review and worked with the DP3 group to review the Volunteer Survey and make improvements to it.

We are working towards routinely evaluating our impact across our priority areas.

The staff, trustees and volunteers steered by the strategy group have worked on developing a delivery plan for each of our five DPs which is one of the ways in which we are creating a learning culture. Each DP has a group of individuals responsible for planning and delivery with representation from a member of staff, a trustee and volunteer in each. The plans will enable us to continuously learn and develop.

Share what we learn from our evaluation with internal and external stakeholders even if we find that something didn't work.

We shared the results of the volunteer survey, showing where changes linked to wider volunteering research had been made with the staff and trustees team.





Flagship projects

Flagship projects

Grow Your Idea

Since we opened our doors, one of our missions' has been to support local groups and individuals to grow, through our Grow Your Idea community competition. We have continued to run this popular programme providing opportunities and support for local people/entrepreneurs to get involved by using their interests and specialist skills to run short term group activities. Grow Your Idea puts into practice what The Mill is all about: supporting and encouraging people to put forward their ideas for activities and events that benefit the local community and to take action to make them a reality. These projects have offered participants a wide range of creative and wellbeing workshops throughout the year, with many of these projects continuing to benefit the community beyond the GYI period.

Examples of Grow Your Idea projects this year:

Singing for Fun

An informal group for anyone who enjoys singing.

Pilates

Free pilates classes to foster a deeper connection between mind and body.

Friday Calm Collective

Breathwork classes to support mental and emotional wellbeing.

Make Your Mark

Weekly drawing classes for all abilities, to relax, learn, focus and get creative.

Lez Get Writing

A friendly and welcoming sapphic writing group.

"The support was great – it was really helpful to talk my plan through with Kim, and to have the practical support with room hire, marketing and general procedures. It felt just right to me – I was given space to manage my project myself, but plenty of infrastructure, support, and guidance."

Lez Get Writing



Art Works

The visual arts are at the heart of creative activity at The Mill. From the start, the Art Works volunteer team of creatives has planned and delivered a wide-ranging annual programme of events and activities. Central to this is a commitment to inclusion in its widest sense: inviting local people of all ages, abilities and from across our diverse community to take part in creating art together with others.

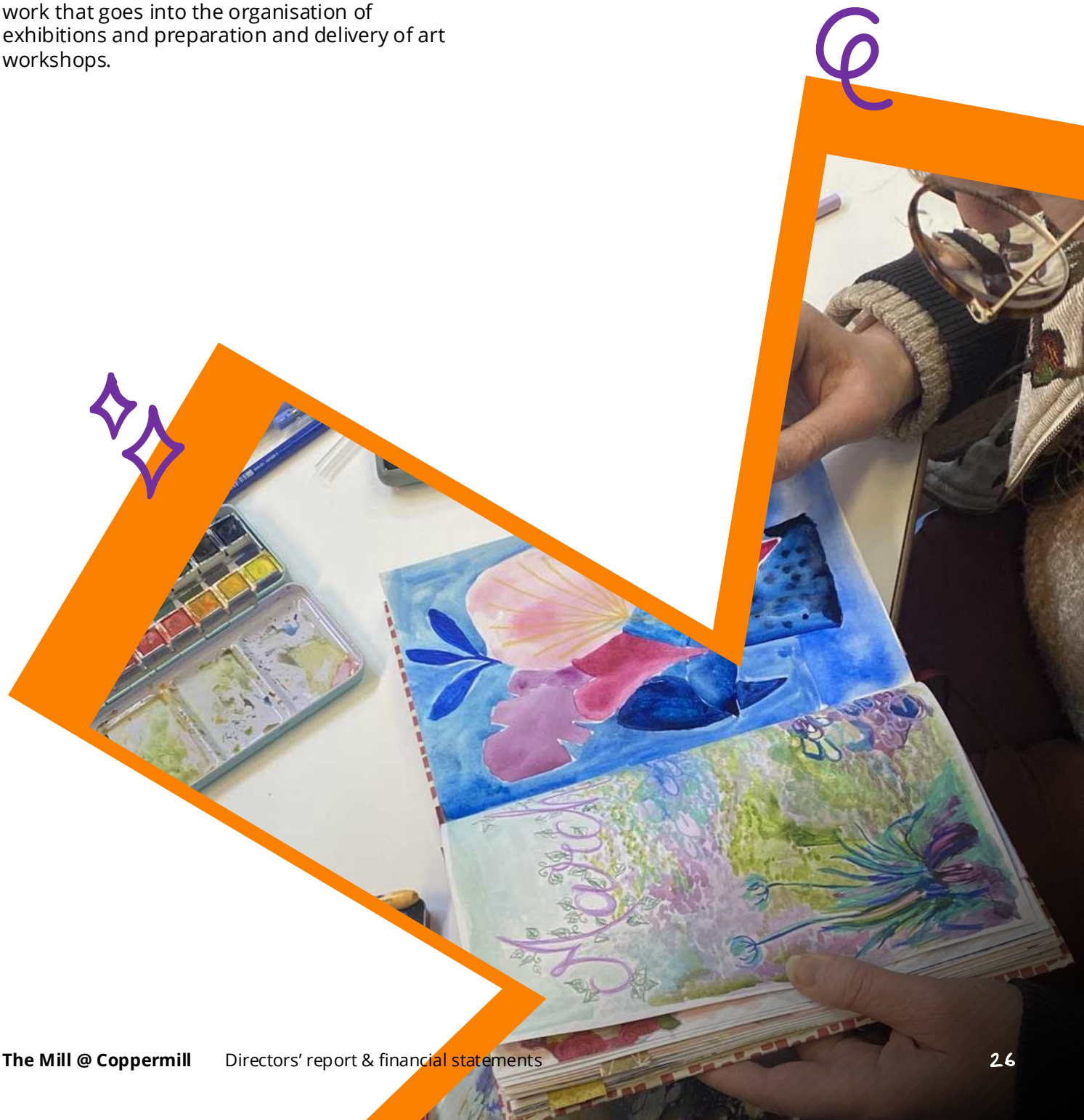
This volunteer led group curated six exhibitions over the year, led art workshops for children during term time and a weekly Sunday drawing group further raised £2,418 for The Mill through activity donations.

The Mill is grateful to all volunteers for the hard work that goes into the organisation of exhibitions and preparation and delivery of art workshops.

Community Living Room

Funding from the London Borough of Waltham Forest contributed to the core costs of keeping the Community Living Room and The Mill going between October 2024 and March 2025. Funding was given for utilities so that we could continue to be a warm space. In addition, we received funding for newspapers and refreshments.

Over 5,420 visitors between 23rd November 2024 and 31st March 2025 benefited from the Community Living Room.



Groups and activities



The Neurodiversity Social Club

A free-to-attend parent/carer-led group of Waltham Forest residents with neurodiverse young people aged 10-17, now into its third year - this club was set up through Grow Your Idea in 2022. Most of the young people have a diagnosis of autism, ADHD, dyspraxia, dyslexia, etc. and are attending mainstream school and finding it difficult. Through peer and parental support, the social club aims to build community and encourage friendships in a safe and understanding space, encouraging interaction using simple board/table-top games, The club meets monthly with 20-25 attendees.



Eco Tots

Walthamstow Eco Tots - a group for parents concerned about the climate crisis. Open to anyone with a child under 2, the group met once a month to enjoy fun with their small children whilst sharing knowledge and ideas about how to create a more sustainable world for children everywhere. A themed swap and share took place each month alongside a monthly focus, sometimes with speakers, for example, a green cleaning workshop!

Lez Get Writing

Lez Get Writing started at The Mill in September with support from The Mill's Grow Your Idea scheme. A monthly creative writing workshop for lesbians and bisexual women, trans and non-binary people. Newcomers and experienced writers were invited to spend time together in a supportive, sapphic writing workshop. With each session offering a mix of quiet time to write and chances to reflect and connect. After the initial 3 sessions, Emma, the group leader, joined The Mill's volunteer team and enrolled as a volunteer.

"Emma always brings inventive ways of getting us to flex our creative muscles and get writing."

"I liked how unjudged I felt during this session – everyone is so welcoming, open, and supportive of each other."

"Thank you so much – this has been the best pay what you can activity I have ever attended."



Other projects at The Mill

Magic, Myths and Miracles



Neesha Badhan Arts Management CIC is a not-for-profit organisation rooted in the belief that creativity can transform lives and communities and it has a long history of running programmes at The Mill. With sessions funded by the National Lottery Community Fund, it brought people together to explore art, challenge perceptions and spark creativity. Participants experimented with different styles and themes, focusing on the joy of the creative process, with each session providing a safe and inclusive space for adults with disabilities to connect, express themselves and discover the magic in making art. The project culminated in a public exhibition showcasing the participants work and celebrating their creativity.



Repair Cafe

Partnering with The Mill, The Forest Fixers received further funding from The North London Waste Authority to continue to develop and promote repair in Waltham Forest, diverting broken electrical appliances from the waste stream by training and developing a team of fixers.

Six repair cafes were held at The Mill and 8 pop-up repair cafes were held at other venues across the borough. There was an average of 5 fixers and 10 guests at each cafe. Over 207 appliances were assessed (at Repair Cafes and skill-sharing sessions), exceeding their target of at least 70 appliances.

The original target to fix at least 40 appliances was smashed with more than 100 appliances fixed, preventing 291kg of waste and saving 3753kg of CO2 from being discharged into the atmosphere (statistics from Restarters.net).

The increasing speed at which the repair cafes get booked up indicates that many people are now saving their broken appliances for the next repair café, rather than throwing them away.

Chill Out/Open Doors Club

Free drop-in sessions for children aged 10–16 who live in the St. James Street Big Local area. Established in March 2019, this popular group received funding from The National Lottery Awards for All, delivered through the Waltham Forest Arts in Education Network (WFAEN) to continue providing a much needed hang out space and weekly activities.



The Mill in numbers

Visits

The data shows how many people used our free spaces. This data was collected to provide information to the London Borough of Waltham Forest and Clarion who funded The Mill to be a warm space. This data does not include people who came to The Mill to attend a paid for activity such as a children's class, foreign language lesson etc.

The data was collected by reception volunteers who used a tally chart to count how many people came into The Mill and which part of our space they used the most. This means that someone who primarily came to use the Children's Room would have been counted under the Children's Room tally even if they also used the Living Room and/or other spaces.

Month/Year	Living Room	Children's Room	Honesty Library	Other	Total
November	86	165	12	88	351
December	333	458	27	134	952
January	377	641	55	259	1,332
February	405	720	66	264	1,455
March	451	505	64	310	1,330
TOTAL	**1,652**	**2,489**	**224**	**1,055**	**5,420**

This data shows us that there was an average of 56 visitors per day using our free spaces only with more visiting on weekdays than on the weekends (partly due to shorter opening hours at the weekend). Visitors attending pre planned activities and groups have not been recorded in this data.

In May 2024, we held a snapshot survey during one week.

We counted 616 people came through the doors in one week and 245 questionnaires were completed.



We found that:

Saturday was the most popular day to visit (during that week, we had a fundraising plant sale)

The most **popular reason** to visit was to attend an activity

Our most **regular visitors** are families (34%), retirees (22%), and women (69%) with **18 different languages spoken**

The main **benefit of visiting** The Mill is to meet and connect with other people

18.37% of visitors have a disability, impairment or long-term health condition

46% of visitors said that they **visit at least once or twice a week**

34% of visitors have been coming to The Mill for **more than 5 years**

Fundraising

This year we are delighted to thank the many trusts and foundations whose generous support has enabled The Mill to thrive. Grants have made possible a wide range of projects, from creative arts programmes to practical community initiatives, as well as vital contributions towards our core running costs.

We would like to thank:

North London Waste Authority for funding the repair cafes.

Clarion Futures and London Borough of Waltham Forest for supporting the Warm Welcome project.

National Lottery Community Fund who gave a grant to the Raise the Roof campaign.

Warburtons Community Grants who supported the Community Living Room.

With the support of these organisations and a number of smaller funders, we have been able to continue offering free, welcoming and inclusive spaces for local people.

In addition to project funding, several funders made unrestricted or core cost contributions, which are especially valuable in keeping The Mill open and accessible to all. We are particularly grateful for the substantial grant received from **Garfield Weston Foundation**, which supported our ongoing running costs, and to **Leathersellers' Foundation and Yorkshire Building Society** who recognised the importance of supporting our day-to-day operations.

We would also like to thank our Friends of The Mill and individual supporters, whose regular and one-off donations provide a steady source of unrestricted income. Every gift, large or small, helps us sustain this much-loved community hub in Walthamstow.



Financial review



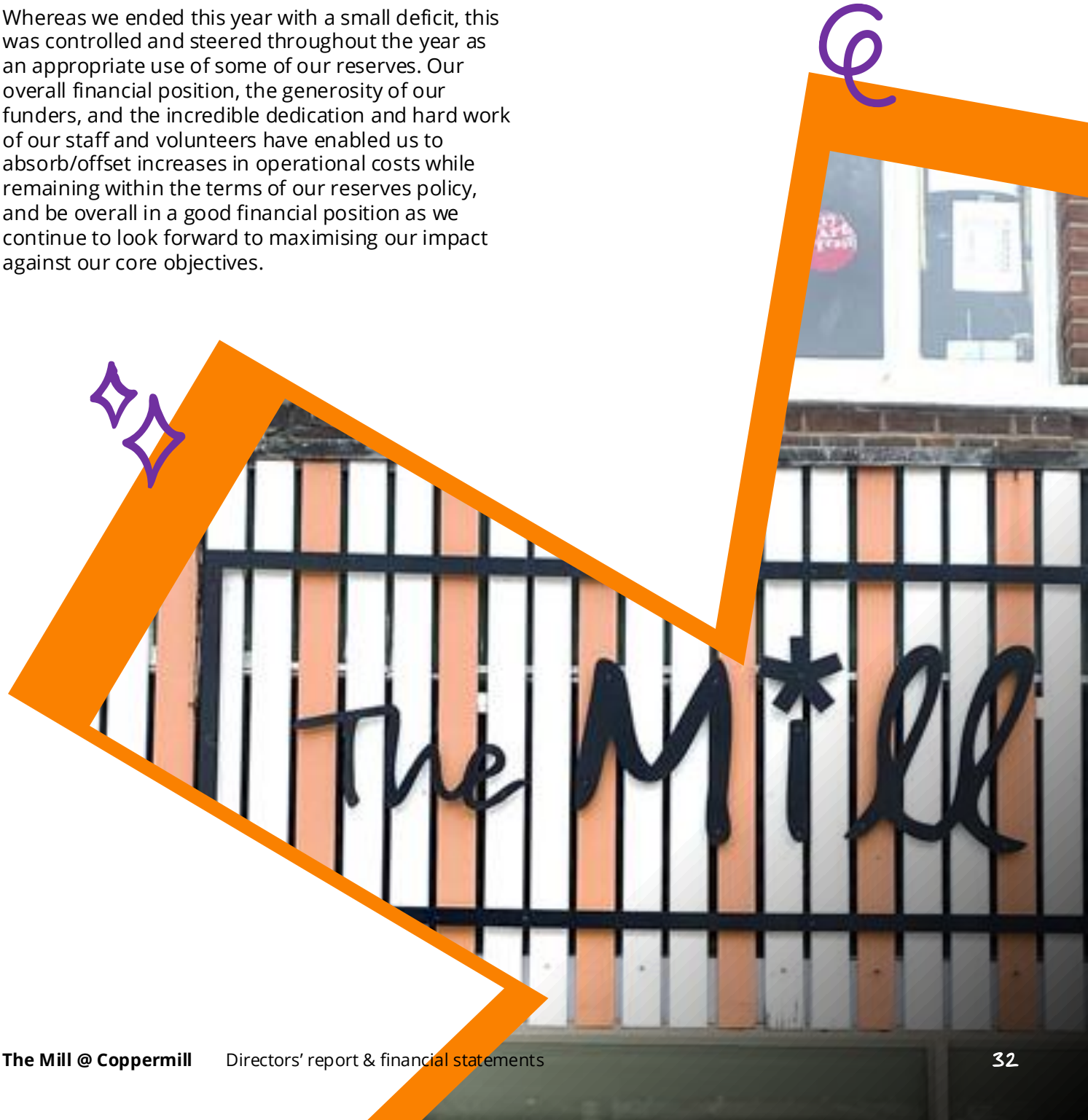
Financial review

Summary

In the year 2024-2025, the charitable company had a total income of £136,161 (2023-24: £116,697), and a total expenditure of £138,514 (2023-24: £155,249). There was a deficit of £2,354 (2023-24 was a deficit of £38,551).

The 2024/25 financial year was a successful year of fundraising, business development, and operations, in what proved to be continuing challenging economic conditions for The Mill and our community.

Whereas we ended this year with a small deficit, this was controlled and steered throughout the year as an appropriate use of some of our reserves. Our overall financial position, the generosity of our funders, and the incredible dedication and hard work of our staff and volunteers have enabled us to absorb/offset increases in operational costs while remaining within the terms of our reserves policy, and be overall in a good financial position as we continue to look forward to maximising our impact against our core objectives.



Financial review

Funds and reserves

Total funds carried forward at the end of this year were £98,276 (for the year 2023-2024 the total was £100,630). This comprised of £20,950 restricted funds and £77,326 unrestricted funds, of which £8,500 were designated reserves and £47,326 were general reserves (for the year 2023-2024 there were £12,885 restricted funds and £87,745 unrestricted funds of which £74,366 were designated and £13,379 were general reserves).

Reserves policy & financial sustainability

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

- The trustees believe that, in order to remain financially secure and viable, they should seek to hold three to six 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. In previous years, The Mill has at times exceeded its reserves target due to the support it has received through donations together with a successful business development focus on increasing earned income and pursuing a diverse range of income streams, enabling the trustees to invest some of the reserves in projects that have both delivered the strategic aims of The Mill for our beneficiaries and helped to secure long term sustainability.
- Since 2019, alongside delivering the work of the charity, a designated reserve equivalent to six months operating costs was also created, in anticipation of proposed building development works (Build The Mill) that would have reduced the operational capacity of the building for up to 3-6 months. As covered in the DP4 section, the approach to Build The Mill has changed, as such currently do not have a requirement for the "Build the Mill reserve", the funds allocated to this have now been incorporated into our undesignated reserves.

The free, undesignated reserves at the end of the year were £47,326 (2023-2024: £13,379), which supports between three and six months of core running costs.

Our reserves position continues to have the attention of the Trustees and of staff, recognising The Mill's need to continue to be prudent with spend, and to continue to monitor our reserves going forward. In addition, "The Mill Financial Sustainability Group" was formed to help ensure The Mill:

- Maximises and seeks to diversify its earned income (and other sources of unrestricted income)
- Maximises and seeks to diversify fundraised income, and particularly charitable grants
- Manages its expenditure appropriately



Financial review

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 established, is regularly reviewed, and steps are taken to mitigate the risks identified. Funding risk is continuously addressed through a fundraising strategy that seeks to achieve funding spread, by monitoring reserve levels and by ensuring controls over key financial systems. The trustees engage experts to support this process, including financial accounting and reporting.

Financial

The key risks this year were largely unchanged from the previous year, namely operational, financial, community and strategic risks around inflation and rising costs. The impact of price increases and the increased challenges in securing income via fundraising continued from the previous year, this has remained the focus of trustee and staff decision making throughout the year. Careful financial management is in place with frequent review of budget and expenditure, and we are grateful for the financial expertise of our Finance Officer and our Financial Sustainability group, and our board for supplementing the work of the staff team in this regard. Given our reserves and end of year deficit, these risks will continue to be closely monitored in the coming year.

Safeguarding of vulnerable adult service users and our staff members

Our Safeguarding policy is in place and we will continue to review it regularly. We have had a focus on making sure that our volunteers are up-to-date by offering safeguarding awareness sessions and our staff continue to undergo training.

GDPR

Training has been undertaken by staff and the appropriate policies are in place. These policies are reviewed regularly and will be updated when appropriate.



Financial review

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 based on their relevant merits and abilities. 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 several 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. For every person who wants to gain new work experience, there is someone who is happy to share theirs. Some run groups and others provide a friendly face at reception, and each and every person who has volunteered and volunteers with The Mill has made a positive contribution to The Mill achieving its aims.

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



John MacMahon

(Director and Treasurer)

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

I report to the charity trustees on my examination of the accounts of The Mill @ Coppermill ("The Mill") for the year ended 31 March 2025.

Responsibilities and basis of report

As The Mill's trustees (who are also the directors of the company 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 for this year 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.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 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
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the 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 FCCA

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

Date: 03/11/2025

Signed:



Statement of financial activities (incorporating the income and expenditure account)

For the year ended 31 March 2025

	Note	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	2024 Total Funds £
Incoming resources					
Incoming resources from generated funds					
Voluntary Income	2	32,257	36,946	69,203	59,753
Activities for Generating Funds	2	14,010	-	14,010	9,984
Incoming resources from charitable activities	2	52,948		52,948	46,961
Total incoming resources	2	99,214	36,946	136,161	116,697
Resources expended					
Fundraising Costs					
Charitable Expenditure					
Community Centre Programmes	3	166,081	(28,067)	138,014	153,649
Governance Costs	3	500		500	1,600
Total resources expended		166,581	(28,067)	138,514	155,249
Net Incoming Resources					
Net Income for the Year		(67,367)	65,014	(2,354)	(38,551)
Total Funds at the start of the year		87,745	12,884	100,629	139,181
Total Funds at the end of the year		20,378	77,898	98,276	100,630

Statement of financial position

at 31 March 2025

	Note	2025 £	2024 £
Fixed Assets			
Tangible Fixed Assets	8	1,400	2,100
Current Assets			
Debtors & Prepayments	9	12,490	11,084
Bank & Cash at hand		90,856	98,357
		103,346	109,441
Creditors: amounts falling due within one year	10	(6,470)	(10,911)
Net current assets		96,876	98,530
Net Assets	12	98,276	100,630
Funds			
Restricted Funds		20,950	12,885
Unrestricted Funds		77,326	87,745
Total Funds	12	98,276	100,630

For the year ended 31 March 2025

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 11 December 2025 and are signed on their behalf by:

RICHARD BENNETT (Chair)

JOHN MACMAHON (Treasurer)

Statement of financial position

at 31 March 2025

2. Total incoming resources

Analysis of Incoming Resources	Grant Income £	Activity Income £	Other Income £	2025 Total £	2024 Total £
Community Centre Programmes	58,446	66,957	10,757	**136,161**	116,697

	Unrestricted	Restricted	2025 Total	2024 Total
Voluntary Income	**£**	**£**	**£**	**£**
Grants & Donations				
Warm welcome LBWF - Community Living rooms		2,250	**2,250**	8,600
LBWF Community Ward Funding – St James ward (little free library)		-	**-**	125
Clarion Futures - Warm Welcome		1,705	**1,705**	5,000
Tesco - Children's Room at The Mill		-	**-**	500
Adult Art Workshop - Co-op Local Community Fund		-	**-**	2,022
Repair cafe - NLWA North London Community Fund		12,041	**12,041**	7,535
LBWF Community Chest – Beyond Appearances		-	**-**	6,722
Holiday Art Club - LBWF CWF		-	**-**	1,334
COF Revenue Support Grant		-	**-**	8,421
Leathersellers Foundation	5,000		**5,000**	-
Garfield Weston Foundation	15,000		**15,000**	-
Yorkshire Building Society	1,000		**1,000**	-
NLCF Awards for All - Raise the Roof		20,000	**20,000**	-
Co-Op Grant	500		**500**	-
Lez Get Writing		950	**950**	-
Total Grants	21,500	36,946	**58,446**	**40,258**
Other Donations	10,757	-	**10,757**	19,494
Total Voluntary Income	32,257	36,946	**69,203**	**59,753**
Activities for Generating Funds and income from Charitable Activities				
Fund Generation	14,010	-	**14,010**	9,984
Hiring Income	52,948	-	**52,948**	46,961
Total Incoming from Charitable Activities	66,957	-	**66,957**	**56,945**
Investment Income				
Bank Interest	-	-	**-**	-
Total Income	99,214	36,946	**136,161**	**116,697**

Statement of financial position

at 31 March 2025

3. Total resources expended

	Direct Costs	Support Costs	2025 Total	2024 Total
Charitable Expenditure	£	£	£	**£**
Community Centre Programmes	110,838	27,176	138,014	153,649
Total Charitable Expenditure	110,838	27,176	138,014	153,649
Governance	-	500	500	1,600
Total Costs	110,838	27,676	138,514	155,249

3(a) Governance Costs	2025	**2024**
These comprise the following:	Total	**Total**
	£	**£**
Independent Examiner's Fees	500	1,000
Professional Fees	-	600
	500	1,600

3(b) Direct Costs	2025	**2024**
	£	**£**
Fundraising Costs	8,932	2,254
Wages	70,193	69,261
Other Staff Costs	414	483
Volunteer Costs	194	661
Health & Safety	-	47
Projects & Consultancy Expenditure	28,067	50,606
Merchandise for Resale Cost	939	953
Activities Costs	1,810	1,649
Other Costs	289	281
Total Direct Costs	110,838	126,195

3(c) Support Costs	2025	**2024**
	£	**£**
Rent and Rates	7,726	6,050
Heat & Light	6,179	7,593
Printing & Stationery	146	245
Telephone & Computer Consumables	1,951	2,127
Building Maintenance & Cleaning	5,561	5,752
Insurance	995	899
General Expenses	162	143
Depreciation – Plant & Machinery	-	-
Depreciation – Fixtures & Fittings	700	700
Accountancy	3,757	3,945
Total Support Costs	27,176	27,453

Statement of financial position

at 31 March 2025

4. Expenditure analysis

	Wages £	Other £	2025 £	2024 £
Restricted				
Build the Mill		8,752	**8,752**	20,609
Grow your Idea (High St Ward Forum)		-	**-**	25
10 years on (NLCF)		-	**-**	15,619
NLCF Awards for All - Chill Out Zone		-	**-**	1,200
Warm welcome LBWF - Community Living rooms		5,017	**5,017**	5,833
Clarion Futures - Warm Welcome	955	944	**1,899**	5,000
Adult Art Workshop - Co-op Local Community Fund		2,022	**2,022**	500
Repair cafe - NLWA North London Community Fund		12,472	**12,472**	7,104
COF Revenue Support Grant		7,470	**7,470**	951
NLCF Awards for All - Raise the Roof		-	**-**	
Lez Get Writing		-	**-**	
Total Restricted	955	36,678	**37,633**	56,840
Unrestricted				
General	69,238	31,643	**100,881**	90,587
Total Unrestricted	69,238	31,643	**100,881**	90,587
Total Expenditure	70,193	68,321	138,514	155,249

Statement of financial position

at 31 March 2025

5. Net incoming resources

This is stated after charging:	2025 £	2024 £
Independent Examiner's Fees	500	1000
	500	**1,000**

6. Staff costs and emoluments

Total staff costs were as follows:	2025 £	2024 £
Gross pay	**68,219**	**67,379**
Employer's National Insurance	**-**	**-**
Employer's Pension Costs	**1,974**	**1,881**
Total	**70,193**	**69,261**

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

	2025	2024
Average number of employees during the year was:	4	4

7. Directors And Related Party Transactions

2025 £	2024 £
-	-

There were no payments made during the year to Directors and related parties (2024: nil).

8. Tangible fixed assets

	Plant and Machinery £	Fixtures and Fittings £	Total £
Cost:			
At 1 April 2024	-	2,800	2,800
Additions			-
Disposals	-		-
At 31 March 2025	-	**2,800**	**2,800**
Depreciation:			
At 1 April 2024	-	700	700
Charge for the Year		700	700
Disposals	-		-
At 31 March 2025	-	**1,400**	**1,400**
Net book value:			
At 1 April 2024	-	**2,100**	**2,100**
At 31 March 2025	-	**1,400**	**1,400**

Statement of financial position

at 31 March 2025

8. Debtors and prepayments

	2025 £	2024 £
Trade Debtors	9,886	9,375
Prepayments	2,313	1,697
Other Debtors	291	12
	12,490	**11,084**

9. Creditors

	2025 £	2024 £
Trade creditors	306	7,180
Accruals and deferred income	4,407	1,750
Deposits	815	845
Taxation and Social Security Costs	567	599
Pension	375	360
Other Creditors	-	178
	6,470	**10,911**

11. Commitments under operating leases

At 31 March 2025, the Charity had annual commitments under non-cancellable operating leases as set out below:

	2025 £	2024 £
Commitments under operating leases		
Expiring after more than 5 years	6,788	6,788

12. Analysis of movement in funds

Total Funds Analysis of Movement in Funds	Total b/f at 1 April 2024 £	Incoming £	Outgoing £	Total c/f at 31 March 2025 £
Restricted				
Total Restricted Funds	**12,884**	**36,946**	**(28,881)**	**20,950**
Unrestricted				
Designated Emergencies	**5,000**	-	-	**5,000**
Designated Build The Mill reserve	**60,000**	-	(60,000)	**-**
Designated Dilapidations	**3,500**	-	-	**3,500**
24-25 Designated BtM funds	**5,866**	-	(5,866)	**-**
Leathersellers Foundation - Income		5,000	-	**5,000**
Garfield Weston Foundation - Income		15,000	-	**15,000**
Yorkshire Building Society UR Grant		1,000	-	**1,000**
Co-Op Grant		500	-	**500**
General - unrestricted (all other unrestricted income)	**13,379**	77,714	(43,767)	**47,326**
Total Unrestricted Funds	87,745	99,214	**(109,633)**	**77,326**
Total Funds	**100,629**	**136,161**	**(138,514)**	**98,276**



The Mill
*People making things happen

Directors' report & financial statements

2025

THE MILL @ COPPERMILL

England & Wales - Charity number 1143365

Accounts

The Mill

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DIRECTORS' REPORT
AND FINANCIAL STATEMENTS

For the year ended 31 March 2024



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REFERENCE & ADMINISTRATIVE INFORMATION

Registered charity name: THE MILL @ COPPERMILL
Charity No.: 1143365
Registered office: 7–11 Coppermill Lane, London E17 7HA
Company Reg. No.: 07596426

Directors

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

Mr Richard Bennett
Mr John MacMahon
Ms Sharon Goldman
Ms Alison Griffin
Ms Ingrid Abreu Scherer (to 7 September 2023)
Ms Sandra Jerome (to 5 July 2023)
Ms Pui Cheng (Julie Cheng) (from 11 June 2023)
Ms Leanne Wightman (from 7 July 2023)
Ms Tolani Oyesana (from 25 September 2023)
Ms Bashirat Lawal (from 7 November 2023)

Chair

Mr Richard Bennett

Company Secretary

Ms Ingrid Abreu Scherer (to 7 September 2023)

Ms Alison Griffin (from 7 September 2023)

Treasurer

Mr John MacMahon

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 2024.

The financial statements have been prepared in accordance with the accounting policies set out on page 27 and comply 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).

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 the law and best practice. The memorandum and articles of association lay out the 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

After the struggles of closure and dramatically different ways of working that the Covid-19 pandemic forced on us, this was our first full year of returning to normal operations. The result was a steady growth in the community's confidence, and with this, growth in the number and range of groups being run by and for our community at The Mill. It is hugely rewarding to see (and be part of) so many people creating and participating in such a wonderful range of activities, and we're very proud of the contribution this makes to the community's collective and individual wellbeing.

Our regular 'in-house' groups – Knitters, Sociable Sewers, Scrabblers, Book Clubbers and others – were surrounded by a growing mix of other Mill users: parents, carers and toddlers in the Children's Room, herbal remedy makers, hip hop and Bollywood dancers, stand-up comics and improv performers, writers and readers, quizzers, youth clubbers, artists young and old, laptop repairers, card players, and many others joining groups or in to use the Honesty Library or have a coffee and a chat. All of these and more form the richness of The Mill, which we're proud to call the community's living room.

This report outlines the many special events, groups and activities hosted by The Mill during the year; their diversity is testament to the mutual support and activism of so many people in our community.

Our Grow Your Idea scheme continued to provide support to members of the community with great ideas for projects and groups. Our community centre is only as good as the people who make things happen here. We see our role as the space where people are encouraged to take the initiative and put forward their ideas, organising and running activities, with support where needed. That enables many people in our community to contribute to making Walthamstow a better place for themselves and their neighbours.

We were pleased, once again, to participate in the Borough's response to the cost of living crisis, by being one of several providers of a Community Living Room. Our space is always available for drop-in by those wanting company, warmth or a quiet corner; a grant from the council enabled us to add to the resources and activities they could use, and we were pleased that these were very well used, and brought in new participants to other activities.

We are enormously grateful to our volunteers and staff for their creativity and care in enabling all this. We are consistently told, in our surveys and more informal conversations, that The Mill is a hugely welcoming place to visit, and this is down to the smiles and ready engagement of all our people, as old friends and newcomers cross the threshold. There was just one change to our staff team during the year, and while we said farewell to a few

volunteers, we were pleased to welcome new volunteers. We estimate that our volunteers contributed a staggering 14,000 hours to making The Mill run effectively; we are very proud to be truly volunteer-run.

Our Build The Mill Steering Group worked with external experts and professionals, as well as members of our community, to revise and refine our plans to overhaul our much-loved but tired old building. By the end of the year we had almost all the data and reports we needed to make confident fundraising bids for this important work on the fabric of our space.

This year we completed the process of refreshing our Strategy. The Planning Together process has involved many members of our community in identifying our core purpose and goals, and enabling us to identify priorities for the coming years. The new Strategy is now shaping our on-going planning and search for resources, and enables us to prioritise clearly as we move forward. We have re-shaped this Directors' Report to reflect these priorities.

Incorporated into all aspects of the Strategy, and integral to its approach, is the important work we have done to review and plan for our capacity to reflect the diversity of Walthamstow's community and ensure inclusion in all that we do. A wide range of plans are included in the Strategy, and these will be used to continue to strengthen and enhance our work with the community. We now have regular Mill Meet-Up sessions, which enable us to involve people from across The Mill's volunteers and user groups to contribute to plans and developments and to strengthen our work.

We are immensely grateful for the generous support of a range of donors during the year. A complete list appears in this report, but a special mention should be made to the London Borough of Waltham Forest for a number of grants, Clarion Futures, the North London Waste Authority, and Co-op and Tesco community grants. We are especially grateful this year for a legacy from one of the longest-standing members of our community.

The Trustees continued to ensure that we had full oversight of our financial and legal obligations, managed our risks responsibly, and provided appropriate support to The Mill's staff and volunteers. We reverted to face-to-face meetings after a period of hybrid meeting, which strengthened our interactions and helped to build the team. We welcomed new Trustees while sadly saying goodbye to others; all have been, and continue to be, excellent contributors to our governance, functioning as a collective Board and all supporting Management and Steering Groups, or acting as Officers. I am grateful for the concentration, prudence and creativity they bring to this work despite living often spectacularly busy lives.

Richard Bennett
Chair of Trustees

OUR PEOPLE

The Trustees appreciate the contribution made by its people, without which the wonderful spirit and impact of The Mill could not be what it is.

Our small and dedicated staff team continued to provide support in running a volunteer-led organisation, supporting volunteers through the provision of a safe workplace and ensuring visitors and members of the local community can access the activities safely. Our People group continued to review and improve our HR Policies and procedures, updating existing policies and introducing new ones as required.

EMPLOYEES AND FREELANCERS

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

Natasha McFadzean	Centre Manager
Victoria Bureyko	Administration Officer
Kim Dexter	Community Organiser
Helen Johnson	Communications Coordinator (until 31 August 2023)
Richard Ling	Communications Coordinator (from 31 August 2023)
Helen Hunte	Fundraising and Development Associate
Andrew Murray	Finance Officer
Leanne Wightman	*Planning Together* Project Manager (until 31 May 2023)
John Dash	*Build The Mill* Project Coordinator (until 13 October 2023)
Neesha Badhan	*Beyond Appearances* Project Producer (1 April - 31 July 2023)

OUR STRATEGY 2023-2033

This marked the first year of our 10 year strategy and was our chance to develop our approaches to making our plans happen. Our strategy document includes our vision and mission statement, values, theory of change and strategic plan.

The new strategy has given us the space to think creatively about how we create impact now, our future ambitions for growing impact and the practical steps we need to take over the next ten years. This section is split in two; the first focuses on the impact areas in our theory of change, this is where you can find out about how The Mill and its people have been making things happen this year. The second section looks at the progress The Mil as an organisation has made towards achieving the priorities and goals set out in our five year plan.

Our Impact

All of our groups, projects, events and activities are developed by local people who want to provide inclusive opportunities for the benefit of the community, this is the heart of The Mill. This is the first year of our journey towards creating space, systems and organisational culture to capture and communicate our impact and we are proud of the work that The Mill has done collectively to take steps forward with this during this year. In this section we will



share how people have made things happen and how we think these activities make a

contribution to the three impact areas shown in the diagram which surround our overarching vision at the heart.

Our community centre is only as good as the people who keep it going and make things happen. With asset-based community development values at the forefront of our activities and operations, we see our role in the community as a place where people are encouraged to take the initiative and put forward their ideas, and a space to organise and run projects and schemes which facilitate our values to give back to the community. See below for the highlights of what we have done this year as part of our 'flagship projects' as well as groups and activities. You can also find some key statistics at the bottom of this section which tell the story of overall visitors to The Mill.

Flagship projects

Grow Your Idea

Grow Your Idea puts into practice what The Mill is all about: supporting and encouraging people to put forward their ideas for activities and events that benefit the local community and to take action to make them a reality through our twice yearly community competition call out.

Since we opened our doors, one of our missions' has been to support local groups and individuals to grow, which we have done in the past with various iterations of our Grow Your Idea community competition. Since Autumn 2018, we have been able to embed Grow Your Idea into our core practice.

This year our community call-out for group leaders was very popular and as with previous years, we received more applications than we could host. The selection of projects this year continued our drive to bring new people to The Mill and where possible, those groups that reflected more specific local community needs. The projects selected were: Japanese for kids; Find your Story creative writing group; Mend with Clay for people with PTSD; Transitions Community garden workshops; Parental journaling and Landscape painting for beginners. These five projects attracted a total of 62 participants.

Art Works

The visual arts are at the heart of creative activity at The Mill. From the start, the Art Works volunteer team of creatives has planned and delivered a wide-ranging annual programme of

events and activities. Central to this is a commitment to inclusion in its widest sense: inviting local people of all ages, abilities and from across our diverse community to take part in creating art together with others.

This volunteer led group curated eight exhibitions over the year with six of those generating a total income £1,693.00 to The Mill. Other volunteers in the group who lead art workshops for children during term time and a weekly Sunday drawing group further raised £2,418 for The Mill through activity donations.

The team were also successful in receiving from London Borough of Waltham Forest Community Ward funding for five holiday art workshops for families.

The Mill is grateful to all volunteers for the hard work that goes into the organisation of exhibitions and preparation and delivery of art workshops.

Warm Welcome project

Community Living Room Funding from London Borough of Waltham Forest enabled us to increase the footfall and attract more diverse visitors to our existing community living room by organising special activities, targeted events, improved signage and promotion of the space. This helped to attract more than 126 people to activities and events.

Over 8 months the funding paid for additional staff time to reach out and build connections with particularly under-represented groups, as well as paying for the costs of facilitators, materials and hire of additional space for 20 special activities and welcome events in the community living room at The Mill. We were able to use our new EDI strategy to improve our offer to reach an even wider range of local people and work towards recommendations to improve accessibility and to reach out to under represented groups.

126 people, who attended these activities, filled out an activity evaluation form. (Not everyone filled completed forms due to having to rush off at the end of an activity or forgetting to hand out the forms at the end of their workshop). From this data we learnt :

- Over 23% of attendees to our 20 special activities stated that they had a disability.
- 44% of attendees to our 20 special activities stated that they were White; 13% were of Asian ethnicity; 11% were of Black/African/Caribbean ethnicity; 6% said they were of mixed ethnicity; and 3% were of another ethnic group.
- Over 80% of our attendees to our special activities were women.
- The two largest age categories of attendees to our 20 special activities were aged 35 - 45 (25%) and 45 - 55 (22%). Followed by age 55–64 (17%), 65 - 75 (12%).

- The majority of the attendees identified themselves as heterosexual (79%), 2% identified as gay or lesbian, 1% bisexual and 3% identifying as other. 15% preferred not to state their sexuality.
- The activities attracted new people to The Mill with 32% of activity respondents saying that it was their first time at The Mill.

In addition to the 20 free activities, Warm Welcome also included representatives from HEET (advising people on how to save money on fuel bills) and Citizens Advice Bureau regularly held drop-in sessions in the Living room. The Mill also distributed LBWF's Lower Bills Warmer Homes energy efficiency measures (e.g. draught excluders, reflective radiator panels).

"The workshop was really interactive and fun. The leader was very engaging and made sure everything was accessible to everyone. By the end there was plenty of food for thought. Thank you." Attendee of herbal remedy workshop

"Creative, mindful, learnt a new art skill." Attendee of monoprinting workshop.

Groups and Activities

The Neurodiversity Social Club

This club was supported by Grow Your Idea (GYI) and went on to secure its own funding to continue at The Mill. It is a free-to-attend parent/carer led group of Waltham Forest residents with neurodiverse young people aged 10-17. Most of the young people have a diagnosis of autism, ADHD, dyspraxia, dyslexia, etc. are attending mainstream school and finding it difficult. Through peer and parental support, the social club aims to build community and encourage friendships in a safe and understanding space, encouraging interaction using simple board/table-top games, The club meets monthly with 20-25 attendees.

Pharmacollagy Arts and Crafts

The group started in 2022 with initial support from The Mill GYI scheme. It runs monthly, friendly, free drop in arts, craft and talking sessions for those living with side effects/withdrawals of psychiatric medication and more. When GYI funding for the group finished they successfully applied and received funding from London Borough of Waltham Forest and St James Street Big Local.

LEGO club

A weekly drop in after school which began in 2023 when a local mum (Isobel) contacted us about running a LEGO club during school term time. Isobel sourced a variety of LEGO bricks for the group and quickly set up weekly sessions in the Living room, which she runs on a volunteer basis. Participants make a donation towards The Mill to join in. The group has raised over £186.00 towards hire costs for The Mill.

Other Projects at The Mill

Beyond Appearances

Funded by London Borough of Waltham Forest (LBWF) and led by Neesha Badhan of NBAM, the project Beyond Appearances ran for ten weeks providing creative activities with artists for those suffering from mental health challenges and learning difficulties. Exploring the things inside of ourselves and how we present any hidden disabilities in public through a variety of visual mediums, work was brought together in an exhibition at the end of the project.

Some of the funding was also used to continue the monthly social group for young neurodiverse people and their families. Training for staff and volunteers in neurodiversity was also provided as part of the project with 13 attendees taking part.

Adult Art and Craft Workshops

The Art Works volunteer team was proud to be chosen by the Co-op Community Fund to be one of their partners for the year 2023-24. Building on a pilot run at The Mill last year aimed to improve local adults well-being and reduce loneliness through art and craft workshops, the funding was used to reach out further to more local people, especially those who were vulnerable, lonely or new to the area. As a Co-op partner project, Co-op customers were encouraged to contribute to the funding, and the final sum awarded to The Mill at the end of 2023 was £2,021.58.

Between May and June, workshops with full attendance were run over seven consecutive weeks. We received positive feedback from those that attended. Asked what they particularly liked, participants' reactions are summed up by the following two quotes: 'free, accessible, friendly, fun!' and 'learning new skills and socialising helps to reduce stress by forgetting our problems'.
The Art Works team is very grateful for the support offered by the Co-op Community Fund in enabling us to run them.

Repair Cafe

Partnering with The Mill, The Forest Fixers received funding from The North London Waste Authority to set up Repair cafes at The Mill with the aim to divert broken electrical appliances from the waste stream by training and developing a team of fixers, and holding repair cafes and community events where members of the public could get help in fixing their appliances free of charge. Six repair cafes were held throughout the year with an average of 5 fixers and 10 guests at each cafe. Over 100 appliances were fixed, excelling their target of at least 40 appliances, preventing 291kg of waste and saving 3753kg of CO2 from being discharged into the atmosphere (statistics from Restarters.net).

In addition, Forest Fixers provided 19 repair clubs with training and skill sharing sessions, including 3 "special" sessions in upgrading laptops and a fairy light repair session.

The increasing speed at which the repair cafes get booked up indicates that many people are now saving their broken appliances for the next repair café, rather than throwing them away.

The Mill in numbers

Visits

The data overleaf shows how many people used our free spaces. This data was collected to provide information to the London Borough of Waltham Forest and Clarion who funded The Mill to be a warm space. This data does not include people who came to The Mill to attend a paid for activity such as a children's class, foreign language lesson etc.

The data for July - September has been estimated. The data between 10th October 2023 and May 2024 was collected by reception volunteers. The volunteers used a tally chart to count how many people came into The Mill and which part of our space they used the most. This means that someone who primarily came to use the Children's Room would have been counted under the Children's Room tally even if they also used the Living Room to visit the exhibition/to make a cup of tea/to feed their child and the Honesty library to browse the books.

Month/year	Living Room	Children's room	Honesty Library	Other	Total
July 2023					500
August 2023					421
September 2023					600
October 2023	204	548	48	225	1,025
November 2023	393	658	51	259	1,361
December 2023	222	449	41	106	818
January 2024	359	577	42	165	1,143
February 2024	314	714	50	182	1,260
March 2024	348	556	42	168	1,114
April 2024	258	600	46	238	1,142
May 2024	264	352	34	249	*1,446
TOTAL	**2098**	**4102**	**320**	**1343**	**10,830**

This data shows us that there was an average of 50 - 55 visitors per day with more visiting on weekdays than on the weekends (partly due to shorter opening hours at the weekend.

*In May 2024, we held a snapshot survey during one week. In this week, we did not collect data for the tally chart but used figures from the snapshot survey.

Website statistics

The table below shows that website visits and usage have seen a slight increase in the last year. Facebook following has grown modestly, but reach has expanded significantly, likely due to increased activity at The Mill and more frequent sharing by our community across local groups. Instagram followers have also risen, driven by new visitors, though reach remains low, likely due to the platform's algorithm favouring more engaging content from others who make Reels. We are working to boost engagement and reach on Instagram by incorporating more people-focused photography and creating more Reels, supported by a recruitment drive for volunteer photographers and storytellers. X remains a low priority as our audience primarily uses Facebook, Instagram, and WhatsApp.

Our mailing list size is stable, with a slightly lower open rate, however it is still inline with industry standards and many people continue to open the monthly newsletters to find out what is happening at The Mill. We are working on posters to target new visitors who come to our events and groups, encouraging them to sign up and keep in touch. Along with the website update we have also implemented more friendly automated emails to those who sign up, welcoming and introducing them to what The Mill does.

Website	2022-23	2023-24	Change
Users	14,699	15,133	3%
Total Page views	56,195	57,595	2%
Facebook	**2022-23**	**2023-24**	**Change**
Page Followers	2887	2,979	3%
Reach	20,761	29,144	40%
Instagram	**2022-23**	**2023-24**	**Change**
Followers	2783	3182	14%
Reach	9416	5931	-37%
X	**Mar 23**	**Apr 24**	**Change**
Followers	6580	6540	-1%
Mailchimp	**Mill News Jan 2023**	**Mill News Jan 2023**	**Growth**
Subscribers Mill News	1,007	1022	1%
Average open rate Mill News	40%	34.40%	-14%
Subscribers Art Works	212	259	22%

Our Five Year Plan: 2023 - 2028

Our five year plan includes five Development Priorities (DPs) identified by staff, trustees and volunteers, which guide our operations and enabling activity. We have worked on developing our plans in each of these areas over the last year as well as delivering against some of the goals under each. Below is a summary of our progress against the Development Priorities this year. Each development Priority has a set of goals agreed by Mill People and Trustees which we will work towards between now and March 2028. We have been able to take steps forward with many of our goals in the first year, other goals we have planned activities for in the latter years of our Five Year Plan.

DP1: Build a Strong, representative network of local Connections

The Mill has a very active and engaged network of connections but we want to further build and strengthen the network so that we can reach more people in our community. We are proud of what happens inside the building but want to find ways to bring in more 'Mill People' who can make things happen for themselves and their community. During this year we have made progress on the following goals.

A wider, more diverse range of people visit and are involved at The Mill

Our Equality, Diversity and Inclusion (EDI) review produced an action plan which helped us to plan the changes we need to make to bring in a wider, more diverse range of people to The Mill. We started by providing neurodiversity training to all staff and volunteers in November 2023. We also took steps toward reinstating our Event Planning group (which disbanded during the pandemic) and a timetable of events over the year took place; including our winter event, quiz night, plant sale and jumble trail. We ran a series of repair cafes over this year which attracted a new demographic of older men to The Mill.

A wider more diverse range of activities happen at The Mill that reflect our community

We have continued to run our Grow Your Idea scheme which supports group leaders to try out their group work ideas for a limited period of time, usually six weeks. This scheme broadens the opportunity for people to get involved because it is defined by those who want to share a specific interest or skill set which would not necessarily be covered by the usual volunteer roles at The Mill. In this year we have hosted sessions on Community garden workshops, Journaling for new mothers, Landscape art, Japanese for Kids, Creative Writing and Mend With Clay. Not only does this scheme build confidence for the group leaders to try their ideas in a risk free environment but also attracts new people to The Mill increasing its diversity and inclusiveness.

Influence local decision making through being part of a consistent, collective voice with other voluntary sector organisations

Throughout the autumn and winter, The Mill has made a significant contribution to efforts to create a new Council for Voluntary Service (CVS) in Waltham Forest. Our Chair, Richard Bennett, co-chairs this process and works closely with a range of other voluntary and community organisations in supporting the design and planning for this. This investment of The Mill's time is in the expectation that, with a new CVS in place, we can be an effective part of its work, including development of a clear collective voice for the sector.

Develop a range of external partnerships, increasing access into The Mill

We have started what we hope will be a new partnership with Soho Theatre. They delivered workshops at The Mill after consultation with us on reaching our regular users. We also hold a continued partnership with Forest Fixers delivering workshops for fixers and the general public at The Mill.

DP2: Clearer and More Meaningful Communications

The Mill makes a positive difference to individuals and together as a community. We want to share how we do this in consistent and practical ways. There are so many stories to be told that share the impact The Mill has, and we have started to implement how we can tell these more frequently. Our goal being to reach, inspire and attract all types of people across E17 and beyond.

Expand The Mill's capacity and effectiveness in doing external communications

To help share The Mill's story in a clearer, consistent and more meaningful way, we reviewed the roles and responsibilities within our communications team to ensure they better align with our strategic objectives and priorities and in September, we welcomed a new Communications Coordinator. Looking ahead, we've started plans to recruit volunteer storytellers and photographers who will help create fresh content, further showcasing The Mill's story and activities, its impact within the local area and our diverse community.

Better understand and address the specific needs and barriers to engaging with The Mill from our local community

In response to the recent EDI review, the team made a concerted effort to ensure our photography and messaging reflect The Mill's diverse, inclusive, and welcoming community. This is evident on our website and social media platforms, as well as in our latest 'You Make The Mill' leaflet and the Spring Newsletter, which was distributed locally to residents.

Improve The Mill's materials and communications content to meet all of our audiences' needs

Working closely with a volunteer Strategic Communications Adviser to finalise and begin implementing a communications plan, key achievements have included updating the website by restructuring pages and menus, removing outdated content, and refreshing copy and imagery to enhance usability and feel more current.

DP3: Strengthen and Grow a Diverse Volunteer Community

Volunteers are a crucial part of keeping The Mill going as a building and making things happen within the building. We recognise the importance of the contribution that volunteers make and that they have important insights and ideas that will help us to continue to develop and grow. Our goals are about us working more closely with a diverse and growing group of volunteers and we share how we are working towards each goal below.

Opportunities for volunteers to participate in decision making at The Mill

The Mill Meet Up is a new forum for people who come to The Mill in any capacity to be able discuss and contribute to future developments which was realised following our work on equality, diversity and inclusion. There have been two meetings in this period with lively discussions about Build The Mill and our strategy for the next 10 years. Both meetings were well attended. Mill Meet Ups have now become a regular event where anyone involved in The Mill can come along and share their views on key decisions.

There are also opportunities for volunteers to help run our existing groups such as Sociable Sewing and Mill Makers as well as getting involved in ArtWorks which manages exhibitions and other arts activities at The Mill. We have a number of dedicated reception and front of house volunteers who play a significant role in keeping the building open 6 days a week.



As part of our strategy refresh we have developed new mechanisms for volunteers to be part of a collective responsibility to deliver our Development Priorities. With this in mind we have created new 'Development Priorities Groups' who will take responsibility for delivery against the Development Priority goals.

We were pleased to welcome three new trustees to our board this year.

Have a wider range of opportunities and roles for people to get involved

We recognise increasingly that potential volunteers have busy lives and other pressing commitments, especially at a time of economic pressures and turbulence. In response, we have developed some new roles that give volunteers scope to volunteer at a time that works for them, such as on a monthly basis like Ecotots or on an as and when basis like our Handyperson role. We have also built this thinking into our Grow Your Idea project which enables volunteers and social entrepreneurs to deliver activities to the community through The Mill.

Understand our volunteers' strengths, interests and skills and what support our volunteers need.



We aim to understand these through our volunteer recruitment process and more informal conversations with our volunteers. We also offer a yearly volunteer survey so that our volunteers can tell us more about their volunteering experience with us. Through these and regularly canvassing our volunteers on their training and development needs, we were able to respond to our volunteers' expressed training and support needs by offering training in Neurodiversity, Google Drive, Making Every Conversation Count (MECC) and our regular in-house Safeguarding Awareness.



A diverse and engaged volunteer group

Our work on (EDI) has continued throughout the year with a trustee and a volunteer leading a working group, named the Welcoming Committee, to prioritise the suggestions made for development in this area. The group met 4 times in the first half of the year and its work was incorporated into The Mill's 10 year strategy to ensure that EDI was embedded in The Mill's future plans.

Over the next five years we will work towards growing and diversifying our already excellent volunteer community. We will do this through working with volunteers to harness and develop their skills and talents and create opportunities for participation, including in decision making at The Mill.

Grow the numbers of our volunteers

We have been able to grow the numbers of our volunteers by developing new roles for them that best fit their lifestyles, skills and aspirations. These included three new roles for our Repair cafe project, two handy person roles and a new Strategic Comms management role.

We also increased the number of volunteer group leaders with new volunteers running weekly/monthly Lego and Eco tots sessions for children. Our Grow Your Idea scheme also provided two volunteers with an opportunity to use their specific skills and experience to run short term participatory projects in creative writing and landscape art. In this year we have attracted 21 new volunteers and 3 trustees.

DP4: Make 'Build The Mill' happen

Our building is our most important resource: it is 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.

We have made progress with our refurbishment project

Since last year we have made progress with our capital refurbishment project. Our project steering group made up of staff, trustees and expert volunteers (structural engineer and retired architect) appointed a new architect, John Stack, to further refine the plans. With the support of Locality, through the UK Government's Community Ownership Fund Support Programme, the steering group commissioned a range of essential surveys and an up to date cost plan and agreed an overall refurbishment plan.

Community and stakeholders have buy in

During this year we worked with The Mill Meet Up group to discuss accessibility requirements. Important feedback included the need for; more toilets including accessible and baby change facilities; an automatic entrance door; designated buggy park; more comfortable furniture; better kitchen facilities and better storage. We also consulted with a wider group of staff, volunteers and users of The Mill during a strategy event in September 2023 via a presentation and feedback session on the latest plans for the building led by John Dash.

We would like to thank all groups for sharing their valuable thoughts in insights.

We have started to think about how we measure how changes to the building will improve diversity and inclusion of beneficiaries

During this time we have worked together with staff and volunteers leading Prove and Improve at The Mill to develop approaches to data collection which will enable us to measure impact of the changes to the building on our existing and future beneficiaries.

We have worked towards achieving our funding targets

The realisation of the project is dependent on significant funding from the UK Government's Community Ownership Fund which at the time of writing this report is on hold due to the recent change of government, so plans are on hold for now, until an alternative large capital fund becomes available.

DP5: Prove and Improve

We are committed to developing and improving our impact practice and recognise that as well as practical tasks such as reviewing our data collection approaches, we also need to create a learning culture across The Mill. We have taken initial steps forward in the first year.

We are being continually curious about what The Mill and the local community does so that we can all learn and change where needed

We have reviewed our current data collection approaches such as our snapshot survey and volunteer survey so that we can learn more about our community. We have taken initial steps this year towards making changes which reflect our theory of change and evaluation framework. We have done this alongside users and volunteers at The Mill through The Mill Meet Ups.

We are working towards creating evaluation tools and processes that are right for The Mill and the infrastructure and confidence needed to implement them.

Over this year we worked with Tim Bidey Consulting on the development of the evaluation framework to help us to explore and prioritise the current and future outcomes measurement tools we use throughout the strategy. We will use this knowledge to improve our data competency and confidence, so that we can improve existing measurement tools and develop new ones.

We are working towards routinely evaluating our impact across our priority areas

The staff, trustees and volunteers steered by the strategy group have worked on developing a delivery plan for each of our five DPs which is one of the ways in which we are creating a learning culture. Each DP has a group of individuals responsible for planning and delivery

with representation from a member of staff, a trustee and volunteer in each. The plans will enable us to continuously learn and develop.

Share what we learn from our evaluation with internal and external stakeholders even if we find that something didn't work.

Throughout this year we have focussed on planning what we need in order to effectively evaluate our impact though our DPs and the evaluation framework. We have identified the resources we need to effectively and efficiently prove and improve, this is our focus in year two. We have made some changes to the format of the directors report so that we can start to show progress against our strategic priorities and outcomes.

FUNDRAISING

Thank you to all our generous funders including North London Waste Authority, London Borough of Waltham Forest, Clarion Futures, UK Government, Co-op and Tesco. In addition, we would like to acknowledge and thank those who give their time and money to contribute to The Mill's fundraising efforts through the Friends of The Mill scheme, one-off donations, Art Works exhibitions, events, such as the annual Mill Quiz, and knitting and craft sales.

This year grant fundraising has made the following projects possible:

North London Waste Authority - North London Community Fund - Repair cafes project led by Forest Fixers

London Borough of Waltham Forest - Community Living Rooms Fund - Warm Welcome project

Clarion Futures - Warm Spaces Grants Programme - Community Living Room

London Borough of Waltham Forest - Community Chest - Beyond Appearances adult mental health art project led by NBAM

UK Government - Community Ownership Fund Revenue Support Grant - Build The Mill project development

Co-op Local Community Fund - Adult art workshop programme run by Art Works

London Borough of Waltham Forest - Community Ward Funding - Holiday art club

Tesco Community Grants - Children's Room

A special mention to our fabulous **Friends of The Mill**, whose regular giving is greatly appreciated as a reliable source of unrestricted income for us to use to keep The Mill going!

This year we have successfully focussed on increasing our individual giving donations and regular giving, which are immensely valuable for supporting the ongoing running costs of The Mill.

A special thank you for the very generous donation we received of £13,955.00 from the estate of one of The Mill knitters.

FINANCIAL REVIEW

Summary

In the year 2023-2024, the charitable company had a total income of £116,697 (2022-23: £119,957), and a total expenditure of £155,249 (2022-23: £135,942). There was a deficit of £38,551 (2022-23 was a deficit of £15,985).

The 2023/24 financial year was a successful year of fundraising, business development, and operations, in what proved to be continuing challenging economic conditions for The Mill and our community.

The Mill started the year during a period of significant inflation alongside a challenging fundraising environment. This combination of factors put a strain on its financial position, and given The Mill has always executed exceptional prudence in managing spend, this situation required an increased focus on planning. In parallel, The Mill continued to progress both designs and fundraising efforts on the "Build the Mill" initiative. The Build the Mill initiative remained a central part of The Mill's plans to ensure future financial sustainability.

Whereas we ended this year in a deficit, this was controlled and steered throughout the year as an appropriate use of some of our reserves. Our overall financial position, the generosity of our funders, and the incredible dedication and hard work of our staff and volunteers have enabled us to absorb/offset increases in operational costs while remaining within the terms of our reserves policy, and be overall in a good financial position as we continue to look forward to maximising our impact against our core objectives.

Funds and reserves

Total funds carried forward at the end of this year were £100,630 (for the year 2022-2023 the total was £139,181). This comprised of £12,885 restricted funds and £87,745 unrestricted funds, of which £74,366 were designated reserves and £13,379 were general reserves (for the year 2022-2023 there were £45,258 restricted funds and £93,923 unrestricted funds of which £68,500 were designated and £25,423 were general reserves).

RESERVES POLICY

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

- The trustees believe that, in order to remain financially secure and viable, they should seek to hold three to six 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. In previous years, The Mill has at times exceeded its reserves target due to the support it has received through donations together with a successful business development focus on increasing earned income and pursuing a diverse range of income streams, enabling the trustees to invest some of the reserves in projects that have both delivered the strategic aims of The Mill for our beneficiaries and helped to secure long term sustainability.

- Additionally, since 2019, alongside delivering the work of the charity, a designated reserve equivalent to six months operating costs was also created. This is in anticipation of proposed building development works (*Build The Mill*) that may reduce the operational capacity of the building for up to 3-6 months in the coming years, depending on the needs of a capital project and in consultation with users and the 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. Fundraising will also need a commitment from the charity and trustees in the form of match funding, and to that end the trustees are now seeking to increase the designated reserve to be equivalent to twelve months of operating costs, so that the redevelopment of the building might be realised, together with all the benefits that that can bring to the community. This building development project was delayed by the pandemic but is anticipated once again to happen in the coming years.

The free, undesignated reserves at the end of the year were £13,379 (2022-2023: £25,423), which fell below the amount required to support three and six months of core running costs. However we did have sufficient funds in our "Designated Build the Mill reserve" that could have been diverted if additional unrestricted reserves were required. Our reserves position continues to have the attention of the Trustees and of staff, recognising The Mill's need to continue to be prudent with spend, and to continue to monitor our reserves going forward.

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 established, is regularly

reviewed, and steps are taken to mitigate the risks identified. Funding risk is continuously addressed through a fundraising strategy that seeks to achieve funding spread, by monitoring reserve levels and by ensuring controls over key financial systems. The trustees engage experts to support this process, including financial accounting and reporting.

Financial

The key risks in this year have been the operational, financial, community and strategic risks around inflation and rising costs. The impact of price increases and the increased challenges in securing income via fundraising continued from the previous year, and they remained the focus of trustee and staff decision making throughout the year. Careful financial management is in place with frequent review of budget and expenditure, and we are grateful for the financial expertise of our Finance Officer and the governance work of our board supplementing the work of the staff team in this regard. GIven our reserves and end of year deficit, these risks will continue to be closely monitored in the coming year.

Build The Mill

Looking forward, we aim to progress in our Build the Mill initiative in 2024/25. The size of this project and its potential to impact on our operations give rise to it being prominent in our risk register, risks are being managed and mitigated through ongoing dialogues between the Build The Mill steering group, Centre Manager, and Trustees. As mentioned in "our five year plan" section of this report, the realisation of the project is dependent on significant funding from the UK Government's Community Ownership Fund which at the time of writing this report is on hold due to the recent change of government, so the plans are on hold for now, until an alternative large capital fund becomes available.

Safeguarding of vulnerable adult service users and our staff members

Our Safeguarding policy is in place and we will continue to review it regularly. We have had a focus on making sure that our volunteers are up-to-date by offering safeguarding awareness sessions and our staff continue to undergo training.

GDPR

Training has been undertaken by staff and the appropriate policies are in place. These policies are reviewed regularly and will be updated when appropriate.

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 based on their relevant merits and abilities. 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 several 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. For every person who wants to gain new work experience, there is someone who is happy to share theirs. Some run groups and others provide a friendly face at reception, and each and every person who has volunteered and volunteers with The Mill has made a positive contribution to The Mill achieving its aims.

Contribution by, and appreciation of, supporters

The trustees appreciate the support of:

- North London Waste Authority
- London Borough of Waltham Forest
- Clarion Futures
- UK Government
- Co-op Local Community Fund
- Tesco Community Grants
- Friends of The Mill

towards the achievement of the set goals and objectives of the charitable company. The trustees appreciate all contributions from the local voluntary, community, public and business sectors and our community of Friends and supporters.

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**  **John MacMahon (Director and Treasurer)** *Date:* 12th Nov 2024

INDEPENDENT EXAMINER'S REPORT to the trustees of The Mill @ Coppermill

I report to the charity trustees on my examination of the accounts of The Mill @ Coppermill ("The Mill") for the year ended 31 March 2024.

Responsibilities and basis of report

As The Mill's trustees (who are also the directors of the company 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 for this year 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.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 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
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the 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 FCCA
Address: 10 Knebworth Avenue, Walthamstow, London, E17 5AJ
Date: 10/11/2024

Signed: 

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

Statement of Financial Activities (incorporating the income and expenditure account)
For the year ended 31 March 2024

	Note	Unrestricted Funds	Restricted Funds	2024 Total Funds	2023 Total Funds
		£	£	£	£
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income	2	19,494	40,258	59,753	69,685
Activities for Generating Funds		9,984	-	9,984	7,221
Incoming resources from charitable activities	2	46,961	-	46,961	43,051
TOTAL INCOMING RESOURCES	2	76,439	40,258	116,697	119,957
RESOURCES EXPENDED					
Fundraising Costs					
Charitable Expenditure					
Community Centre Programmes	3	103,043	50,606	153,649	135,442
Governance Costs		1,600	-	1,600	500
Total Resources Expended	3	104,643	50,606	155,249	135,942
Net Incoming Resources - Net Income for the Year		(28,203)	(10,348)	(38,551)	(15,985)
Total Funds at the start of the year		93,922	45,259	139,181	155,166
Total Funds at the end of the year		65,719	34,911	100,630	139,181

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 2024

	Note	2024 £	2023 £
Fixed assets			
Tangible fixed assets	8	2,100	2,800
Current assets			
Debtors & Prepayments	9	11,084	15,160
Bank & Cash at hand		98,3571	129,541
		109,441	144,701
Creditors: amounts falling due within one year	10	(10,911)	(8,320)
Net current assets		98,530	136,381
Net assets	12	100,630	139,181
Funds			
Restricted funds		12,885	45,259
Unrestricted funds		87,745	93,922
TOTAL FUNDS	12	100,630	139,181

For the year ended 31 March 2024 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 November 2024 and are signed on their behalf by:

RICHARD BENNETT (Chair)

JOHN MACMAHON (Treasurer)

ACCOUNTING POLICIES

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.

(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 £	2024 Total £	2023 Total £
Community Centre Programmes	40,258	56,945	19,494	116,697	119,957

Voluntary Income	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Grants & Donations				
L&Q Foundation	-		-	5,000
National Lottery Community Fund – 10 Years On	-	-	-	35,000
National Lottery Awards for All - Chill Out Zone	-	-	-	10,000
LBWF - Community Living rooms Warm Welcome	-	8,600	8,600	5,000
LBWF Community Ward Funding - St James ward (little free library)	-	125	125	375
LBWF High St ward funding (Digital Buddies)	-	-	-	1,250
Clarion Futures - Warm Welcome	-	5,000	5,000	5,800
St James Adult Art Workshop	-	-	-	996
Tesco - Children's Room at The Mill	-	500	500	-
Adult Art Workshop - Co-op Local Community Fund		2,022	2,022	-
Repair cafe - NLWA North London Community Fund		7,535	7,535	-
LBWF Community Chest - Beyond Appearances income		6,722	6,722	-
Holiday Art Club - LBWF CWF		1,334	1,334	-
COF Revenue Support Grant		8,421	8,421	-
Total Grants	-	40,258	40,258	63,421
Other Donations	19,494	-	19,494	6,264
Total Voluntary Income	19,494	40,258	59,753	69,685

Activities for Generating Funds and income from Charitable Activities				
Fund Generation	9,984	-	9,984	7,221
Hiring Income	46,961	-	46,961	43,051
Total Incoming from Charitable Activities	56,945	-	56,945	50,271

Total Income	76,439	40,258	116,697	119,957

3. TOTAL RESOURCES EXPENDED

	Direct Costs	Support Costs	2024 Total	2023 Total
Charitable Expenditure	**£**	**£**	**£**	**£**
Community Centre Programmes	**126,195**	**27,453**	**153,649**	**135,442**
Total Charitable Expenditure	**126,195**	**27,453**	**153,649**	**135,442**
Governance	**-**	**1,600**	**1,600**	**500**
Total Costs	**110,201**	**25,741**	**135,942**	**125,576**

3(a) Governance Costs	**2024 Total**	**2023 Total**
These comprise the following:	**£**	**£**
Independent Examiner's Fees	**1,000**	**500**
Professional Fees	**600**	**-**
	1,600	**500**

3(b) Direct Costs	**2024**	**2023**
	£	**£**
Fundraising Costs	**2,254**	**6,245**
Wages	**69,261**	**61,225**
Other Staff Costs	**483**	**892**
Volunteer Costs	**661**	**516**
Health & Safety	**47**	**5**
Projects & Consultancy Expenditure	**50,606**	**39,143**
Merchandise for Resale Cost	**953**	**700**
Activities Costs	**1,649**	**1,210**
Other Costs	**281**	**265**
Total Direct Costs	**126,195**	**103,954**

3(c) Support Costs	**2024**	**2023**
	£	**£**
Rent and Rates	**6,050**	**6,550**
Heat & Light	**7,593**	**5,480**
Printing & Stationery	**245**	**279**
Telephone & Computer Consumables	**2,127**	**2,173**
Building Maintenance & Cleaning	**5,752**	**5,744**
Insurance	**899**	**1,431**
General Expenses	**143**	**69**

Depreciation	**700**	**-**
Accountancy	**3,945**	**3,515**
Total Support Costs	**27,453**	**25,241**

4. EXPENDITURE ANALYSIS

	Wages	Other	2024	2023
	£	£	£	£
Restricted				
Tudor Trust	-	20,609	20,609	6,304
L&Q Foundation	-	-	-	7,025
LBWF Support for Vulnerable residents	-	-	-	8,616
LBWF Community Ward Funding - High Street ward (Grow your Idea)	-	25	25	2,724
Coop Community Fund - Grow your Idea	-	-	-	1,421
The National Lottery Community Fund - 10 years on	-	15,619	15,619	19,694
The National LotteryCommunity Fund Awards for All - Chill Out Zone	-	1,200	1,200	8,100
LBWF - Community Living rooms fund	3,500-	2,333	5,833	5,000
LBWF Community Ward Funding - St James ward (little free library)	-	-	-	375
LBWF Community ward funding - High St ward (Digital Buddies)	-	-	-	1,250
Clarion Futures - Warm Welcome	2,750	2,250	5,000	5,606
Saint James Street Big Local - Adult Art Workshops	-	-	-	996
Adult Art Workshop - Co-op Local Community Fund	-	500	500	-
Repair cafe - NLWA North London Community Fund	300	6,804	7,104	-
LBWF Community Chest - Beyond Appearances	-	6,918	6,918	-
Holiday Art Club - LBWF CWF	-	904	904	-
COF Revenue Support Grant	-	951	951	-
Total Restricted	6,550	58,112	64,662	67,110
Unrestricted				
General	62,711	27,876	90,587	68,832
Total Unrestricted	62,711	27,876	90,587	68,832
Total Expenditure	69,261	85,988	155,249	135,942

5. NET INCOMING RESOURCES

	2024	2023
This is stated after charging:	**£**	**£**
Independent Examiner's Fees	**1,000**	**500**
	1,000	**500**

6. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:	**2024**	**2023**
	£	**£**
Gross pay	**67,379**	**59,449**
Employer's National Insurance	**-**	**-**
Employer's Pension Costs	**1,881**	**1,776**
Total	**69,261**	**61,225**

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

	2024	2023
Average number of employees during the year was:	**4**	**4**

7. DIRECTORS AND RELATED PARTY TRANSACTIONS

	2024	2023
	£	**£**
	-	**-**

There were no payments made during the year to Directors and related parties (2023: nil)

8. TANGIBLE FIXED ASSETS

	Plant & Machinery	Fixtures and fittings	Total
	£	£	£
Cost:			
At 1 April 2022	7,998	-	7,998
Additions	-	2,800	2,800
Disposals	(7,998)		(7,998)
At 31 March 2023	-	2,800	2,800
Depreciation:			
At 1 April 2022	7,998	-	7,998
Charge for the year	-	700	700
Disposals	(7,998)		(7,998)
At 31 March 2023	-	700-	700
Net book value:			
At 1 April 2023	-	2,800	2,800
At 31 March 2024	-	2,100	2,100

9. DEBTORS AND PREPAYMENTS

	2024	2023
	£	£
Trade debtors	9,375	8,969
Prepayments	1,697	1,702
Other debtors	12	4,488
	11,084	15,160

10. CREDITORS

Amounts falling due within one year:	2024	2023
	£	£
Trade creditors	7,180	5,114
Accruals and deferred income	1,750	1,808
Deposits	845	342
Taxation and Social Security Costs	599	679
Pension	360	377
Other Creditors	178	-
	10,911	8,320

11. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2024, the Charity had annual commitments under non-cancellable operating leases as set out below:

Commitments under operating leases	2024	2023
Expiring after more than 5 years	6,788	6,788

12. ANALYSIS OF MOVEMENT IN FUND

Total Funds	At 1 April 2023	Incoming	Outgoing	At 31 March 2024
Analysis of Movement in Funds	£	£	£	£
Restricted Funds				
General	45,259	40,258	(72,632)	12,885
Total Restricted Funds	45,259	40,258	(72,632)	12,885
Unrestricted				
Designated Emergencies	5,000	-	-	5,000
Designated Dilapidations	3,500	-	-	3,500
Designated Capital fund	60,000	-	-	60,000
General	25,422	76,439	(82,617)	13,379
Total Unrestricted Funds	93,922	76,439	(82,617)	87,745
Total Funds	139,181	116,697	(155,249)	100,630

END OF DOCUMENT

THE MILL @ COPPERMILL

England & Wales - Charity number 1143365

Accounts

The Mill

*People making things happen

THE MILL @ COPPERMILL

DIRECTORS' REPORT
AND FINANCIAL STATEMENTS

For the year ended 31 March 2023



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REFERENCE & ADMINISTRATIVE INFORMATION

Registered charity name: THE MILL @ COPPERMILL
Charity No.: 1143365
Registered office: 7–11 Coppermill Lane, London E17 7HA
Company Reg. No.: 07596426

Directors

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

Ms Alison Griffin
Ms Ingrid Abreu Scherer
Mr Richard Bennett
Ms Leanne Wightman (to 5 May 2022)
Mr Laonikos Psimikakis Chalkokondylis (to 30 March 2023)
Mr John MacMahon (from 2 May 2022)
Ms Sharon Goldman (from 2 May 2022))
Ms Sandra Jerome (from 5 July 2022)

Chair

Mr Richard Bennett

Secretary

Ms Ingrid Abreu Scherer

Treasurer

Ms Alison Griffin to 12 January 2023
Mr John MacMahon from 12 January 2023

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 2022.

The financial statements have been prepared in accordance with the accounting policies set out on page 36 and comply 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).

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 the law and best practice. The memorandum and articles of association lay out the 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 finally saw the end of our precautions against the Covid-19 pandemic. We had already been cautiously but steadily reopening over several months, continuing to manage opening hours, ventilation and social distancing, so that those of our community who were particularly vulnerable would feel able to re-engage at The Mill. By July we were able to return to normal opening hours and continue to relax social distancing arrangements, so that larger groups could once again make full use of The Mill. We were delighted to welcome back our Knitters, Sociable Sewers, Scrabble Group and others.

The Children's Room had already reopened, but now we were able to relax the numbers able to use it, and this helped the buzz of The Mill to continue rebuilding. Parents, carers and toddlers, along with herbal remedy makers, hip hop dancers, quizzers, pickle makers, artists young and old, bike repairers, card players, and many others joining groups or just dropping in to use the Honesty Library or have a coffee and a chat: all of these and more form the richness of The Mill, which we're proud to call the community's living room.

This report outlines the many special events, groups and activities hosted by The Mill during the year; their diversity is testament to the mutual support and activism of so many people in our community.

Our Grow Your Idea scheme continued to provide important support to members of the community with great ideas for projects and groups. Our community centre is only as good as the people who make things happen here; we see our role as the space where people are encouraged to take the initiative and put forward their ideas, organising and running activities that facilitate this and can give back to the community.

We were delighted to participate during the year in the Borough's response to the cost of living crisis, by being one of several providers of a Community Living Room. Our space is always available for drop-in by those wanting company, warmth or a quiet corner; a grant from the council enabled us this year to add to the resources and activities they could use, and we were pleased that these were very well used, and brought some new participants to other Mill activities.

We are enormously grateful to our volunteers and staff for their creativity and care in enabling all this. We are consistently told, in our surveys and more informal conversations, that The Mill is a hugely welcoming place to visit, and this is down to the smiles and ready engagement of all our people, as old friends and newcomers cross the threshold. Our staff team remained unchanged through the year, and while we said farewell to a few volunteers, we were pleased to welcome new volunteers to the crew.

Towards the end of the year we were able to revitalise our planning work on improving our space, by recruiting a new Build The Mill Project Coordinator. The pandemic period revealed new and emerging needs, including improved ventilation and hybrid connectivity, and gave space to engage users; we are now ready to press ahead once more.

We have worked hard this year on refreshing our Strategy. The Planning Together process has involved many members of our community in identifying our core purpose and goals, and enabling us to identify priorities for the coming years. The new Strategy was nearing completion by the end of the year, and will help to shape our work through the rest of the 2020s.

Interfacing with Planning Together has been important work in reviewing, and planning ahead for, our capacity to reflect the diversity of Walthamstow's community and ensure inclusion in all that we do. A wide range of suggestions were included in the review, and these will be used – through both the Strategy and operational developments – to continue to strengthen and enhance our work with the community.

We are immensely grateful for the generous support of a range of donors during the year. A complete list appears in this report, but a special mention should be made to the London Borough of Waltham Forest for a number of grants, including this year the Community Living Room grant; the Tudor Trust for their flexibility through difficult times in supporting Build The Mill; and the National Lottery Community Fund for supporting the Planning Together project.

The Trustees were able to revert to a monthly meeting, in hybrid form to enable those with home commitments to play a full part in our oversight of The Mill during the year. We welcomed new Trustees while sadly saying goodbye to others; all have been, and continue to be, excellent contributors to our governance. In addition to functioning as a collective Board, all Trustees take on other responsibilities – supporting Management and Steering Groups, or acting as Officers – and I am hugely grateful for the concentration, prudence and creativity they bring to this work in spite of living often spectacularly busy lives.

Richard Bennett
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.

Planning Together for The Mill

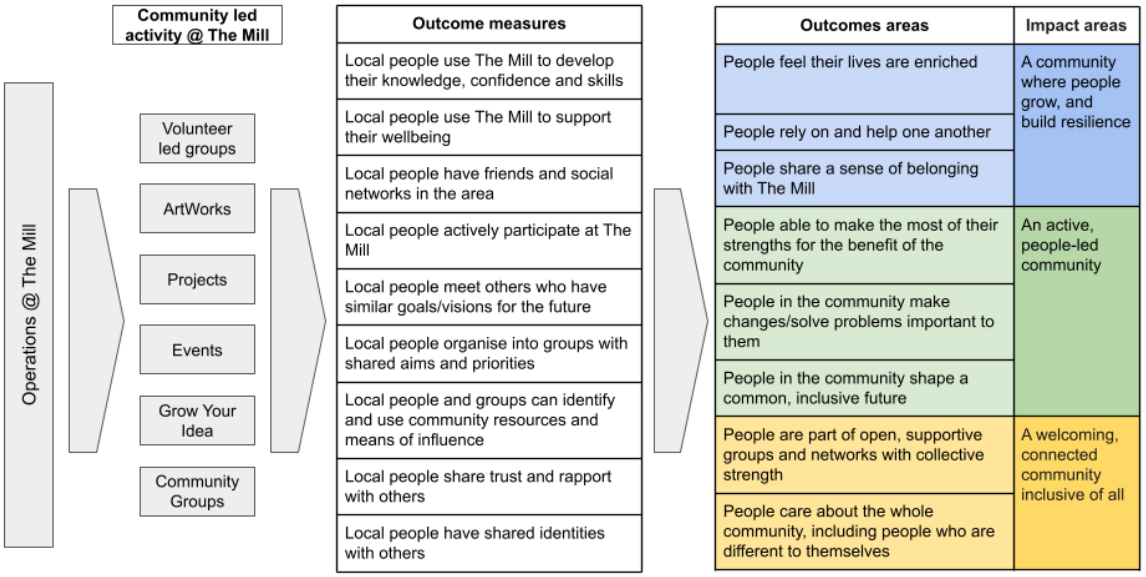
In May 2022 with a grant from the National Lottery Community Fund we began our Planning Together project. Over a year, the funding has given us the opportunity to explore and align our ideas for our strategy via a project manager and two consultants (Tim Bidey supporting the our theory of change and evaluation framework and Daniel Stanley supporting with strategic communications) who, working with staff, trustees and volunteers, have been able to develop a theory of change, strategy and evaluation framework to help guide us over the next ten years.



The diagram above shows our organisational vision with our overarching impact areas wrapped around it.

At the close of the financial year in 2023, the project was nearing its conclusion and staff and trustees were commenting on the draft strategy and evaluation documents. An important development for The Mill during this process was to build consensus around our theory of change and develop a shared understanding of the impact and outcomes we were aiming for. The diagram below shows in more detail how we seek to create the outcomes required to make a contribution to our overarching impact areas.

The Mill Theory of Change



As well as looking at impact and how we want to measure it, we agreed on the things we would like to prioritise for our operations at The Mill over the next five years and came up with five Development Priorities which can be viewed in our new strategy.

The next year will be about creating a series of plans sitting along each of our Development Priorities and implementing some of our new evaluation approaches.

OUR PEOPLE

The Trustees appreciate the contribution made by its people, without which the wonderful spirit and impact of The Mill could not be what it is.

Our small and dedicated staff team continued to provide support in running a volunteer-led organisation, supporting volunteers through the provision of a safe workplace and ensuring visitors and members of the local community can access the activities safely. Our People group continued to review and improve our HR Policies and procedures, updating existing policies and introducing new ones as required.

Concerned about the impact of the cost of living crisis on employees, the Trustees of The Mill asked the People group to look at ways in which they could respond and the People group brought recommendations to the November monthly Trustees which included an increase in pay for all employees from 1st November by 90p per hour, with a further recommendation to join an Employee Assistance programme, giving employees free access to confidential support and advice as needed.

In January 2023, the People group carried out a pay review in accordance with our policy to review pay every 3 years. A recommendation was made to Trustees to award a 5% increase to employees with effect from 1 April 2023. The group also formalised the way in which we engage our casual workers through a written agreement and increased the hourly rate in line with London Living wage.

In this period, we were also pleased to appoint two new funded freelancer posts; Leanne Wightman leading on the Planning Together project funded by The National Lottery Community Foundation and John Dash as Build The Mill Project Coordinator funded by The Tudor Trust.

EMPLOYEES AND FREELANCERS

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

Natasha McFadzean	Centre Manager
Victoria Bureyko	Administration Officer
Kim Dexter	Community Organiser
Helen Johnson	Communications Coordinator
Helen Hunte	Fundraising and Development Associate
Andrew Murray	Finance Officer

Leanne Wightman	*Planning Together* Project Manager (from 1 May 2022)
John Dash	*Build The Mill* Project Coordinator (from March 2023)
Neesha Badhan	*Creative Connections* Project Producer (from 1 May 2022)

ACHIEVEMENTS 2022–2023

In this section, we review achievements against our objectives in each impact area, supported by examples, quotations and photos. This year we extended our 2016-21 Strategic Plan by a year to accommodate delays as a result of the pandemic but began development on our new strategy as part of the Planning Together process (see page 8-9).

For this year, our extended 2016 to 2021 Strategic Plan identified aims in four impact areas:

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

AIM 1: GETTING TOGETHER

> "The Mill has always been a place to get together with friends, many of who attend the scrabble group. Nice atmosphere,"
>
> *User survey, December 2022*

The Mill above all is a place where local people come together to share skills, get to know each other and connect. 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

Normally open six days a week, 48 weeks a year, at the start of the year, in April 2022, we were still operating with reduced opening hours, though many of our regular activities had resumed in person, still with caution over numbers of attendees. At this time, we were pleased to welcome back our **Sociable Sewing group, Mill Makers, Words, Conversation**

and Scrabble and our **Knitting group** a little later at the end of May 2022. **The Mill book group** continued to meet online monthly.

In May, we increased our hours and room capacities cautiously keeping our spaces ventilated and still encouraging users to continue wearing face coverings in areas that we were not able to ventilate easily. By July, with the help of new additional volunteers to cover our reception and front of house, we were able to open to pre-pandemic hours.

Who Uses The Mill

We conduct an annual user survey to understand who uses The Mill, why they come and what they feel about The Mill. For the first time since the Covid-19 pandemic we were able to conduct the user/snapshot survey at the usual time of the year, in June.

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. Using this information, we compared the data to the three years before the pandemic.

This year, we added extra questions, as part of the Planning Together project additional equality, diversity and inclusion questions were added including a question on sexuality to discover how many people are heterosexual, gay/lesbian, bisexual or other. We also asked respondents *How much do you agree or disagree with the following: "The Mill is welcoming of everyone regardless of background, age, nationality, ethnicity, religion, disability, sexuality, gender and other differences."* The majority of people (60%) strongly agreed with that statement.

The chart below summarises key findings of this year's survey carried out in June 2022, with the data from June 2019, June 2018 and June 2017 for comparison. We use the results of the survey and feedback from volunteers and staff to inform our future planning.

From these findings, we can see that The Mill is still seeing the impact of the pandemic on the diversity and number of people who use The Mill but amongst our diverse local community — 15 different languages are spoken by our visitors (compared to 25 languages in the previous survey) - this is probably due to fewer people visiting The Mill, fewer people filling in the survey, and shorter opening hours and schedules than pre-pandemic.

One key finding is that we continue to be a place where people make connections 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.*'

Key findings from our annual snapshot survey of weekly visitors 2022:

	2022	**2019**	**2018**	**2017**
How many people came through the doors in one week?	**238**	**572**	594	568
How many questionnaires were completed?	**127**	**211**	229	226
Most popular day to visit	**Thursday**	**Thursday**	Tuesday	Saturday
Most popular reason to visit	**Using the Children's Room**	**Attend an activity**	Groups and activities	Groups and activities
Who are our visitors	**68% women 15 languages spoken at home**	**61% women 25 languages spoken at home**	75% women 24 languages spoken at home	69% women 21 languages spoken at home
Most regular visitors	**51% families 17% retirees**	**39% families 13% retirees**	25% 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'**	'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%**	**11%**	19%	16%

Summary of mode of engagement as part of the annual survey:

	How often in person (%)		How often online/outdoors (%)	
	2022	2021	2022	2021
Once/twice a week	48.03%	31.78%	6.30%	5.61%
Once/twice a month	13.39%	14.95%	2.36%	2.80%
A few times	16.54%	30.84%	9.45%	14.95%
Only once	11.81%	11.21%	2.36%	9.35%
Never	1.57%	7.48%	17.32%	14.95%
Other	5.51%	2.80%	1.57%	0.00%

Welcoming our Diverse Community

There has been ongoing work throughout the year to look at Equality, Diversity and Inclusion at The Mill. This work was undertaken jointly by a trustee who has experience in this area and a long term Mill volunteer, who met monthly. The brief covered age, ethnicity, religion, gender, disability, sexual orientation and other factors that may lead to inequality. The work involved looking at the demographics of staff, trustees, volunteers, those using The Mill and that of the local area. Policies, reports and survey feedback were also looked at as well as discussions with key personnel. The report was set out in eight sections, data and demographics, policies, communications, events, disability participation funding, and trustees and presented to the Trustees at their monthly meeting in December 2022.

The key message of the report was that those that come to The Mill find it very welcoming, however, it was felt that the profile of people did not reflect the local area as well as it could, and that The Mill may not be widely known about in some sections of the local community. The report made recommendations that could be taken in each area and the suggestion of an action group which brought in a wider range of volunteers, staff and a trustee to was set up and named The Welcoming Committee. The first meeting of the Committee met in April 2023.

Bringing People Together

The Mill has always welcomed our community into our Living room.

This year, we were grateful to receive funding from London Borough of Waltham Forest Winter Spaces Network to support our Community Living Rooms and welcome people back to take part in over 20 FREE activities over a 10 week period. Workshops on art and craft, wellbeing, sustainable living, work skills, understanding smart technology for beginners and children's activities took place and were extremely popular, with many activities fully attended and we were pleased to attract new people with 25% of attendees having never been to The Mill before.

The funding enabled us to provide extra refreshments, a selection of board and card games, adult art and craft materials, a wider range of magazines and newspapers, as well as two air filters to purify the air, keeping the space safe and warm.

Newcomers were able to learn about other activities at The Mill. Subsequently, we saw an increase in the use of The Mill's public spaces and taking part in our other regular activities. With our knitting, sewing and Scrabble groups seeing an increase in participants



A photo collage of Warm Welcome activities funded through LBWF Community Living Room network.

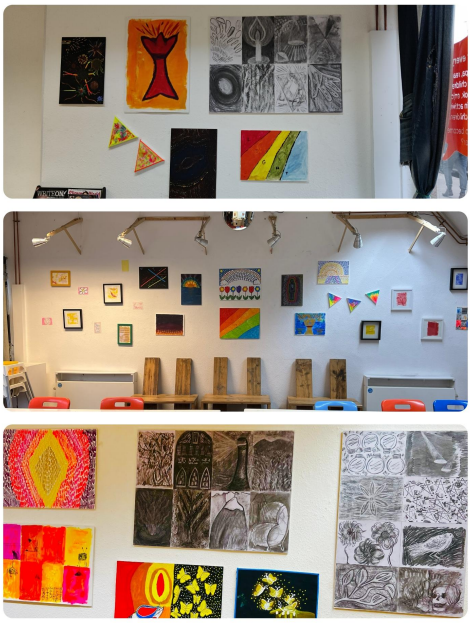
Reflections/Gently Light Our Way (G.L.O.W.) Workshops

Funded by London Borough of Waltham Forest Support for Vulnerable Residents Fund, we engaged NBAM to run creative workshops at The Mill on Mondays. The workshops provided a good and positive start to the week, as well as a quiet reflective environment with The Mill closed to the public on Mondays meant that participants could discuss mental health, wellbeing and personal growth openly. The project was split into two programmes :

Reflections: A programme of 11 weekly sessions with the aim to build knowledge and confidence in artistic ability in participants through the provision of practical sessions, talks and handout written sheets. The group showed a final exhibition of work at ***Elms Window Gallery*** in Leyton from 30th September - 17th October 2022.

The programme attracted 17 participants in total of which four were new to The Mill. All the participants living with either a long/medium term mental health problem or physical illness or learning disability - some with more than one diagnosis. Most participants were women aged 40-80 years old. One was older than 80. There were two male participants and two younger participants. ⅓ of the participants were BME residents.





Above : A collage from Relections workshop funded by LBWF.
Right : Exhibition of work from GLOW workshops.

G.L.O.W. (Gently Light Our Way):

After a short summer break, the second 12-week programme titled GLOW (Gently Light Our Way) began in the autumn. Workshops had an emphasis on looking for light in the darker months. An opportunity to explore and discuss where light occurs, how it makes us feel and how we can share our thoughts with others through visual expression.

The group knew we'd be working towards a final exhibition at the end of the project and there was much discussion about helping others to see the light and feel good feelings when looking at each other's work, whilst acknowledging that it was a tough time for everyone.

The final exhibition did this exact job in creating a room of light and colour interspersed with some dark imagery and a stained glass window effect, which reflected colourful light onto the walls of The Mill's Living room from January until April 2023.

Again, the 13 participants were mainly women (including three new mothers), three men and a mix of ethnic backgrounds. The majority of attendees had long and enduring mental health problems as well as mild anxiety.

***"This is all I have and I'm really grateful for all you do**". GLOW participant*

The winter can be a tough time of year for most people to cope with, especially for those living with ongoing mental health problems. There is often an increase in need for extra services in the winter and with the cost of living crisis also weighing on people's minds, this project became an essential linchpin of activity for the participants.

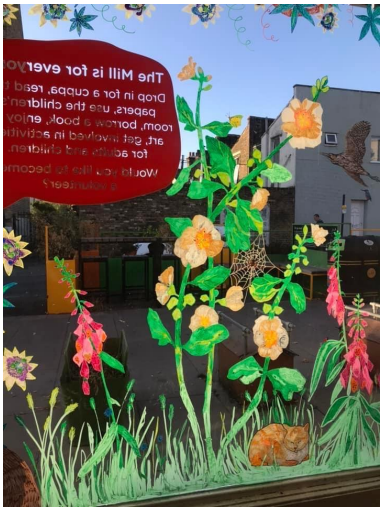
The project manager made two referrals for professional mental health support and one regular participant was unable to take part due to hospitalisation.

The funding also provided for mental health training to be arranged for our employees and volunteers.

Events at The Mill

> *"This is the sweetest cosiest place for all ages, loved it and will be back,"*
>
> *Google Review, September 2022*

Following the challenges around the uncertainty of the Covid-19 pandemic last year, our small team of events volunteers organised three community events, raising over £1,000 in total for The Mill.



Plant and Yarn Sale - September 2022

We sold plant and excess yarn donations at very accessible prices to raise £300 for The Mill. Gardening and knitting tips were also exchanged at this friendly event.

The Mill annual Quiz - October 2022

This annual quiz took place in October 2022 in the community room of the Rose and Crown pub, Walthamstow, generously given to us for our fundraising event. 44 regular and new quizzers got together for a special Coronation themed quiz. The quiz and raffle raised £220 for The Mill.

Pickle Party - December 2022

A festive celebration where local pickle (and chutney) makers were invited to submit their homemade recipes to find E17's favourite pickle and win the Pickle crown. A Christmas cafe, crafts and handmade gifts stalls, all accompanied by Santa's old favourites on the turntable made for a very enjoyable afternoon which also raised over £280 for The Mill.



AIM 2: GETTING INVOLVED

> "Being a volunteer brings mutual benefit. I feel I am contributing to the well-being of all who visit and use The Mill - and just as importantly, my involvement with The Mill contributes greatly to my own well-being,"
>
> *Sue, volunteer (2022)*

Our volunteers are the heart and soul of The Mill and it is thanks to their dedication, ideas and diversity of experience that The Mill is a welcoming and friendly place. Everything that happens here is down to our volunteers' skills, energy and commitment. Our volunteers genuinely care about making a positive difference and are our greatest asset, bringing their valuable skills and experience to The Mill for the benefit of their community. We often hear volunteers saying they gain much from their volunteering with us in developing new skills, making friends and connections, and learning more about their community.

We have seen how volunteering and socialising together can break down barriers between people with different life experiences, and these interactions are at the core of building community resilience and an enhanced sense of belonging. We are proud that The Mill is contributing towards building resilience in the local community, and that, through providing support, and safe, accessible opportunities to volunteer, we offer opportunities to deepen volunteers' self-belief and confidence in creating change, and provide a sense of purpose which contributes to their wellbeing.

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.

Volunteer Team Make-up

Our community centre is only as good as the people who keep it going and make things happen. With asset-based community development values at the forefront of our activities and operations, we see our role in the community as a place where people are encouraged

to take the initiative and put forward their ideas, and a space to organise and run projects and schemes which facilitate our values to give back to the community.

At The Mill, we understand that people have busy lives and we pride ourselves on being able to offer a variety of ways to contribute through a wide range of quality volunteering opportunities. Whether it is people who want to contribute their time to work on a one-off event, run a group, volunteer remotely from home or volunteer on a regular weekly basis, we offer opportunities that can fit with people's other time commitments, lifestyles, needs and abilities. This variety of options creates possibilities for a diverse range of people to get involved with all the benefits that can bring to themselves and their community.

Our **Reception** volunteers are normally the main point of contact for The Mill, signposting people, and ensuring room hires go smoothly and that 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 a particular focus on our library and building, and others, such as The Mill Knitters and Sewing group who also contribute to larger events by donating items they have made to sell.

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 make sure the voices of volunteers are represented at all levels of the organisation.

In June 2022, two of our volunteers travelled to Berlin on behalf of The Mill to celebrate Stille Strasse's 10th anniversary celebrations.

Following a visit to The Mill in 2015 through Lewis Jones and Maria Lisogorskaya of the architectural practice Assemble, a working group of Stille Straße came to look at projects in London following a campaign to keep their much loved community space open after it was threatened with closure in 2012, when they had a thriving programme of groups and activities run by and for local old people in their centre. It was after this visit that Stille Straße promised to invite Lewis, Maria and their Mill contacts to Berlin for their 10th anniversary celebration in July 2022.

In June 2022, the invitation arrived at The Mill as promised and we asked Mo and Alison, two of our long serving volunteers if they would like to attend the celebrations. Conveniently, one of whom could speak German!

They were warmly welcomed to weekend long celebrations including film screenings telling the story of 'Stille Straße 10', an anniversary event at an 18th century royal palace in a beautiful park, where a small band of Stille Straße musicians played before and after readings from their recently published book telling the story of the occupation and its aftermath, a garden party and BBQ followed.



More celebrations followed the next day including a concert of four choirs and a discussion on how we could work together and support each other.

Travel and accommodation were all paid for by Stille Straße and Mo and Alison were warmly welcomed. It was a wonderful opportunity to exchange experiences and celebrate community.

This year we were pleased to be able to get together with volunteers socially and have reintroduced volunteer salons where our volunteers can get together to socialise and share their skills and interests. Sessions run by our volunteers at these salons have included: a talk on Thames River archeology; jewellery making and card making session. And in June, we were delighted to be offered free theatre tickets for our volunteers to watch a production at The Barbican.

Grow Your Idea

"

I tried to test the session model previously on my own and wasn't able to get it off the ground. Having some support gave me more courage and also having promotional support was invaluable. I believe having the association with The Mill validated my activity/brand.

”

Malka-Money awareness for kids Grow Your Idea participant 2022

Grow Your Idea puts into practice what The Mill is all about: supporting and encouraging people to put forward their ideas for activities and events that benefit the local community and to take action to make them a reality. Since we opened our doors, one of our missions has been to support local groups and individuals to grow, which we have done in the past with various iterations of our Grow Your Idea community competition. Since Autumn 2018, we have been able to embed Grow Your Idea into our core practice. Our community call-outs for group leaders this year were very popular and we received more applications for projects that specifically catered for local community needs. With the kind support of funding from the Co-op, this enabled us to support 9 projects: New Beginnings Mother and Baby; Pharmacollagy; Neurodiversity Social Club; Money Management for Children; Life Writing Skills; Portrait Club; Personal Development for Women; Outdoor Art and Ceramic Plates.

Three activities continued beyond the GYI time period with two of them receiving further external funding demonstrating that GYI can be a very effective springboard for longer term group activities that has benefits for both group leaders and participants.

AIM 3: GETTING CREATIVE

> "I love this group and great to try all different types of creative arts. It's nice and relaxed and to meet new people. Thanks very much! ."
>
> *comment from user survey, 2022*

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

The visual arts are at the heart of creative activity at The Mill. From the start, the Art Works volunteer team of creatives has planned and delivered a wide-ranging annual programme of events and activities. Central to this is a commitment to inclusion in its widest sense: inviting local people of all ages, abilities and from across our diverse community to take part in creating art together with others. This year we resumed our full programme of activities and explored ways of expanding our range.

Exhibitions

Art Works run a year-round exhibition programme in the Living Room celebrating the creativity of our local community. Our own exhibitions are open-call, inviting anyone, young or old, keen artist or total beginner to show their work for a small fee. There's no selection process: all works are accepted. The exhibition programme covers a range of themes and invites people to contribute work in a variety of media. Planned, run and curated by Art Works volunteers, they're always well-supported and popular. The exhibitions also bring in a small income to The Mill which supports some of our other activities.

In 2022-2023 our four exhibitions attracted a total of 76 artists, who between them submitted 134 works, with a total income of £1,035.80 to The Mill. Special thanks are due to Sue Grant, Mill Exhibitions Volunteer Administrator, for her friendly efficiency in ensuring exhibitions run smoothly and good records are kept.

Alongside the open-call exhibitions, we also welcome a limited number of external exhibitions of interest to our local community. This year, we hosted 'Our Voices', a

retrospective exhibition by Share UK marking 10 years celebrating everyday heroes in East London.



A Time to Grow

Our summer exhibition, curated by Art Works volunteer Lucy Pritchet ran through July to September. Local artists were invited to submit works which explore the theme of 'Grow' and to express what that word means to them. A total of 33 works in a range of media showed a wide variety of imaginative responses.



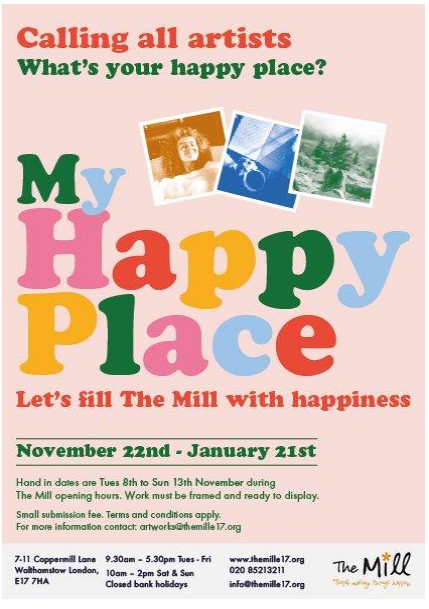
"Great to see so many variations on a theme! A lovely local experience"

MADE IN WALTHAMSTOW

For this exhibition, local artists were invited to submit work(s) in any medium that celebrated the past world of making, architecture and industry. Some of Walthamstow's rich past remains, some only exists in photos or in memories. Curated by Art Works volunteers Duncan Holmes and Jane Evans, the exhibition displayed a variety of different interpretations of the theme.

"Brilliant exhibition! You don't realise how much industry there is in Walthamstow."

from exhibition comment book, 2022



MY HAPPY PLACE

For our final exhibition of the year, local artists were invited to submit work to "fill The Mill with happiness". Curated by Art Works volunteer Mo Gallaccio, the exhibition comprised a diverse collection of works, in a variety of media. Showing between November 22 and

January 2023 - in the grey winter days, after a year of bad news, it lifted all our spirits - as reflected in the visitor comments.

"I love so many pieces in this show. Thank you for filling The Mill with happiness."

from exhibition comment book, 2022

Groups

After the disruption of the pandemic, our two regular volunteer-led Art Works groups 'Get Drawing' and 'Junior Art Club' settled back into their normal routine. Both groups run year-round and are very much valued by the adults and children attending them. Led by the tried and trusted team of Art Works volunteers David Hughes and Jane Evans, joined this year by Duncan Holmes, we are very grateful to all three of them for their exceptional skills, hard work and commitment.

Junior Art Club

Junior Art Club has been a very popular after-school club for children aged 6+ for many years, meeting Thursdays from 4-5 pm during term-time. A set of 5 linked sessions runs each half-term during the school year, covering work with clay, paints, pencils, print work and collage. Parents attend with their children, and bring younger siblings to play in the Children's Room.

This popular club resumed at the end of April. Over 100 families are signed up to the Junior Art Club mailing list and there is also a continual demand for similar groups for younger children, which is beyond our capacity at present.

Get Drawing

'Get Drawing' is a friendly and informal adult group meeting on Sunday mornings in The Mill's Living Room. This group running since 2016 is for people who want to practise and improve their ability in drawing from observation. All abilities are welcome, and the group leader provides the stimulus and gives whatever teaching and advice group members need. A donation of £4 covers the cost of materials and contributes towards room hire. During Covid, a small group of loyal members accepted the invitation to resume meeting on a booking basis after The Mill reopened. In August 2022, the group once again became a drop-in, and in September it opened to new members. It's established once again as a popular and very well-attended year-round group.

Adult Art Workshops

While we frequently run workshops for children, our offer to adults has been limited. To extend that offer, we aimed to:

- pilot creative workshops for adults at evenings and weekends at times when The Mill had spare capacity, and when more local creatives (including our team) might be available to run them.
- strengthen our team by opening up recruitment to a wider range of local creatives used to working with adults
- reach a wider and more diverse group of local adults



We were delighted that our bid to St James Street Big Local to run four creative workshops was accepted. All of the workshops were very well attended and much enjoyed. Attendees' evaluations confirmed that there was a real need for evening and weekend workshops for adults, and all would like to come again.

Photograph of Beautiful Paper Stars workshop (2022)

AIM 4: IMPROVING OUR SPACE

Our building is our most important resource: it is 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

Build The Mill

The aims of the Build The Mill project remain to:

- Make the space more user friendly with better facilities and spaces
- Increase accessibility to all
- Enhance the organisation's financial resilience by increasing earned income potential
- Improve environmental sustainability and energy efficiency

Since last year we have continued to make progress and further develop the plans for refurbishing the building with the help of our professional project partners, architects BAT Studios and quantity surveyors Fraser Randell and with the support of London Borough of Waltham Forest, the building's owners. Towards the end of the year we recruited a new Project Coordinator, John Dash, and have revived the steering group with new members, who bring valuable expertise and skills to support the development of the project.

Making good use of our space

> "I just wanted to pass on a huge thanks from myself and the team for letting us use The Mill yesterday. All of your staff were extremely lovely and we couldn't have asked for a better experience,"
>
> *room hirer, 2022*

Room Hire

With a mix of flexible, open and private spaces, The Mill is well placed to enable members of the local community to make things happen. Our staff work hard with our room hirers to help them to use our spaces to their maximum potential and best advantage. With room hire also being one of our primary sources of income, hiring out our rooms is a great way to sustain our community centre.

Our affordable room hire rate, unchanged since 2011 makes us a great venue for local community groups and activities with our room being hired to provide :

Health and Wellbeing activities

- community acupuncture
- yoga
- nordic walking
- improving wellbeing
- Sunday cycle group
- pharmacollagy
- meditation
- fermentation
- tea Tasting Yuyun

Skills

- *digital buddies* session
- improving confidence for women
- CV and job application workshops for all
- ESOL classes
- bike maintenance
- children's tuition
- oral histories

Art sessions

- portrait drawing funded by The Mill Grow Your Idea

- jewellery making
- pop up pottery
- write for Joy
- come and Craft and Children's Arts and craft workshops with Jackie Grandos
- SEND activity club for parents and their children

We were pleased to continue to offer our space as a drop-off point for food bank donations and to accommodate the local Bulgarian community in their civic duties with The Mill space being used as a polling station.

In November 2022, The Mill took part in an **E17 Swap Shop;** an initiative brought about by our local MP, Stella Creasy, to help parents to recycle, repair and reuse baby and child items, saving money and reducing waste during the cost of living crisis. Along with three other community spaces, The Mill became a place where families could donate and/or swap their preloved or unwanted baby items.

Children's parties and other activities

As restrictions eased and we were able to increase the capacity again in our rooms, we were able to resume our popular hire package for children's parties at weekends, and welcome groups such as :

Cakes and Craft for monthly children's craft sessions and **SEND Activity Club:** a fun club for children with sensory needs and carefully designed activities for SEND children with coffee and chat for the parents; **The new parent's social group:** resumed after a local mum volunteered to run the group for parents with babies to chat and share experiences, concerns and happiness over a cuppa.

Phonics with Robot Reg: a weekly high energy play based class that introduces pre-schoolers to early phonics skills. Classes are packed with fun activities and catchy songs to help children learn.

Tutoring for children in years 1-11: Maths,Science and English Tuition, twice a week.

Chill out zone : Free drop-in sessions for children aged 10–16 who live in the area.

Partnerships

True to our values as a community hub, we have continued to work with and alongside other local community organisations. Our upstairs offices and studios are hired by true stalwarts of The Mill, many of whom have been with us from the very early days of The Mill.

- **Social Spider** — a socially-minded research and project development community interest company (CIC) who also publishes five community newspapers including The Waltham Forest Echo.
- **Artillery** — an arts development organisation established by the creative team behind the E17 Art Trail. Artillery aims to create lasting, shared memories among neighbours resulting from their open invitations to create neighbourhood events and projects together.
- **Jason Hawkridge** — an established multi-disciplinary artist.
- **The Sleep Disorders Clinic Ltd** — a clinic specialising in the diagnosis and treatment of snoring and Sleep Apnoea.
- **Del Taylor (until Jan 2023)** — a participatory artist who works with a variety of arts organisations, theatres and community groups in Waltham Forest and across London.
- **Tony Blackmore (from March 2023)** - a visual artist specialising in hand-folded reliefs created from drafting film and photographic lighting gels. He is a member of the Royal Society of Sculptors and is represented by Cube Gallery London.

COMMUNICATING THE MESSAGE

Over the winter, our Warm Welcome activities funded by LBWF Community Living Rooms provided an opportunity to raise awareness of The Mill, and encourage people who might not have visited before to come to The Mill. Our comms focussed on promoting the free funded activities as well as our public spaces - our Living Room, Children's Room and Honesty Library. We used paid social media advertising to reach local residents in Waltham Forest.

We have been acknowledging and celebrating important religious and cultural celebrations on social media, such as Eid, Lunar New Year, Diwali, Rosh Hashanah and Christmas. These have been well received and helped us to recognise and reflect the diversity of our local community.

WhatsApp has continued to be a very useful communications route, allowing us to share news and activities with residents on local streets and to the large Waltham Forest Creatives group managed by Artillery. There was a particularly positive response to our Warm Welcome sessions, and the Art Works team's ongoing activities, including Community Exhibitions and the Art Works mailing list, which has continued to grow and has a high open rate.

There have been changes to the way sites share analytics data in the last year. Long term Instagram stats are now available which makes monitoring easier, although the engagement

rate is not available. Twitter analytics has also changed and the engagement results are no longer available. Most of our channels have increased the number of followers and reach over the year. The number of website users has decreased, which may be a reflection that people often prefer to get information through social media. X (formally Twitter) follower numbers appear stable here, but since Elon's Musk's takeover of the site the total number of followers has been reducing each month, after growth earlier in the year. There has also been a noticeable decrease in the number of people interacting with our tweets, with very few shares and likes. Because of this, we've been focusing our efforts on WhatsApp, Facebook and Instagram, where we're having much more positive responses.

Website	**2021-22**	**2022-23**	**Change**
Users	16,544	14,699	-11%
Total Page views	50,755	56,195	11%
Facebook	**2021-22**	**2022-23**	**Change**
Page Followers	2472	2887	17%
Reach	18,840	20,761	10%
Instagram	**2021-22**	**2022-23**	**Change**
Followers	2464	2783	13%
Account Reach	5837 (from 6/9/2023)	9416	N/A
X (formally Twitter)	**Mar 2022**	**Mar 23**	**Growth**
Followers	6595	6580	-0.01
Mailchimp	**Mill News March 2022**	**Mill News Jan 2023**	**Growth**
Subscribers Mill News	1,016	1,007	-1%
Average open rate Mill News	38%	40%	5%
Subscribers Art Works	187	212	13%

FUNDRAISING

Thank you to all our generous funders including Tudor Trust, The National Lottery Community Fund, L&Q Foundation, London Borough of Waltham Forest, Clarion Futures, St James Street Big Local, Chapman Charitable Trust and People's Postcode Lottery. In addition, we would like to acknowledge and thank those who give their time and money to contribute to The Mill's fundraising efforts through the Friends of The Mill scheme, one-off donations, Art Works exhibitions, events, such as the annual Mill Quiz, and knitting and craft sales.

This year grant fundraising has made the following projects possible:

Tudor Trust - Build The Mill project development

The National Lottery Community Fund - Planning Together, strategic development project. An opportunity to reflect on the first decade of operation and develop a strategy for the next 10 years alongside a refreshed strategic communications plan and impact measurement strategy

The National Lottery Community Fund, Awards for All and L&Q Foundation - Chill Out Zone youth project run in partnership with Waltham Forest Arts in Education Network

London Borough of Waltham Forest Support for Vulnerable Residents Fund - Reflections project in partnership with Neesha Badhan of NBAM. A programme of art workshops and exhibitions to improve mental health

Clarion Futures and London Borough of Waltham Forest, Community Living Rooms Fund - Warm Welcome - Supporting the costs of running The Mill's long standing drop in Living Room space to provide a warm space and free activities during the cost of living crisis



St James Street Big Local - Adult art workshop programme run by Art Works

Chapman Charitable Trust - A donation to the core costs of running the organisation

London Borough of Waltham Forest Community Ward Funding - A bespoke Mini Mill Little Free Library, accessible even when the building is closed

People's Postcode Lottery, Magic Little Grants - Carers Support Group

Photograph of The Mill Little Free Library made for us by The Fixatorium, E17

Thanks also to the generous donation we received of £750.00 from the estate of a participant in The Mill's exhibition and drawing classes.

A special mention to our fabulous **Friends of The Mill**, whose regular giving is greatly appreciated as a reliable source of unrestricted income for us to use to keep The Mill going!

FINANCIAL REVIEW

Summary

In the year 2022-2023, the charitable company had a total income of £119,957 (2021-22: £151,215) and total expenditure of £135,942 (2021-22: £125,576). There was a deficit of £15,985 (2021-22 was a surplus of £25,639).

The 2022/23 financial year was a further successful year of fundraising, business development, and operations, in what proved to be challenging economic conditions for The Mill and our community.

The Mill started the year around the ending of restrictions regarding the pandemic enabling us to continue to rebuild, with a steady resumption of activities. However economic conditions led to rapid inflation and cost of living challenges for our Community at large as well operationally for The Mill. Our response to this included investing in staff salaries, as well as prioritising our "Community Living Room" knowing this was a cost to us, but also recognising the importance of doing this for our community.

Whereas we ended this year in a deficit, this was controlled and steered throughout the year as an appropriate use of some of our reserves. Our sound financial position, the generosity of our funders, and the incredible dedication and hard work of our staff and volunteers have enabled us to absorb/offset increases in operational costs while remaining within the terms of our reserves policy, and be overall in a good financial position as we continue to look forward to maximising our impact against our core objectives.

Funds and reserves

Total funds carried forward at the end of this year were £139,181 (for the year 2021-2022 the total was £155,166). This comprised £45,259 restricted funds and £93,922 unrestricted funds, of which £68,500 were designated reserves and £25,422 were general reserves (for the year 2021-2022 there were £49,948 restricted funds and £106,218 unrestricted funds of which £68,500 were designated and £37,718 were general reserves).

RESERVES POLICY

It is the policy of the charitable company to maintain reserves at a level to provide sufficient funds to cover unforeseen circumstances. The Reserves Policy of the company, as reviewed and updated in March 2022 by the trustees (directors) is:

- The trustees believe that, in order to remain financially secure and viable, they should seek to hold three to six 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. In previous years, The Mill has at times exceeded its reserves target due to the support it has received through donations together with a successful business development focus on increasing earned income and pursuing a diverse range of income streams, enabling the trustees to invest some of the reserves in projects that have both delivered the strategic aims of The Mill for our beneficiaries and helped to secure long term sustainability.

- Additionally, since 2019, alongside delivering the work of the charity, a designated reserve equivalent to six months operating costs was also created. This is in anticipation of proposed building development works (*Build The Mill*) that may reduce the operational capacity of the building for up to 3-6 months in the coming years, depending on the needs of a capital project and in consultation with users and the 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. Fundraising will also need a commitment from the charity and trustees in the form of match funding, and to that end the trustees are now seeking to increase the designated reserve to be equivalent to twelve months of operating costs, so that the redevelopment of the building might be realised, together with all the benefits that that can bring to the community. This building development project was delayed by the pandemic but is anticipated once again to happen in the coming years

The free, undesignated reserves at the end of the year were £25,422 (2021-2022: £37,718), which remains between three and six months of core running costs. Our reserves position continues to have the attention of the Trustees and of staff, recognising The Mill's need to continue to be prudent with spend, and to continue to monitor our reserves going forward.

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 established, is regularly

reviewed, and steps are taken to mitigate the risks identified. Funding risk is continuously addressed through a fundraising strategy that seeks to achieve funding spread, by monitoring reserve levels and by ensuring controls over key financial systems. The trustees engage experts to support this process, including financial accounting and reporting.

Financial

The key risks in this year have been the operational, financial, community and strategic risks around inflation and rising costs. The impact of price increases was a focus of trustee and staff decision making throughout the year and particularly in the winter months. Careful financial management is in place with frequent review of budget and expenditure, and we are grateful for the financial expertise of our Finance Officer and the governance work of our board supplementing the work of the staff team in this regard. It is expected that these risks will continue to be closely monitored in the coming year.

Build The Mill

Looking forward, we aim to make considerable progress in our Build the Mill initiative in 2023/24. The size of this project and its potential to impact on our operations give rise to it being prominent in our risk register, risks are being managed and mitigated through ongoing dialogues between the Build The Mill steering group, Centre Manager, and Trustees.

Safeguarding of vulnerable adult service users and our staff members

We have updated our Safeguarding policy and will continue to review it regularly. We have had a focus on making sure that our volunteers are up-to-date by offering safeguarding awareness sessions and out staff continue to undergo training.

GDPR

Training has been undertaken by staff and the appropriate policies are in place. These policies are reviewed regularly and will be updated when appropriate.

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 based on 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 also proactively undertook an Equalities and Diversity review of all areas of its operations in 2022, leading to strategic and operational work that is now underway.

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 several 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. For every person who wants to gain new work experience, there is someone who is happy to share theirs. Some run groups and others provide a friendly face at reception, and each and every person who has volunteered and volunteers with The Mill has made a positive contribution to The Mill achieving its aims.

Contribution by, and appreciation of, supporters

The trustees appreciate the support of:

- The National Lottery Community Fund
- London Borough of Waltham Forest
- Clarion Futures
- L&Q Foundation
- St James Street Big Local
- Tudor Trust
- Chapman Charitable Trust
- People's Postcode Lottery
- Friends of The Mill

towards the achievement of the set goals and objectives of the charitable company. The trustees appreciate all contributions from the local voluntary, community, public and business sectors and our community of Friends and supporters.

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**  **John MacMahon (Director and Treasurer)** *Date:* 5th December 2023

INDEPENDENT EXAMINER'S REPORT to the trustees of The Mill @ Coppermill

I report to the charity trustees on my examination of the accounts of The Mill @ Coppermill ("The Mill") for the year ended 31 March 2023.

Responsibilities and basis of report

As The Mill's trustees (who are also the directors of the company 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 for this year 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.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 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
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the 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 FCCA
Address: 10 Knebworth Avenue, Walthamstow, London, E17 5AJ
Date: 18/10/2023

Signed: 

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

Statement of Financial Activities (incorporating the income and expenditure account)
For the year ended 31 March 2023

	Note	Unrestricted Funds	Restricted Funds	2023 Total Funds	2022 Total Funds
		£	£	£	£
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income	2	6,264	63,421	69,685	109,660
Activities for Generating Funds		7,221	-	7,221	5,765
Incoming resources from charitable activities	2	43,051	-	43,051	35,790
TOTAL INCOMING RESOURCES	2	56,536	63,421	119,957	151,215
RESOURCES EXPENDED					
Fundraising Costs					
Charitable Expenditure					
Community Centre Programmes	3	68,332	67,110	135,442	123,992
Governance Costs		500	-	500	1,584
Total Resources Expended	3	68,832	67,110	135,942	125,576
Net Incoming Resources - Net Income for the Year		(12,296)	(3,689)	(15,985)	25,639
Total Funds at the start of the year		106,218	49,948	155,166	129,527
Total Funds at the end of the year		93,922	45,259	139,181	155,166

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 2023

	Note	2023 £	2022 £
Fixed assets			
Tangible fixed assets	8	2,800	-
Current assets			
Debtors & Prepayments	9	15,160	11,466
Bank & Cash at hand		129,541	149,627
		144,701	161,093
Creditors: amounts falling due within one year	10	(8,320)	(5,927)
Net current assets		139,181	155,166
Net assets	12	139,181	155,166
Funds			
Restricted funds		45,259	49,948
Unrestricted funds		93,922	106,218
TOTAL FUNDS	12	139,181	155,166

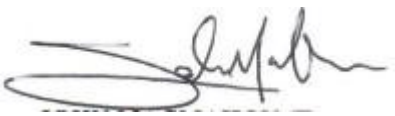
For the year ended 31 March 2023 the charity was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. The members have not required the charity to obtain an audit of its accounts for the year in question in accordance with section 476.

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 5 December 2023 and are signed on their behalf by:





RICHARD BENNETT (Chair) **JOHN MACMAHON (Treasurer)**

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.

(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 £	2023 Total £	2022 Total £
Community Centre Programmes	63,421	50,272	6,264	119,957	151,215

Voluntary Income	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Grants & Donations				
LBWF Connecting Communities	-	-	-	2,330
Tudor Trust (Build the Mill)		-	-	25,000
	-			
LBWF Community Ward Funding	-	-	-	1,421
St James Big Local	-	-	-	7,000
Small Business Grant Fund (LBWF)	-	-	-	13,000
Tesco Bags of Help	-	-	-	2,000
People's Postcode Lottery - Magic little grants	-	-	-	500
Co-op Local Community Fund	-	-	-	2,991
LBWF Support for Vulnerable Residents Grants	-	-	-	10,000
Clarion Futures Feel Good Thursdays	-	-	-	1,000
L&Q Foundation	-	5,000	5,000	9,000
National Lottery Awards for All	-	-	-	11,250
Power to Change – Community Business Renewal Fund	-	-	-	20,000
National Lottery Community Fund – 10 Years On	-	35,000	35,000	-
National Lottery Awards for All - Chill Out Zone	-	10,000	10,000	-
LBWF - Community Living rooms Warm Welcome	-	5,000	5,000	-
LBWF Community Ward Funding - St James ward (little free library)	-	375	375	-
LBWF High St ward funding (Digital Buddies)	-	1,250	1,250	-
Clarion Futures - Warm Welcome	-	5,800	5,800	-
St James Adult Art Workshop	-	996	996	-
Total Grants	-	63,421	63,421	105,492
Other Donations	6,264	-	6,264	4,168
Total Voluntary Income	6,264	63,421	69,685	109,660

Activities for Generating Funds and income from Charitable Activities				
Fund Generation	**7,221**	**-**	**7,221**	
				5,766
Hiring Income	**43,051**	**-**	**43,051**	**35,790**
Total Incoming from Charitable Activities	**50,272**	**-**	**50,272**	
				41,555
Total Income	**56,536**	**63,421**	**119,957**	**151,215**

3. TOTAL RESOURCES EXPENDED

	Direct Costs	Support Costs	2023 Total	2022 Total
Charitable Expenditure	**£**	**£**	**£**	**£**
Community Centre		**25,241**	**135,442**	**123,992**
Programmes	**110,201**			
Total Charitable Expenditure	**110,201**	**25,241**	**135,442**	**123,992**
Governance	**-**	**500**	**500**	**1,584**
Total Costs	**110,201**	**25,741**	**135,942**	**125,576**

3(a) Governance Costs	**2023**	**2022**
These comprise the following:	**Total**	**Total**
	£	**£**
Independent Examiner's Fees	**500**	**500**
Professional Fees	**-**	**1,084**
	500	**1,584**

3(b) Direct Costs	**2023**	**2022**
	£	**£**
Fundraising Costs	**6,245**	**6,498**
Wages	**61,225**	**55,138**
Other Staff Costs	**892**	**618**
Volunteer Costs	**516**	**250**
Health & Safety	**5**	**106**
Projects & Consultancy Expenditure	**39,143**	**38,670**
Merchandise for Resale Cost	**700**	**878**
Activities Costs	**1,210**	**1,616**
Other Costs	**265**	**180**
Total Direct Costs	**110,201**	**103,954**

3(c) Support Costs	**2023**	**2022**
	£	**£**
Rent and Rates	**6,550**	**6,820**
Heat & Light	**5,480**	**3,555**
Printing & Stationery	**279**	**331**
Telephone & Computer Consumables	**2,173**	**1,865**
Building Maintenance & Cleaning	**5,744**	**4,048**
Insurance	**1,431**	**970**

General Expenses	**69**	**9**
Accountancy	**3,515**	**2,440**
Total Support Costs	**25,241**	**20,038**

4. EXPENDITURE ANALYSIS

	Wages	Other	2023	2022
	£	£	£	£
Restricted				
Saint James Street Big Local	-	-	-	10,000
Tudor Trust	-	6,304	6,304	8,509
LBWF Connecting Communities	-	-	-	4,338
The National Lottery Community Fund - Covid 19 Emergency Fund	-	-	-	1,250
Coop Community Fund	-	-	-	442
Clarion Futures - Feel Good Thursdays	-	-	-	5,000
The National Lottery Community Fund Awards for All	-	-	-	10,001
Tudor Trust Wellbeing grant	-	-	-	2,000
People's Postcode Lottery - Magic Little Grants	-	-	-	500
L&Q Foundation	-	7,025	7,025	6,975
LBWF Support for Vulnerable residents	-	8,616	8,616	-
LBWF Community Ward Funding - High Street ward (Grow your Idea)	-	2,724	2,724	-
Coop Community Fund - Grow your Idea	-	1,421	1,421	-
The National Lottery Community Fund - 10 years on	1,920	17,774	19,694	-
The National LotteryCommunity Fund Awards for All - Chill Out Zone	465	7,635	8,100	-
LBWF - Community Living rooms fund	-	5,000	5,000	-
LBWF Community Ward Funding - St James ward (little free library)	-	375	375	-
LBWF Community ward funding - High St ward (Digital Buddies)	-	1,250	1,250	-
Clarion Futures - Warm Welcome	-	5,606	5,606	-
Saint James Street Big Local - Adult Art Workshops	-	996	996	-
Total Restricted	**2,385**	**64,726**	**67,110**	**49,015**
Unrestricted				
General	**61,225**	**7,606**	**68,832**	**76,561**
Total Unrestricted	**61,225**	**7,606**	**68,832**	**75,561**
Total Expenditure	**61,610**	**72,332**	**135,942**	**125,576**

5. NET INCOMING RESOURCES

	2023	2022
This is stated after charging:	**£**	**£**
Independent Examiner's Fees	**500**	**500**
	500	**500**

6. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:	**2023**	**2022**
	£	**£**
Gross pay	**54,449**	**53,386**
Employer's National Insurance	**-**	**-**
Employer's Pension Costs	**1,776**	**1,753**
Total	**61,225**	**55,138**

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

	2023	2022
Average number of employees during the year was:	**4**	**4**

7. DIRECTORS AND RELATED PARTY TRANSACTIONS

	2023	2022
	£	**£**
	-	**-**

There were no payments made during the year to Directors and related parties (2022: nil)

8. TANGIBLE FIXED ASSETS

	Plant & Machinery	Fixtures and fittings	Total
	£	£	£
Cost:			
At 1 April 2022	7,998	-	7,998
Additions	-	2,800	2,800
At 31 March 2023	7,998	2,800	10,998
Depreciation:			
At 1 April 2022	7,998	-	7,998
Charge for the year	-	-	-
At 31 March 2023	7,998	-	7,998
Net book value:			
At 1 April 2022	-	-	-
At 31 March 2023	-	2,800	2,800

9. DEBTORS AND PREPAYMENTS

	2023	2022
	£	£
Trade debtors	8,969	3,103
Prepayments	1,702	1,500
Other debtors	4,488	6,863
	15,160	11,466

10. CREDITORS

Amounts falling due within one year:	2023	2022
	£	£
Trade creditors	5,114	4,670
Accruals and deferred income	1,808	450
Deposits	342	40
Taxation and Social Security Costs	679	588
Pension	377	
		179
	8,320	5,927

11. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2023, the Charity had annual commitments under non-cancellable operating leases as set out below:

Commitments under operating leases	2023	2022
Expiring after more than 5 years	6,788	6,000

12. ANALYSIS OF MOVEMENT IN FUND

Total Funds	At 1 April 2022	Incoming	Outgoing	At 31 March 2023
Analysis of Movement in Funds	£	£	£	£
Restricted Funds				
General	48,948	63,421	(67,110)	45,259
Total Restricted Funds	48,948	63,421	(67,110)	45,259
Unrestricted				
Designated Emergencies	5,000	-	-	5,000
Designated Dilapidations	3,500	-	-	3,500
Designated Capital fund	60,000	-	-	60,000
General	37,718	56,536	(68,832)	25,422
Total Unrestricted Funds	106,218	56,536	(68,832)	93,922
Total Funds	155,166	119,957	(135,942)	139,181

END OF DOCUMENT

THE MILL @ COPPERMILL

England & Wales - Charity number 1143365

Accounts

The Mill

*People making things happen

10th ANNIVERSARY

THE MILL @ COPPERMILL

DIRECTORS' REPORT AND FINANCIAL STATEMENTS

For the year ended 31 March 2022



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REFERENCE & ADMINISTRATIVE INFORMATION

Registered charity name: THE MILL @ COPPERMILL
Registered office: 7–11 Coppermill Lane, London E17 7HA

Charity No.: 1143365
Company Reg. No.: 07596426

Directors

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

Ms Alison Griffin
Ms Ingrid Abreu Scherer
Ms Valeria Bonfiglio (until 3 February 2022)
Ms Vanessa Brightwell (until 12 August 2021)
Mr Richard Bennett
Ms Leanne Wightman
Mr Laonikos Psimikakis Chalkokondylis

Chair

Ms Ingrid Abreu Scherer (until 3 Feb 2021)

Mr Richard Bennett (from 3 Feb 2021)

Secretary

Mr Laonikos Psimikakis Chalkokondylis

Treasurer

Ms Alison Griffin

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 2022.

The financial statements have been prepared in accordance with the accounting policies set out on page 46 and comply 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).

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 the law and best practice. The memorandum and articles of association lay out the 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

After an unprecedented period of change and challenge for The Mill, through the early phases of the COVID-19 pandemic, this year has been one of careful but steady reopening and normalising. Our community came through the trials of the pandemic, with volunteers and staff finding innovative ways for people to support each other and continue creative activities. By April we were able to open our doors once again, gradually building back activities and groups as restrictions on spacing and numbers were eased.

We continued to be careful about this; our community includes vulnerable people who needed continued protection. We were guided by their needs and wishes in the pacing of a steady return to normality. Building people's confidence and responding to changed comfort levels will continue to take time, and we will evolve to meet our community over the coming months and years.

Key to the reawakening of The Mill's buzz was the reopening in October of the Children's Room. The mingling of knitters and stitchers and scrabble players and youth club and readers and toddlers and parents and artists makes The Mill what it is: the community's living room. This report outlines the many special events, groups and activities hosted by The Mill during the year; their diversity is a testament to the activism and mutual support of so many people in our community.

We are immensely grateful to our volunteers and staff for their creativity and care in enabling all this. They have shown huge flexibility and resilience through The Mill's most difficult period ever, and have emerged still smiling and welcoming as old friends and newcomers appear at our door.

Inevitably, some former volunteers' circumstances changed during the pandemic and they moved on. We have needed to recruit and prepare new volunteers to cover a growing range of opening days and hours; our thanks go to them for stepping up when we needed them.

This year was The Mill's tenth anniversary. We held a celebration in September – mainly outdoors due to ongoing social distancing requirements – which was enjoyed by many of our friends and supporters. We were also able to raise resources for an oral history project to capture our story so far. This brought together the voices of many of those whose campaign against library closure led to The Mill's formation, people who contributed to the way The Mill developed, and more recent volunteers and users. The book and online resources offer a beautifully rich account of what makes The Mill so special to so many.

The delays and new priorities resulting from the pandemic meant that our planning work on

improving our space - Build the Mill - also had to be adapted. Rather than pushing forward at pace, we took the time to engage our users and understand emerging needs (such as improved ventilation and hybrid connectivity), as well as working with architects to bring our ideas to life. We ended the year with a clear and exciting building project to engage new supporters and partners.

We have been privileged to receive generous support from a range of sources during the year, including London Borough of Waltham Forest, St James Street Big Local, Power to Change, Tudor Trust and L&Q Foundation. Their flexibility in the face of COVID-19 challenges has been vital to our ability to see through the year, and we are immensely grateful for their help. We are especially grateful to the Tudor Trust who have allowed us to support staff and volunteer wellbeing, which had suffered during the stress of the pandemic.

The Trustees, who met more frequently than usual and entirely online to enable The Mill to function through the pandemic, have been able to return to monthly meetings that are hybrid, enabling some of us to be together in The Mill. While we were sad to see two of our Trustees step down (remaining very active in The Mill in other ways), by March we were inducting three new excellent contributors to our governance, who became Trustees shortly after the year ended. My thanks go to all the Trustees who, in spite of often spectacularly busy lives, find ways of concentrating on our oversight responsibilities with prudence and creativity. Particular thanks go to Ingrid Abreu Scherer, who as Chair steered us expertly through this challenging time and stood down (remaining as a Trustee) towards the end of the year.

Richard Bennett
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 PEOPLE

Our small and dedicated staff team continued to provide support in running a volunteer-led organisation, supporting volunteers through the provision of a safe workplace and ensuring visitors and members of the local community can access the activities safely.

Following the lockdown in December 2020 due to government restrictions around the COVID-19 pandemic, The Mill opened once again in April 2021 with reduced hours. Staff worked staggered shifts to limit infections, and kept in contact with each other through the usual channels as well as 1-2-1's with the Centre Manager and weekly all-staff Zoom meetings which have continued throughout and since restrictions have been lifted entirely. Online meetings, where staff gather to plan and discuss new ideas or issues, have now become a norm.

Our People management group continued to review and improve our volunteer recruitment procedures to ensure they are robust whilst also taking the opportunity to streamline the recruitment process. The People group benchmarked employee salaries and annual leave entitlement against similar roles in local organisations, and on the basis of their findings, two recommendations were put to the Trustees: to increase annual leave allowance to 25 days (pro rata) for most of our staff; and to increase pay for most of our staff team according to the benchmarking outcomes, both of which were approved by the Trustees in recognition of the commitment and dedication of staff members.

We received support from Power to Change's Community Business Renewal Fund which provided us with the time and expertise of an HR consultant from Eastside Primetimers to complete a review of our HR policies and procedures. Through this, we were able to update some of our existing policies and introduce new ones.

Trustee meetings continued to take place remotely on a fortnightly basis to address changing needs and meet legislation, and to offer additional support to staff who needed to make quick and important decisions about The Mill's operation as well as the well-being of our staff, volunteers, and visitors. In September 2021, Trustee meetings returned to once-monthly with a blend of online and in-person.

EMPLOYEES AND FREELANCERS

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

Natasha McFadzean Centre Manager

Victoria Bureyko	Administration Officer
Kim Dexter	Community Organiser
Helen Johnson	Communications Coordinator
Helen Hunte	Fundraising and Development Associate
Andrew Murray	Finance Officer
Karen Hart	*Build The Mill* Project Coordinator (until Jan 2022)
Neesha Badhan	*Wellbeing Wednesdays* Project Coordinator (May 2021-Dec 2021)

ACHIEVEMENTS 2020–2021

Our 2016 to 2021 Strategic Plan identified 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. We decided to extend our 2016-21 Strategic Plan by a year to accommodate delays as a result of the pandemic.

AIM 1: GETTING TOGETHER

> *"I love The Mill and their activities as they offer great variety and there's always space for everyone to express, experiment, try something new, catch up on local initiatives, and so on."*
>
> *User survey, December 2021*

The Mill above all is a place where local people come together to share skills, get to know each other and connect. As the country was reopening to more or less normal functioning, at The Mill we also increased our operating hours and timetables, which at points differed from pre-pandemic opening hours, as we worked towards being open for as long as we safely can.

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

Re-grouping after COVID-19

In April 2021, as COVID-19 restrictions were being lifted as part of the Government's plan for opening up, we reopened The Mill with reduced opening hours of just four hours per day,

three days per week. We were able to accommodate some bookings outside these hours for permitted activities including children's language classes and tuition, as well as the Chill Out Zone youth club and Mindful Peak Performance Yoga.

In May 2021, we extended our opening hours further to include Sundays, and in September 2021 we added Tuesdays and increased opening hours, as well as allowing for extra time for staff and volunteers to set up and clean the spaces to reduce the spread of infection. A few weeks later we were able to open on Saturdays too, and things began to feel a little more normal as we reopened the self-service tea point, which had been closed since the beginning of the pandemic due to concerns over cross-contamination.

We still made choices about our opening hours with our people at the heart of our decision. For example, we closed early for Christmas in December 2021 and reopened a week later than scheduled in January, due to the high number of COVID-19 cases locally. We have since had almost no disruptions, other than due to exceptional weather.

Throughout the year, we updated our COVID-19 risk register, keeping track of the ever-changing situation, and ensuring that anyone using the spaces was as safe as possible. Our staff and volunteers tested weekly before coming in for their shift and continued to wear face coverings, even when the mandatory requirement stopped.

Who Uses The Mill

We conduct an annual user survey to understand who uses The Mill, why they come and what they feel about The Mill. Due to the changing circumstances, we were unable to conduct the survey at the usual time for a second year running, which would allow us to compare the data to previous years. We conducted a survey carried out both in the building and online, asking our users how the closures and changes in reduced opening hours had affected their experience.

Key findings from our user survey between December 2021 and January 2022

How many people answered the survey? / How many questionnaires were completed?	107 (19% were completed online and 81% were completed in person
Most popular reason to visit	49% cited their reason for visiting was going to the Children's Room
Who are our visitors?	72% women 11 languages spoken at home
Most regular visitors	49% families 23% working part-time (20% retired)

Main benefit of visiting	By coming to The Mill I can meet and connect with other people (59% strongly agreed with this statement with 32% agreeing with it)
Visitors with a disability, impairment or long-term health condition	15% with a disability, impairment or long-term health condition

ONLINE OR OUTDOORS?

We asked respondents to let us know how often they interacted with The Mill online or outdoors. Prior to the COVID-19 pandemic, The Mill was always a space for people to get together in person, and we started offering some activities online and outdoors when the restrictions and shielding guidelines were in place. An equal amount of people (31.4%) said that they'd interacted with The Mill online or outdoors a few times, as those who said they'd never interacted with the Mill online or outdoors. Almost 12% of respondents said that they'd accessed The Mill online or outdoors once or twice a week.

> *"The ongoing engagement of The Mill staff on social media was encouraging and kept The Mill 'active' in people's everyday lives."*
>
> *Mill User Survey (online), Jan 2021*

Summary of mode of engagement as part of the annual survey:

	How often in person (%)	How often online/outdoors (%)
Once/twice a week	31.78%	5.61%
Once/twice a month	14.95%	2.80%
A few times	30.84%	14.95%
Only once	11.21%	9.35%
Never	7.48%	14.95%
Other	2.80%	0.00%

This year we only recorded speakers of 11 languages visiting The Mill (compared to 25 languages in the previous survey) - this is probably due to fewer people visiting The Mill, fewer people filling in the survey, and shorter opening hours and schedules than pre-pandemic.

Bringing People Together

> *"It gives me something to look forward to every week and I really enjoy it."*
>
> Bollywood dance participant

Despite the logistical challenges, staff and volunteers at The Mill organised activities to keep the local community and Mill visitors engaged throughout the year, including The Mill's tenth anniversary in September.



A photo collage of activities taking place at The Mill

10th BIRTHDAY CELEBRATIONS

We were delighted to celebrate The Mill's 10th anniversary in September 2021 and we were very grateful to St. James Big Local for providing funding to help us bring the community together to get involved and celebrate with us through a number of activities:

- Five 'Grow Your Idea' projects
- Holiday Art Club activities
- A big birthday celebration event
- 10th Anniversary Exhibition

GROW YOUR IDEA 10-YEAR ANNIVERSARY EDITION

We invited applications for projects encompassing one or more indicators of the five ways to wellbeing: connecting, being active, learning new skills, taking notice, and giving back. We received 20 applications from local individuals with a wide range of online, outdoor and on-site activities proposed. Successful applicants were offered a choice of free room hire for activities in The Mill, or a fee where the activity took place off-site. They were offered support with designing their sessions, promotion and materials/equipment through our Community Organiser, and an opportunity to try out their ideas and develop their practice with support and no financial risk.

The five projects selected included:

- Online Bollywood exercise sessions for over 55's
- Inside Out online creative writing
- Outdoor Sketch walks
- Growing from seeds
- Papercraft

Grow Your Idea - case study

"I'd been feeling confined inside my head after being in lockdown. Outside In writing challenges really helped me to articulate my thoughts and feelings and I was proud of the creative writing I produced." (Inside Out online creative writing participant)

The Inside Out online creative writing project was very successful in creating a cohesive group, providing a safe supportive online environment for people to share ideas, thoughts and experiences. Using picture prompts, including local street art and news headlines, the project sought to create alternative visions and realities through short fiction writing. This was an important creative outlet for people after the difficult time of lockdown and readjustment - especially for those not able to go out for varied reasons.

More local people could participate in new activities and interact with others, reducing isolation and improving mental health. Participants reported enjoying the sessions and found them friendly and well-planned. They learnt new skills and developed new interests and appreciated the online and outdoor options available. Some group leaders used this opportunity as a springboard to continue developing their projects and ideas in the future.

HOLIDAY ART CLUBS

> *"The workshop yesterday was so great, really fun and Mila the volunteer was brilliant."*
> Creative children's workshop parent (2021)

Local arts practitioners carried out 9 free to attend family workshops in August and September centred around the theme of a birthday party. Two local young people also helped to facilitate the workshops.

- Create your own Party Chameleon with Vanessa (2 workshops)
- Create Paper Flower Bunting with Yanire (2 workshops)
- Create Party Shakers, Clackers and drums with Del (2 workshops)
- Create recycled party decorations with Gemma (2 workshops)
- Decorative Bunting with Emily

Many workshops were also joined by children alongside parents and carers, which was very positive after the weekly Junior Art Club was cancelled as a result of the pandemic, and many families joined multiple workshops.

BIRTHDAY CELEBRATIONS!

Volunteers

We recruited more than 45 volunteers to help us with the events, a mix of new and current volunteers as well as some who used to volunteer and who wanted to get involved again through our birthday celebrations. Volunteers helped in organising the workshops, with publicity, and organising a special 10th birthday party edition of our newsletter which was distributed to thousands of local households.

Other volunteers were part of a steering group to plan celebrations, others were involved in baking, making, decorating, collecting equipment, preparing signage, putting up gazebos, setting up stalls, running stalls and activities and everything in between. We are extremely grateful to them for all of their hard work and enthusiasm.

We are also thankful to the local community organisations, churches and school PTA's that lent us equipment as well as people who donated their time and belongings to help make the birthday party a success.

The party

On Sunday 19th September our celebration event took place in The Mill and at the nearby Mission Grove Car Park. We held most of the activities at the car park in order to accommodate large numbers of people safely and to minimise the risk of infection. We had a variety of stalls and activities, most of them free or low-cost to make them accessible to our diverse community so that everyone could join in.



This included a bouncy castle, giant games area, storytelling for 0- to 8-year olds, children's art and craft workshops in printmaking, plant pot painting with bulb planting, stalls from The Mill groups, many live performances (including Bollywood dancing, Swingtime Serenaders, and the Waltham Forest Community Choir) and many more.

Our wonderful Mill bakers baked and donated an array of fantastic cakes, as well as Mell's Desserts (a local start-up organisation) who sold family favourite desserts alongside her own

line of merchandise. Over 160 participants helped to make decorations in the workshops to help decorate The Mill for our birthday and people made and sent us birthday cards which we displayed alongside, and we welcomed over a thousand people who joined in with the fun and activities at our party and wished us a Happy Birthday.

The Mill 10th Anniversary Quiz

A special birthday quiz was organised on Friday 17th September in the community room of the Rose and Crown pub, generously given to us for our fundraising event, where quizzers enjoyed being able to get together for a special 10th-anniversary quiz. The evening was well attended by 50 quiz goers and our raffle raised £211.00 for The Mill.

Events at The Mill

> *"A godsend. It gives me a destination!"*
> Annual Survey 2021



Each year our Events Team volunteers organise several community events. With the challenges around the uncertainty of the COVID-19 pandemic, we were delighted that the team were able to organise a Christmas craft sale. Volunteers from our knitting and sociable sewing groups ran tables selling beautiful items, and a local jewellery maker hired a table to sell her pieces.

A local mother and daughter ran a stall selling toys and other craft items, with all proceeds going towards children's activities at The Mill. We received a lot of positive feedback following the event and we raised over £300.

CHRISTMAS SOCIAL

December 2021

We were pleased to be able to get together in person for our annual end-of-year social gathering with volunteers, staff and our tenants. It was a nice opportunity to catch up with friendly faces away from screens.

AIM 2: GETTING INVOLVED

> *"An amazing opportunity to give something back to your local community. So many wonderfully creative things happen at The Mill and although I've not been volunteering for very long, it already feels like this experience has opened up my concept of what London life can be and how we can absolutely connect with the community we live in in a positive way. The Mill is a warm, creative and welcoming space full of opportunities to bring ideas to life in E17. It's an inspiring place to walk into - it has a calming feel."*
>
> *Iranzu, volunteer (2021)*

Our volunteers are the heart and soul of The Mill and it is thanks to their dedication, ideas and diversity of experience that The Mill is a welcoming and friendly place. Everything that happens here is down to our volunteers' skills, energy and commitment. Our volunteers genuinely care about making a positive difference and are our greatest asset, bringing their valuable skills and experience to The Mill for the benefit of their community. We often hear volunteers saying they gain much from their volunteering with us in developing new skills, making friends and connections, and learning more about their community.

We have seen how volunteering and socialising together can break down barriers between people with different life experiences, and these interactions are at the core of building community resilience and an enhanced sense of belonging. We are proud that The Mill is contributing towards building resilience in the local community, and that, through providing support, and safe, accessible opportunities to volunteer, we offer opportunities to deepen volunteers' self-belief and confidence in creating change, and provide a sense of purpose which contributes to their wellbeing.

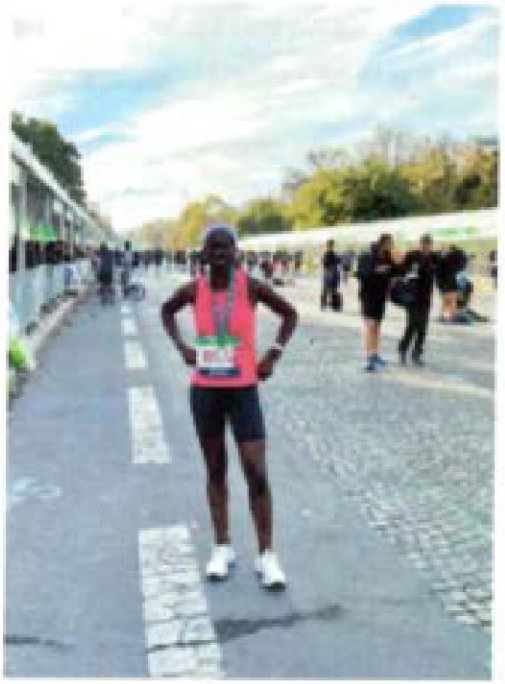
Our key objectives are to:

- 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

Segi runs the Paris Marathon for The Mill

"It's an absolute pleasure and very happy I can do my part for The Mill and wider community...I'm thrilled the fundraising target was smashed"
Segi Adewusi, October 2021

In October 2021, Segi Adewusi ran the Paris marathon and raised £1,306.90 through donations for The Mill. We are very grateful to Segi for such an incredible achievement and for choosing to fundraise for us.



Volunteering during COVID-19

Despite the challenges of living at a time of an unprecedented pandemic, we were still able to attract 23 new volunteers and are in the process of recruiting two trustees. Volunteer retention remained good, with volunteers adapting with great resilience to the additional demands of the frequent changes to their roles and operations. All volunteers who responded to our 2021 volunteer survey said they would recommend volunteering at The Mill and some of them found being part of The Mill a very supportive experience throughout this time, in offering friendship, purpose and the opportunity to be part of their community.

We continued to support the emotional and physical well-being of our volunteers by being flexible around their needs and keeping in touch with them when The Mill's operational hours were more limited. We were very grateful to receive funding from the Tudor Trust to enable us to support the well-being of our staff and volunteers. We used this funding to offer various social activities, including a pizza and pottery evening, learning about herbs and essential oils and making soothing hand creams, a meal at a local restaurant, and tickets to Kew Gardens.

As well as providing an environment where we aim to foster community, kindness and self-development, one of our constant aims is to try and offer a wide variety of volunteer roles to suit the interests, skills and existing commitments of our volunteers. In 2021 we were able to offer new volunteer roles for our 10th Anniversary party funded by St James Big

Local and accompanying oral history project, *Tales From The Mill* funded by National Lottery Community Fund Awards for All. These two related activities attracted new volunteers and provided scope for existing ones to learn new skills on a fun and interesting piece of work.

As part of our aim to ensure a good and safe experience for volunteers and visitors, we revisit and revise our policies and procedures around governance and compliance. In late 2021 we focused on revising our safeguarding procedures and working with Global Safeguarding who kindly produced a new bespoke safeguarding briefing for us pro-bono. This will be introduced to our volunteers on a rolling basis along with further bespoke in-house training for our volunteers to be delivered by our Safeguarding Trustee.

GROW YOUR IDEA

> *"I think that The Mill has given me the right amount of support to help me kick start my project and I do not think that they could have improved upon this. The Mill has been supportive, helpful and friendly throughout."*
>
> Rani Gyi participant 2022

Grow Your Idea puts into practice what The Mill is all about: supporting and encouraging people to put forward their ideas for activities and events that benefit the local community and to take action to make them a reality. Since we opened our doors, one of our missions has been to support local groups and individuals to grow, which we have done in the past with various iterations of our Grow Your Idea community competition. Since Autumn 2018, we have been able to embed Grow Your Idea into our core practice, and in 2021/22 this scheme flourished with the kind support of funding from Waltham Forest Community Ward Funding, Local Giving Magic Grants, St James Big Local and the Co-op, which enabled us to support 15 projects and extend our programme.

Our community call-outs for group leaders this year were very popular, especially for our 10th-anniversary celebratory projects. The 15 projects we hosted were joined by over 150 people, from children to older people, many of whom said that they enjoyed the activities and the opportunity to be with other people in a group setting, whether in person or remotely online.

The group leaders selected for Grow Your Idea fed back their satisfaction with their experience saying the scheme was well run and supportive. Some of them were able to use the sessions as a springboard and their project ideas often continue beyond Grow Your Idea.

NEW YEAR NEW SKILLS - digital inclusion project

Following on from last year's Digital Buddies Project, we successfully received community ward funding from London Borough of Waltham Forest to offer more help to those at risk of being digitally excluded. This iteration provided more in-depth tuition aimed particularly at those with very little experience or knowledge.

In partnership with Superhighways who provided the tuition, we were able to offer 12 one-hour practical sessions on various basic and popular digital skills, which could be booked as a set or on a one-off basis. Before these sessions, there had been little to no in-person digital up-skilling in the Borough. Bookings for the sessions were taken in person so as not to disadvantage those who could not book online. Social Prescribing and Age UK helped with publicising these courses, helping us reach people outside of regular audiences.

WELLBEING WEDNESDAYS

> *"I have children and grandchildren but they don't live here. This group gives me a chance to get out each week and see nice people."*
>
> Jean, 74

Following on from the success of Feel Good Thursdays funded by the National Lottery Community Fund, we turned to Wednesday as a day to get people together who may be feeling isolated with the launch of Wellbeing Wednesdays in May 2021. Activities took place outdoors initially due to COVID-19 restrictions, then moved indoors as well. Participants enjoyed a range of workshops over 30 sessions, including:

- Creative art workshops
- Skills development (e.g. print-making, stitching)
- Knowledge base (e.g. personal safety, horticulture, nutrition)
- Fun (e.g. board games, bingo)
- Physical activities (e.g. walking, yoga)
- Spirituality (e.g. meditation)

Participants spoke often about their isolation. Some spoke about how they did not want to cook for themselves or were concerned about food costs, whereas others lacked the skills and knowledge about healthy food and nutrition. These discussions were an opportunity to discuss nutrition and how healthy affordable meals can be achieved as well as an important way of improving well-being.

Participants were encouraged to research, try out and bring in evidence of their cooking. These nutrition learning sessions gave people a chance to realise they could cook for themselves, that they deserved to eat something nice even if they live alone and to shop around for good prices.

Though not in our original plan, we delivered four sessions and the group produced their own cookbook, with recipes and artwork chosen and designed by the participants. The Wellbeing Wednesdays Cookbook is available from The Mill and is a bright and varied collection of recipes from different cultures to share with others.

TALES FROM THE MILL

Tales from the Mill was a project aiming to record the 10-year history of The Mill community centre through the words of people who were involved during that time. The project was funded by a £10,000 grant from the National Lottery Community Fund and local artist and oral history practitioner, Lucy Harrison, was appointed in June 2021 to deliver the project.

Lucy recruited nine volunteers who received training in collecting oral history interviews. Volunteers then arranged interviews with the original "Save The Library" campaigners who campaigned to save the building which is now The Mill, as well as the many volunteers, staff, users and group leaders involved over the past ten years. Excerpts from the interviews would be collated into a printed book, form part of an exhibition to be shown in The Mill's Living room and could be listened to on The Mill's website.

An exhibition of digitally printed text and photo panels was on display in January-March 2022 and Audio clips were available on our website. A Community Day was held on March 5 2022 in place of an opening event which had been difficult to plan earlier in January due to rising cases of COVID-19.



The history of how The Mill opened in 2011 following the closure of St James Street Library and the resulting campaign, and its ten years since then, is now recorded and archived in an accessible way, sharing the story with the local community. The archive of oral history interviews, transcriptions, images and the book will be held by The Mill and donated to Vestry House Museum, the London Borough of Waltham Forest Archive.

Volunteer Team Make-up

Our **Reception** volunteers are normally the main point of contact for The Mill, signposting people, and ensuring room hires go smoothly and that 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 a particular focus on our library and garden, and others, such as The Mill Knitters and Sewing group who also contribute to larger events by donating items they have made to sell.

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 make sure the voices of volunteers are represented at all levels of the organisation.

At The Mill, we understand that people have busy lives and we pride ourselves on being able to offer a variety of ways to contribute through a wide range of quality volunteering opportunities. Whether it is people who want to contribute their time to work on a one-off event, run a group, volunteer remotely from home or volunteer on a regular weekly basis, we offer opportunities that can fit with people's other time commitments, lifestyles, needs and abilities. This variety of options creates possibilities for a diverse range of people to get involved with all the benefits that can bring to themselves and their community.

Our community centre is only as good as the people who keep it going and make things happen. This is particularly true when our staff, volunteers and local community have faced a time of continued unprecedented challenges as a result of the pandemic and we are very fortunate to have a community that is full of skilled, knowledgeable and experienced people who went above and beyond to make sure the community remained connected and supported throughout this year and despite all the challenges we all faced. With asset-based community development values at the forefront of our activities and operations, we see our role in the community as a place where people are encouraged to take the initiative and put forward their ideas, and a space to organise and run projects and schemes which facilitate this and can give back to the community, and we worked hard to find ways to continue doing that when our building was closed and we were faced with new and unexpected challenges.

This year, our group of committed volunteers returned to their roles to help us welcome back our users by staffing our reception area, running groups such as knitting, sewing, book and our Mill Makers group. Our Artworks volunteers set to work on organising a photographic exhibition and we all began to get excited about our 10th birthday in September.

AIM 3: GETTING CREATIVE

> *"The Sunday drawing sessions are an inspiration. Quite simply, you sit down and get drawing for two hours - which would never happen at the kitchen table on a Sunday morning at home."*
>
> Duncan Holmes, regular user since 2018

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

The visual arts are at the heart of creative activity at The Mill. From the start, the Art Works volunteer team of creatives has planned and delivered a wide-ranging annual programme of events and activities. Central to this is a commitment to inclusion in its widest sense: inviting local people of all ages, abilities and from across our diverse community to take part in creating art together with others.

EXHIBITIONS

Art Works run a year-round exhibition programme in the Living Room celebrating the creativity of our local community. This year The Mill's 10th-anniversary displays and exhibitions took precedence in The Mill's Living Room from August 2021 to March 2022. We mounted two exhibitions from May to August 2021 and opened a third, '*Picture it!*' on 30 March 2022. Our exhibitions are open-call, inviting anyone, young or old, keen artist or total beginner to show their work for a small fee. There's no selection process: all works are accepted. The exhibition programme covers a range of themes and invites people to contribute work in a variety of media. They're always well-supported and popular. Planned, run and curated by Art Works volunteers, the exhibitions also bring in a small income to Art Works, which supports some of our other activities.

Lockdown through the Lens

Our photographic exhibition, "Lockdown through the Lens' was created to be seen both online and in The Mill, in case the building was closed again and for people who may not

have felt confident yet going into public buildings. It ran in The Mill from May 19th until June 24th 2021. 15 local photographers contributed 25 works on a wide variety of lockdown themes. Visitors particularly commented on the humour and positivity of the photographs.



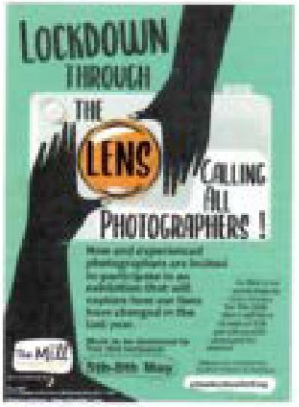




Photo (L) by Sally Anne Wood

Image (top-right): Poster by Simon Welch
Image (bottom-right): Checklist for Going Out by Sue Grant

FREEDOM

Freedom was part of the annual E17 Art Trail, open between July 1st-August 20th. Taking part in the Art Trail is a great way to introduce new people to The Mill, and to celebrate and share the creativity in our local area. Artists and poets were invited to respond to the theme in any way they chose, and a total of 26 artists and poets contributed a wide variety of submissions.



Image: Lockdown 3 by A. Alcock (February 2021)

PICTURE IT!

'Picture It!' was our final exhibition of 2021-22, opening on March 30th. The open call this time invited local artists to create images that celebrated books and the written word. A total of 29 artists joined this project, producing a spectacular range of contrasting images.



A - R - T by Duncan Holmes



Daphne by Linda McDonald

ANNIVERSARY WORKSHOPS

Our creative workshops for children have always been very popular with local families. In a series of free holiday workshops organised by Art Works and led by a team of local creatives, children age 4+ joined preparations for the Anniversary party by:

- creating their own chameleon (a smaller version of the much-loved cardboard chameleon in The Mill's children's room)
- crafting paper flower bunting
- making party shakers, clackers and drums
- creating recycled party decorations

On the celebration day itself, we ran a further three drop-in workshops for children of all ages, bringing the total of participants to 122 across all workshops. Their creations were displayed in the Mill Living Room and were a welcome and colourful contribution to creating a party atmosphere.

GROUPS

> *"My 6-year old son really loved* Junior Art Club *last term. He really enjoyed how the classes were structured to explore a theme which ran all the way through, exploring an idea in both 2-D and 3-D and was delighted and proud with the things he brought home!"*
>
> Parent (2021)

Two Art Works groups have been part of our programme for many years, both led by Art Works volunteers David Hughes and Jane Evans. We're very grateful to David and Jane for their input and commitment.

Junior Art Club

Junior Art Club has been a very popular after-school club for children aged 6+ for many years. Parents attend with their children, and bring younger siblings to play in the Children's Room. The numbers involved in each session and concerns about distancing meant a full restart had to be delayed. To fill this gap, the Art Works team planned and ran four workshops in November and December 2021, on the days and at the time that Junior Art Club traditionally meets. Numbers were kept to 8 children per workshop to ensure social distancing, and each workshop was run twice to enable everyone who wanted to attend.

Get Drawing

Get Drawing is a friendly, informal group for adults of all abilities who want to improve their drawing skills. After the break imposed by the lockdown, the group restarted fortnightly meetings on Sunday mornings from 18 June 2021, opening to new recruits in August. By the end of the year, attendance was regularly meeting the maximum of 10 set by the limits of space in the Living Room. In January the group became weekly and continued to attract good attendances every week.

WINDOW ART

The Mill's large downstairs windows opening onto the street provide additional opportunities for creativity, and involving local children with The Mill's window displays has proved very successful. As well as being an enjoyable activity to be involved with, it creates a sense of pride in the participants when they see their work publicly displayed. It encourages them and their parents to feel that they are part of the Mill and attracts others who have never been to The Mill to get involved.

Many thanks to the talented Art Works volunteer team members who dreamed up the ideas, ran the workshops, put in hours decorating the windows - and made it possible for us to offer all the activities free.

Interactive Christmas window

Led by Art Works team leader Vanessa, a small group of 8 children from Coppermill School were invited to add drawings for a Christmas Window display. The activity took place after school and hot chocolate was provided for refreshment. A background snow scene had been drawn beforehand and the children added characters and snowflakes to it. The children's unusual, lively and amusing contributions included a snowball-throwing alien! The children enjoyed this activity as it involved working with other children and using distinctive white chalk pens.



World Book Day

World Book Day this year fell on Thursday, 3rd March. Our chosen book was the children's favourite, '*The Tiger who Came to Tea*' by Judith Kerr. On the eve of Book Day, local children aged 4 and over were invited to create their favourite meals for the tiger with art materials on paper plates. After the end of the workshops, workshop leader Sarah and her partner worked late into the evening laying out the display in the window, ready for the great day.

On World Book Day itself, children were invited to 'Create Animal Bookmarks' with Vanessa after school, with a further workshop the following week to let more children join in. Two enthusiastic groups of children aged 5-10 took part.



Photograph of *The Tiger Who Came For Tea* window display (2021)

AIM 4: IMPROVING OUR SPACE

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

Build The Mill

As with other activities, progress on this project was delayed further as a result of the ongoing pandemic. We now have a better understanding of where we are and what we need to do to achieve our ambitions to make The Mill building better for the long term. Our approach so far has been to make careful and considerate decisions before forging ahead with this project in the changed post-pandemic landscape.

Following a tender process, BAT Studio were appointed as project architects and designers and Fraser Randall were appointed as quantity surveyors. The brief to BAT Studio was to come up with a range of options for refurbishment to both improve the quality of the space and maximise the overall usable area of the premises. BAT Studio presented the steering group with four options for refurbishment from minimal to maximum intervention. All proposals acknowledged the many constraints of the building while offering options for greatly improving accessibility, the quality and flexibility of the spaces, reducing our environmental impact and maximising the use of all available space.

Through the Power to Change Community Business Renewal Fund programme, we have been given strategic support in business planning for Build The Mill from Eastside Primetimers, specialists in supporting charities with building development. Senior consultant Kevin Davey has reviewed and advised on our fundraising feasibility study as well as developed a bespoke assessment tool to inform our decision-making in the area of income generation through our business activities. We have also had free support with fundraising planning from Locality and a letter of support for our project from the Community Buildings at

Risk team at the GLA. Our 2021 user survey indicates strong support from our users to improve our building, in particular the children's room and provision of more creative activities and drop-in space.

Our fundraising feasibility study has been reappraised and updated in light of changes to funding priorities, open grant programmes and competition levels over the last year. We are working closely with our most important local partner and owner of the building, Waltham Forest Council, and key local stakeholder Saint James Street Big Local, who are currently developing their legacy plans.

Project Coordinator Karen Hart stepped away from her role at the end of her contract in January 2021. Her valued work is picked up by the steering group, and puts us in a good position to proceed with the next phase of the project, with the continued involvement of Capital Fundraiser Helen Hunte, who also took on some of Karen's coordinating duties. As this year comes to a close and we are able to plan further into the future, we will build on this planning and preparatory work to move through the next phases of this project.

Making good use of our space

ROOM HIRE

At the start of the year, we continued to rent our rooms where permitted and promoted room hire to those needing a quiet space for an online meeting. We received a few one-off bookings as well as a regular booking for counselling sessions.

We continued to work with our room hirers to adapt their activities to meet government guidelines for community settings where these were available, and we remained in communication during the stages of the various lockdowns with hirers who could or wanted to come back on how they could run their activity adhering to social distancing, this included:

- Reducing hire rates for our spaces, including the Living Room, to enable activities to take place with social distancing limitations
- Offering additional time for each booking to ensure disinfecting between bookings
- Being flexible with bookings and allowing space hire outside opening hours, to ensure hirers could maximise the Mill's capacity for socially distanced events

This flexible approach enabled us to host a range of events, some continuing from previous years as well as drawing entirely new organisers into using our spaces for their activities:

- French & Spanish for children (under 5's)
- After School Tutoring

- Acupuncture
- Chill Out Zone Free drop-in sessions for children aged 10–16 who live in the area
    - Established in March 2019, they have been supported with funding from St James Street Big Local, the National Lottery Awards for All and London and Quadrant Housing, delivered through the Waltham Forest Arts in Education Network (WFAEN)
- Knitting and Sociable Sewing drop-in
- Get Drawing - due to its popularity with users, it became a weekly class in January
- Mill Makers
- Scrabble games and conversation
- Junior Art Club
- The Mill Book Club

We also hosted a number of successful one-off events:

- Artillery's High Street ADVENTures
- Wonders of Clay printing workshop - March 2022 (rescheduled from December 2021 when Omicron cases were too high to allow it to go ahead)
- St James Big Local Volunteer Fair - Nov 2021
- Bike Maintenance Workshop - Jan 2022
- Activities funded by SJBL e.g. CreatiTEA, Holistic Hygiene

We were featured in the Museum of London Archaeology (MOLA) newsletter for being a welcoming and a good community venue.

Though we weren't able to hire our space for children's birthday parties bookings due to room capacity restrictions, we made up for lost income by hiring the entire space for the Bulgarian elections which took place twice in July and again in November 2021, which brought in significant revenue for The Mill and we were pleased to be able to accommodate the local Bulgarian community in their civic duties. We also offered our space as a drop-off point for a Foodbank and Laptop donations, coordinated with William Morris Big Local.

We were delighted to finally reopen the Children's room in October 2021 after a year of closure. With new procedures to help make the space COVID-secure, we limited the number of adults in the room to four and laid out sets of toys on a rotation basis so they could be quarantined and disinfected between sessions. We know from previous surveys that the Children's Room and activities aimed at first-time mums are very popular and impactful in

new families in the local community and that parents and carers have missed this much-loved resource.

PARTNERSHIPS

True to our values as a community hub, we have continued to work with and alongside other local community organisations. Our upstairs offices and studios are hired by true stalwarts of The Mill, many of whom have been with us from the very early days of The Mill. We worked hard throughout the pandemic to best support our tenants through the financial difficulties and uncertainties they were facing as a direct result of the pandemic.

- **Social Spider** — a socially-minded research and project development community interest company (CIC) who also publish five community newspapers including The Waltham Forest Echo
- **Artillery** — an arts development organisation established by the creative team behind the E17 Art Trail. Artillery aims to create lasting shared memories among neighbours resulting from their open invitations to create neighbourhood events and projects together
- **Jason Hawkridge** — an established multi-disciplinary artist
- **The Sleep Disorders Clinic Ltd** — a clinic specialising in the diagnosis and treatment of snoring and Sleep Apnoea
- **Del Taylor** — a participatory artist who works with a variety of arts organisations, theatres and community groups in Waltham Forest and across London.

COMMUNICATING THE 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 have been our biggest assets, underpinned by an effective communication strategy that reaches out to our wider community.

Our 10th Birthday celebrations helped reinvigorate our message. It was an opportunity to share some of the stories of The Mill today and highlight our past through the oral history project. The opening of the children's room has encouraged new support on social media, including visits and reviews from parent Instagramers with high follower counts.

We've made more use of group messaging apps even as we returned to in-person operations, sharing information on large neighbourhood and street groups and local special interest groups for creatives. We can target our messaging to people who are more interested in specific activities or offers, in a format that is easy for others to share.

The impact of the lockdowns and COVID-19 restrictions in 2020 and 2021 is clear from the engagement analytics, with a big increase of users of our website in 2021-22, compared to the previous year, but a decrease in reach and engagement on Twitter and Facebook. Although we don't have complete data for Instagram, it is our account which has seen the most growth. We are now capturing and archiving analytics and insights on a monthly basis to be able to understand our social media engagement more effectively.

Website	2020-21	2021-22	Growth
Users	9,766	16,544	69%
Total Page views	27,981	50,755	81%
Facebook	2020-21	2021-22	Growth
Page Likes	2428	2472	2%
Reach	26,934	18,840	-30%
Engagement	8,057	4,318	-46%
Twitter	Jan - Mar 2021	Jan - Mar 2022	Growth
Followers	6563	6595	0.5%
Tweet Impressions	82700	31500	-62%
Engagement rate	1.1%	1.5%	36%
Mailchimp	Mill News April 2021	Mill News March 2022	Growth
Subscribers Mill News	1,022	1,016	-0.6%
Average open rate Mill News	28%	38%	36%
Subscribers Art Works	152 (April 2021)	187 (March 2022)	23%

As we're working towards being open all day and increasing capacity at The Mill, our Comms is going to be focusing on increasing use of The Mill through general visits, room hire and children's parties.

FUNDRAISING

Over the last decade, The Mill has built a strong portfolio of funders supporting our work and grants have continued to be an important source of income this year. This year's grants have helped to sustain the organisation, keeping us going through the pandemic and into the cost of living crisis and helping us to support our users through targeted projects and initiatives.

We are grateful to our funders and supporters for their flexibility and generosity over the past 2 years of pandemic uncertainty.

- **LBWF Small Business Grant Fund** - Support for core costs to cover pandemic-related loss of income
- **LBWF Support for Vulnerable Residents Fund** - Creative Connections creative project to support people suffering from poor mental health after the pandemic
- **LBWF Community Ward Funding** - Digital Buddies project supporting the digitally excluded
- **Power to Change Community Business Renewal Fund** - A valuable contribution to core costs at a difficult time
- **Tudor Trust** - Build The Mill continues its development phase, delayed due to the pandemic
- **St James Street Big Local** - 10th Birthday Celebrations including a community birthday party event and special workshops and activities
- **National Lottery Community Fund Awards for All** - The Mill Story was an oral history project telling the story of The Mill
- **National Lottery Community Fund COVID-19 Emergency Fund** - essential core costs support during the pandemic
- **L&Q Foundation** - The Chill Out Zone, continuing our popular youth project
- **Clarion Futures** - Feel Good Thursdays project to support the well-being of local people
- **Tesco Bags of Help** - Contributions to our projects for young people and improving well-being
- **Co-op Local Community Fund** - Grow Your Idea support for local people to start their own projects and groups at The Mill
- **Local Giving Magic Little Grants** - Parent Carers Peer Support Group led by a volunteer
- **Asda Foundation** - A welcome donation to our core costs.

Thanks also to Euromonitor who made a donation on behalf of one of their long-standing members of staff who nominated The Mill for a £1000 donation.

A special mention to our fabulous **Friends of The Mill**, whose regular giving is greatly appreciated as a reliable source of unrestricted income for us to use to keep The Mill going!

FINANCIAL REVIEW

Summary

In the year 2021-2022, the charitable company had a total income of £151,215 (2020-2021: £168,881) and total expenditure of £125,576 (2020-21: £109,594). There was a surplus of £25,639 (2020-21 surplus £59,287).

The Mill experienced a further successful year of fundraising, business development, and income diversification, supporting The Mill's strategic aims and vision and, in particular, the five-year strategy that the community and trustees put in place at the end of 2016, and subsequently, in pandemic conditions, extended to the end of 2022. This enables the charity to continue to be secure and able to plan for the future, to retain its wonderful staff team and above all to give confidence to its community that The Mill is here as a resource for them for the long term. We were particularly grateful for a wide range of financial support this year, at a time when our usual activity was recovering from the pandemic, and serving the community in a wide variety of targeted ways at this time, and with a growing demand on our resources to do so. We are hugely grateful to all our supporters for this.

We started the year coming out of a lockdown and still with severe restrictions around the pandemic, along with high levels of uncertainty and community and organisational concern. We are glad this has gradually lessened during this year and, as reflected elsewhere in this report, we have been able to gradually reopen and rebuild throughout this year. At the same time, as we write we are now navigating inflation and rapidly rising running costs and cost of living in our community and for our people, and are very conscious of the need for strategic and operational governance and management to steer through this as well as we can. Our sound financial position, the generosity of our funders, and the incredible dedication and hard work of our staff and volunteers have enabled us to do so and to continue to be a charity in a good financial position.

Funds and reserves

Total funds carried forward at the end of this year were £155,166 (for the year 2020-2021 the total was £129,527). This comprised £48,948 restricted funds and £106,218 unrestricted funds, of which £68,500 were designated reserves and £37,718 were general reserves (for the year 2020-2021 there were £27,471 restricted funds and £102,056 unrestricted funds of which £68,500 were designated and £28,556 were general reserves).

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 March 2022 by the trustees (directors) is:

- The trustees believe that, in order to remain financially secure and viable, they should seek to hold three to six 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. In previous years, The Mill has at times exceeded its reserves target due to the support it has received through donations together with a successful business development focus on increasing earned income and pursuing a diverse range of income streams, enabling the trustees to invest some of the reserves in projects that have both delivered the strategic aims of The Mill for our beneficiaries and helped to secure long term sustainability.
- Additionally, between 2019 and 2021, alongside delivering the work of the charity, a designated reserve equivalent to six months operating costs was also created. This is in anticipation of proposed building development works (*Build The Mill*) that may reduce the operational capacity of the building for up to 9-12 months in the coming years, depending on the needs of a capital project and in consultation with users and the 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. Fundraising will also need a commitment from the charity and trustees in the form of match funding, and to that end the trustees are now seeking to increase the designated reserve to be equivalent to twelve months of operating costs, so that the redevelopment of the building might be realised, together with all the benefits that that can bring to the community.

The free, undesignated reserves at the end of the year were £37,718 (2020-2021: £33,556), which meets our reserves policy of between three and six months of core running costs.

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 continuously addressed through a fundraising strategy that seeks to achieve 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.

The greatest risks in this year have continued to be the operational, financial, personnel, community and strategic risks around the COVID-19 pandemic. The impact of the pandemic on those risks was a focus of trustee and staff decision making throughout the year and particularly in the earlier months. We held regular meetings (mostly remotely) during which decisions and actions were reviewed, reflected upon, and adjusted to mitigate all the risks as much as possible and to respond to what was at times a very quickly changing situation. Coming to the end of the financial year, the risks of rising costs for the charity and the community (and including our staff and volunteers) have become a risk that trustees and the Centre Manager have given attention to, and continue to do so.

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 based on 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 also proactively undertaking an Equalities and Diversity review of all areas of its operations in 2022.

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 several 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. For every person who wants to gain new work experience, there is someone who is happy to share theirs. Some run groups and others provide a friendly face in reception, and each and every person who has volunteered and volunteers with The Mill has made a positive contribution to The Mill achieving its aims.

Contribution by, and appreciation of, supporters

The trustees appreciate the support of Tudor Trust, St James Street Big Local, National Lottery Community Fund, Tesco Bags of Help, Power to Change, London Borough of Waltham Forest, Co-op Local Community Fund, Local Giving Magic Little Grants, Clarion Futures, L&Q Foundation, Locality and Eastside Primetimers towards the achievement of the set goals and objectives of the charitable company. The trustees appreciate all contributions from the local voluntary, community, public and business sectors and our community of Friends and supporters.

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**  **Alison Griffin (Director and Treasurer)** *Date:* 10/12/22

INDEPENDENT EXAMINER'S REPORT to the trustees of The Mill @ Coppermill

I report to the charity trustees on my examination of the accounts of The Mill @ Coppermill ("The Mill") for the year ended 31 March 2022.

Responsibilities and basis of report

As The Mill's trustees (who are also the directors of the company 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 for this year 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.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 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
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the 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 FCCA
Address: 10 Knebworth Avenue, Walthamstow, London, E17 5AJ
Date: 2/12/2022

Signed: 

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

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

For the year ended 31 March 2022

	Note	Unrestricted Funds	Restricted Funds	2022 Total Funds	2021 Total Funds
INCOMING RESOURCES		£	£	£	£
Incoming resources from generated funds					
Voluntary Income	2	39,168	70,492	**109,660**	144,337
Activities for Generating Funds		5,765	-	**5,765**	2,126
Incoming resources from charitable activities	2	35,790	-	**35,790**	22,418
TOTAL INCOMING RESOURCES	2	80,723	70,492	**151,215**	168,881
RESOURCES EXPENDED					
Fundraising Costs					
Charitable Expenditure					
Community Centre Programmes	3	74,977	49,015	**123,992**	108,936
Governance Costs		1,584	-	**1,584**	658
Total Resources Expended	3	76,561	49,015	**125,576**	109,594
Net Incoming Resources - Net Income for the Year		4,162	21,477	**25,639**	59,287
Total Funds at the start of the year		102,056	27,471	**129,527**	70,240
Total Funds at the end of the year		106,218	49,948	**155,166**	129,527

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 2022

	Note	2022 £	2021 £
Fixed assets			
Tangible fixed assets	8	-	-
Current assets			
Debtors & Prepayments	9	11,466	7,325
Bank & Cash at hand		149,627	125,759
		161,093	133,084
Creditors: amounts falling due within one year	10	(5,927)	(3,557)
Net current assets		155,166	129,527
Net assets	12	155,166	129,527
Funds			
Restricted funds		49,948	27,471
Unrestricted funds		106,218	102,056
TOTAL FUNDS	12	155,166	129,527

For the year ended 31 March 2022 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 XX November 2022 and are signed on their behalf by:

RICHARD BENNETT (Chair)

ALISON GRIFFIN (Treasurer)

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	2022 Total	2021 Total
	£	£	£	£	£
Community Centre Programmes	105,492	41,555	4,168	151,215	168,881

Voluntary Income	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Grants & Donations				
LBWF Connecting Communities	-	2,330	**2,330**	4,660
Tudor Trust (Build the Mill)	-	25,000	**25,000**	20,833
National Lottery Community Fund	-	-	**-**	4,000
London Community Response Fund - City Bridge Trust	-	-	**-**	15,950
LBWF Community Ward Funding	-	1,421	**1,421**	1,263
LBWF Climate of Change	-	-	**-**	700
NLCF - COVID-19 Emergency Fund	-	-	**-**	10,000
Saint James Big Local	-	7,000	**7,000**	4,000
Tudor Trust (Wellbeing grant)	-	-	**-**	2,000
Small Business Grant Fund (LBWF)	13,000	-	**13,000**	40,286
Foyle Foundation	-	-	**-**	5,000
Covid-19 Community Led Organisations Resilience Fund	-	-	**-**	25,000
Tesco Bags of Help	2,000	-	**2,000**	500
People's Postcode Lottery - Magic little grants	-	500	**500**	-
Co-op Local Community Fund	-	2,991	**2,991**	-
LBWF Support for Vulnerable Residents Grants	-	10,000	**10,000**	-
Clarion Futures Feel Good Thursdays	-	1,000	**1,000**	-
L&Q Foundation	-	9,000	**9,000**	-
National Lottery Awards for All	-	11,250	**11,250**	-
Power to Change – Community Business Renewal Fund	20,000	-	**20,000**	-
				-
Total Grants	35,000	70,492	**105,492**	134,192
Other Donations	4,168	-	**4,168**	10,145
Total Voluntary Income	39,168	70,492	**109,660**	144,337
Activities for Generating Funds and income from Charitable Activities				
Fund Generation	5,766	-	**5,766**	2,216
Hiring Income	35,790	-	**35,790**	22,418
Total Incoming from Charitable Activities	41,555	-	**41,555**	22,544
Total Income	80,723	70,492	**151,215**	**168,881**

3. TOTAL RESOURCES EXPENDED

	Direct Costs	Support Costs	2022 Total	2021 Total
Charitable Expenditure	£	£	£	£
Community Centre Programmes	103,954	20,038	**123,992**	108,936
Total Charitable Expenditure	103,954	20,038	**123,992**	108,936
Governance	-	1,584	**1,584**	658
Total Costs	103,954	21,622	**125,576**	109,594

3(a) Governance Costs

These comprise the following:

	2022 Total	2021 Total
	£	£
Independent Examiner's Fees	500	500
Professional Fees	1,084	158
	1,584	658

3(b) Direct Costs

	2022	2021
	£	£
Fundraising Costs	**6,498**	7,420
Wages	**55,138**	60,640
Other Staff Costs	**618**	30
Volunteer Costs	**250**	225
Health & Safety	**106**	10
Projects & Consultancy Expenditure	**38,670**	22,253
Merchandise for Resale Cost	**878**	32
Activities Costs	**1,616**	1,496
Other Costs	**180**	134
Total Direct Costs	**103,954**	92,242

3(c) Support Costs

	2022	2021
	£	£
Rent and Rates	**6,820**	5,171
Heat & Light	**3,555**	2,617
Printing & Stationery	**331**	156
Telephone & Computer Consumables	**1,865**	1,411
Building Maintenance & Cleaning	**4,048**	2,841
Insurance	**970**	1,354
General Expenses	**9**	7
Accountancy	**2,440**	3,314
Total Support Costs	**20,038**	16,694

4. EXPENDITURE ANALYSIS

	Wages	Other	2022	2021
	£	£	£	£
Restricted				
Saint James Big Local	1,818	8,182	**10,000**	3,370
Tudor Trust	-	8,509	**8,509**	4,545
LBWF Connecting Communities	-	4,338	**4,338**	3,656
London Community Response Fund - City Bridge Trust	-	-	-	11,270
LBWF Climate of Change	-	-	-	700
LBWF Community Ward Funding	-	-	-	1,500
NLCF - Covid 19 Emergency Fund	-	1,250	**1,250**	7,120
Coop community fund	-	442	**442**	-
Clarion Futures Feel Good Thursdays	-	5,000	**5,000**	-
National Lottery Awards for All	-	10,001	**10,001**	-
Tudor Trust Wellbeing grant	-	2,000	**2,000**	-
People's Postcode Lottery - Magic Little Grants	-	500	**500**	-
L&Q Foundation	-	6,975	**6,975**	-
Total Restricted	1,818	47,197	**49,015**	39,721
Unrestricted				
General	55,138	21,423	**76,561**	69,873
Total Unrestricted	55,138	21,423	**76,561**	69,873
Total Expenditure	56,956	68,620	**125,576**	105,594

5. NET INCOMING RESOURCES

	2022	2021
This is stated after charging:	£	£
Independent Examiner's Fees	500	500
	500	500

6. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:	2022	2021
	£	£
Gross pay	**53,386**	59,127
Employer's National Insurance	-	-
Employer's Pension Costs	**1,753**	1,513
Total	**55,138**	60,640

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

	2022	2021
Average number of employees during the year was:	4	4

7. DIRECTORS AND RELATED PARTY TRANSACTIONS

	2022	2021
	£	£
	-	-

There were no payments made during the year to Directors and related parties (2021: nil)

8. TANGIBLE FIXED ASSETS

	Plant & Machinery	Fixtures and fittings	Office furniture	Total
	£	£	£	£
Cost:				
At 1 April 2021	7,998	-	-	7,998
Additions	-	-	-	
At 31 March 2022	7,998	-	-	7,998
Depreciation:				
At 1 April 2021	7,998	-	-	7,998
Charge for the year	-	-	-	-
At 31 March 2022	7,998	-	-	7,998
Net book value:				
At 1 April 2021	-	-	-	-
At 31 March 2022	-	-	-	-

9. DEBTORS AND PREPAYMENTS

	2022	2021
	£	£
Trade debtors	**3,103**	5,447
Prepayments	**1,500**	1,878
Other debtors	**6,863**	-
	11,466	7,325

10. CREDITORS

Amounts falling due within one year:	2022	2021
	£	£
Trade creditors	**4,670**	1,520
Accruals and deferred income	**450**	375
Deposits	**40**	41
Taxation and Social Security Costs	**588**	616
Pension	**179**	1,005
	5,927	3,557

11. COMMITMENTS UNDER OPERATING LEASES

At 31 March 2022, the Charity had annual commitments under non-cancellable operating leases as set out below:

Commitments under operating leases	**2022**	**2021**
Expiring after more than 5 years	**6,000**	6,000

12. ANALYSIS OF MOVEMENT IN FUND

Total Funds	**At 1 April 2021**	**Incoming**	**Outgoing**	**At 31 March 2022**
Analysis of Movement in Funds	**£**	**£**	**£**	**£**
Restricted Funds				
General	27,471	70,492	(49,015)	**48,948**
Total Restricted Funds	27,471	70,492	(49,015)	**48,948**
Unrestricted				
Designated Emergencies	5,000	-	-	**5,000**
Designated Dilapidations	3,500	-	-	**3,500**
Designated Capital fund	60,000	-	-	**60,000**
General	28,556	80,723	(76,561)	**37,718**
Total Unrestricted Funds	102,056	80,723	(76,561)	**106,218**
Total Funds	129,527	151,215	(125,576)	**155,166**

END OF DOCUMENT

THE MILL @ COPPERMILL

England & Wales - Charity number 1143365

Accounts

THE MILL @ COPPERMILL

DIRECTORS' REPORT
AND FINANCIAL STATEMENTS

For the year ended 31 March 2021



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REFERENCE & ADMINISTRATIVE INFORMATION

Registered charity name: THE MILL @ COPPERMILL
Charity No.: 1143365
Registered office: 7-11 Coppermill Lane, London E17 7HA
Company Reg. No.: 07596426

Directors

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

Ms Alison Griffin
Ms Ingrid Abreu Scherer
Ms Valeria Bonfiglio
Ms Vanessa Brightwell
Mr Richard Bennett
Ms Leanne Wightman
Mr Laonikos Psimikakis Chalkokondylis

Chair

Ms Ingrid Abreu Scherer

Secretary

Mr Laonikos Psimikakis Chalkokondylis

Treasurer

Ms Alison Griffin

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 2021.

The financial statements have been prepared in accordance with the accounting policies set out on page 39 and comply 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).

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 the law and best practice. The memorandum and articles of association lay out the 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 has been a year of unprecedented change and challenge for The Mill and our community, and the Covid-19 pandemic—and its social impact—affected every aspect of our work and how we could engage with local people. Despite the disruption and uncertainty, our staff, volunteers and supporters have risen to the occasion and found new ways to ensure people could work together to support their neighbours and make their ideas happen.

Even before the pandemic, we knew that many regular visitors to the building were already vulnerable and isolated, something which was exacerbated during Covid-19. Many of our volunteers were affected not just by the lockdown but also by the loss of purposeful and social volunteering which they found so valuable. Activity leaders and local groups had to stop running the sessions that were bringing people together to create and learn.

Throughout these challenges, we also saw the strength of the local community. People who had not engaged directly with The Mill before came forward to help: donating food for local food banks, joining our 'tech buddies' teams, and much more. While the building was closed for more than two-thirds of the year, our supporters stayed in touch online and as part of the outdoor activities we were able to provide through *Milling About*.

Above all, our staff team responded by being incredibly flexible, creative and imaginative. While they were facing their own suddenly changing situations—like home-schooling or shielding—they adopted home working very quickly and moved many activities online, including regular community and volunteer zoom sessions. Throughout the pandemic period, our staff team have supported each other and developed new ways of working together. We are pleased that we've retained everyone in our small staff team, despite all the challenges facing people as individuals and The Mill as an organisation.

The Trustees also had to change their way of working to ensure we could make decisions in a fast-changing environment with no precedent to draw on. For several months at the height of this crisis, the board was meeting online every week to make sure The Mill was responding to the changing situation and supporting staff.

Despite the difficulties, the pandemic also gave us the opportunity to test new digital approaches which we probably would not have otherwise pursued. Our plans for the future development of the building meant that we had already been thinking of moving activities online while refurbishment took place.

Living under lockdown showed we could provide digitally some of the physical experiences people value so much. As a welcoming and accessible community art venue, we knew people would miss our exhibitions, and with *Climate of Change* we recreated that online.

This year we began putting together our plans for our capital project, *Build the Mill*. This is intended to improve the building facilities and make them fit for purpose. One of the unforeseen benefits of the last year is the realisation that any future version of the building needs to incorporate hybrid spaces.

The fact that we couldn't bring in income through room hire, which has been a staple of The Mill's sustainability since the very beginning, meant our survival was a real concern. We would not have survived without government and other emergency grants. Even more important, though, was the flexibility shown by trusts and foundations, which gave us longer to spend and deliver activities over the period. This breathing space was especially helpful when new lockdowns were suddenly imposed during the year.

We have been very lucky to have access to a range of generous support from central and local government, the Tudor Trust, Power to Change, City Bridge Trust, National Lottery Community Fund, the Foyle Foundation, Clarion Futures, St James Big Local, Tesco Bags for Help, the Postcode Community Trust, Waitrose Community Matters; as well as donations from Stow Roses and Friends of The Mill.

The pandemic will leave its mark on the local community for many years to come, and we know that recovery will not be swift or experienced equally by everyone. Our focus now is to learn from our experiences—both good and bad—so we can support people in the ways that they will need, with all the creativity and passion we bring to the challenge.

My thanks go to our wonderful staff, volunteers and supporters for their incredible work this year, and my hope is that we will grow stronger from our experiences.

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 Management Group structure (see image 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 five 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 Art Works (our arts development programme). The Board of Trustees oversees the Governance & Sustainability of the Charity, working alongside the other management groups.

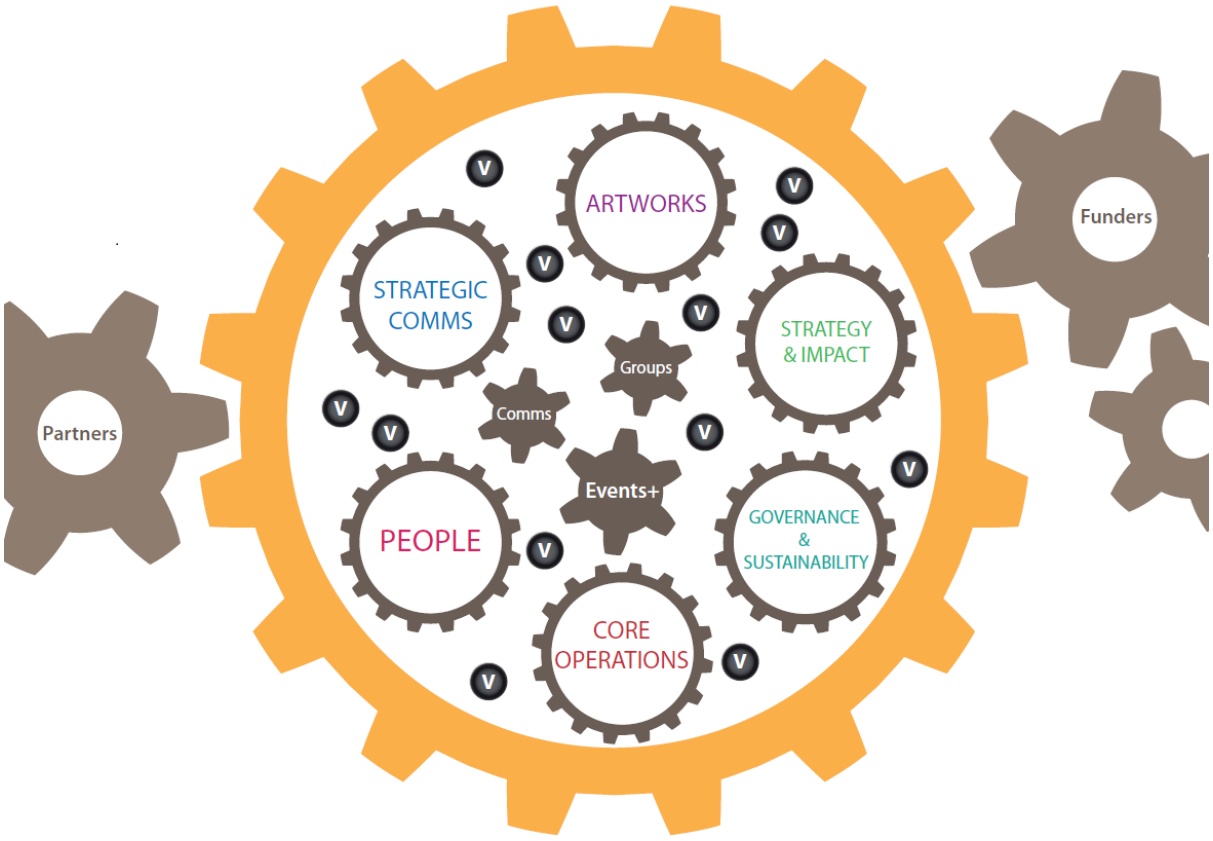


IMAGE: *Organisational Structure at The Mill*

OUR PEOPLE

Our small and dedicated staff team continued to provide support in running a volunteer-led organisation. Between them, they ensure volunteers are supported in their roles through the provision of safe facilities in our trusted building, that our users and local community can access to take part in and enjoy as well as run their own activities. We really appreciate their dedication and commitment.

Our People management group continued to develop and review our employment-related and volunteer policies and training for staff and volunteers.

We were able to retain all staff during this period, despite the challenging circumstances surrounding Covid-19. In response to the dramatic changes due to the pandemic and lockdowns starting March 2021, the staff, trustees, and volunteers all responded quickly, and flexibly to the situation, addressing new and changing challenges to best support each other and The Mill community. People's safety, health, and well-being are always at the core of our operations and activities at The Mill, and this became a top priority during and throughout the pandemic.

Staff began working from home while The Mill was closed to the public, quickly establishing new ways of coordinating their work, supporting each other, and staying in touch with volunteers. Throughout this year the dedicated staff team has been instrumental in both ensuring The Mill weathered the storm, as well as keeping people motivated and engaged and supporting their return during the times we could open the building.

Our reserves and successful fundraising, as well as securing additional Covid-19 support grants, enabled us to absorb the temporary or permanent loss of rental income for some of the financial year, as a result of loss of room hire and with our tenants' financial situations becoming uncertain. We were able to be flexible with our tenant arrangements to best support them through the crisis while remaining on top of our financial obligations and outgoings.

Trustee meetings took place remotely and were held every week during the first lockdown, moving to fortnightly thereafter to address changing needs and meet legislation. This allowed us to offer additional support to staff who needed to make quick and important decisions that would affect the Mill's operation as well as the well-being of our staff, volunteers, and visitors.

The Mill has always responded to challenges by coming closer together, and although we couldn't connect in person, this year was no exception. Our local community came together to show our support for link workers by sending in coloured hands for our Rainbow Hands display. Our Mill Online offers - including our virtual exhibition, Climate of Change, as well as virtual coffee mornings and activity videos - allowed people to stay in touch remotely. And our Digital Buddies programme helped us reach those most vulnerable to isolation and for whom online participation is least accessible, to ensure everyone in our community were able to feel part of The Mill and the local community when our building was closed.

EMPLOYEES AND FREELANCERS

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

Natasha McFadzean	Centre Manager
Victoria Bureyko	Administration Officer
Kim Dexter	Community Organiser
Helen Johnson	Communications Coordinator
Helen Hunte	Fundraising and Development Associate
Andrew Murray	Finance Officer
Karen Hart	*Build The Mill* Project Coordinator
Neesha Badhan	Mill Online Project Coordinator

ACHIEVEMENTS 2020–2021

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

> *"A big thanks back to the staff team and volunteers for everything you do for Walthamstow!"*
>
> Helen Deakin, Twitter 2020

The Mill above all is a place where local people come together to share skills, get to know each other and connect. Normally 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

This year, one of the biggest challenges we faced due to the pandemic was having to close our building doors for prolonged periods of time and reopen them with many limitations when we were allowed to.

A lot of the activities which took place in the building, such as room hire, group events, use of our library and children's area, were completely halted. However, our staff and volunteers worked hard to engage the community and created both online and in-person activities which were delivered within any restrictions in place at the time, to ensure that even the most vulnerable members of our community, particularly with regards to isolation and anxiety, were able to stay connected with each other and The Mill.

Covid-19 Response

In the financial year 2020/21, The Mill was open for less than a third of the year: out of 365 days, we were open just under 110 days and closed for just over 256 days.

As restrictions relating to community centres were gradually eased and we were allowed to re-open, we decided to reduce our opening hours to 16 hours a week (38% of previous opening hours). We made this decision on two grounds: it reflected the reduced number of visitors we were expecting to see, as well as staff and volunteer availability, and also took into account that we need to prioritise operating in a manner that was as safe as possible for staff, volunteers, and visitors alike. Though room hire admin didn't take up nearly as much time as before, a lot of admin time was spent by Trustees and staff navigating government guidelines and making sure we were operating within the restrictions as well as our own understanding of what would keep people safe and healthy. This was challenging for us as it was for any building that relies on footfall: The Mill opened and closed numerous times in the year due to subsequent lockdowns, often with restrictions changing on short notice and needing to make swift decisions. We set up a dedicated Covid-19 risk register, to keep track of the changing situation, and to ensure that we covered all eventualities as much as possible, to ensure anyone using the spaces was as safe as possible.

The pandemic and a shift to avoiding cash payments and moving towards cashless/contactless settings sped up our process of setting up an iZettle at The Mill to process card payments and donations as part of our Covid-secure policy. Now that volunteers have been trained in using the contactless system, they find it easy to use and it has enabled us to sell over 170 face coverings and 150 knitted items. We currently do not have a platform for selling online, however it is something we are considering for the future,

in order to facilitate room hire payments and merchandise/artwork sales, creating a more seamless experience for room hirers and volunteers alike.

Who Uses the Mill

Every year we conduct a user survey which has been the most effective way to estimate who our users are, why they come and what they feel about The Mill. Due to the changing circumstances as a result of the Covid-19 pandemic, conducting the survey would not yield data that would be comparable to previous years, nor would it be representative of how and who we reached through our activities, as the building was closed or open with restrictions for the majority of this financial year.

Our user base likely changed as the restrictions eased since some people were more comfortable than others returning to visiting public buildings. Our experience this year has emphasised the different experiences across our community, as some people start to return to social life, while others continue to shield. Meeting the needs of these vulnerable people will be a focus of our Covid recovery, as we work to make sure nobody feels left behind.

Bringing People Together

> *"I found everyone at The Mil very approachable and positive and in my experience felt that there is a very good atmosphere in the organisation."*

Group Leader from *Grow Your Idea* project (2020)

Despite the logistical challenges, staff and volunteers at The Mill were very busy organising activities to keep the local community and Mill visitors engaged throughout the year.

MILLING ABOUT

Milling About was a programme of activities online and out-and-about in our local area led by local specialist providers who were selected to deliver the activities. There was a recruitment process for 19 new creative activities, which were all based around the Five Ways of Wellbeing.



The activity organisers were remunerated and had the opportunity to pilot and try new ideas. The activities were delivered by a total of 17 people, who benefited through a boost in confidence in their tech skills.

Blair Academy reported an additional 500 views of their project content 'Mindful Mondays'. There were also five projects aimed at anyone, three children's projects,, two projects for older people, and one project aimed at new mothers, giving away eight "how to make a baby mobile" kits.



Activity organisers included dancers, musicians, visual artists, tai chi instructors, and makers of games, wands, bunting and ceramic mobiles. The variety and range of activities on offer meant there was something for everyone.

DIGITAL BUDDIES

Digital Buddies was a new volunteer scheme offering technical support to people in the community who might need it, given so much activity at The Mill and elsewhere was quickly shifting online. Our Community Organiser, Kim Dexter, worked with Riley Ramone to recruit and train 16 volunteers who were then ready to help people with their technical problems. Neesha Badhan was recruited as project coordinator for Digital Buddies and took the

programme forward, putting buddies in touch with those who needed their help. There was an online form to record information from potential clients and sent to volunteers by Riley, who also left instructions with reception volunteers to be able to use the form to record any enquiries that came in.

There was a flurry of local people and others willing to give technical support to the community ranging from how to use your basic mobile phone all the way through to website technical development. We found that face-to-face worked the best: as soon as the Mill was reopened, we were able to discuss the project with people who picked up the flyers and inquired about the offer.

Events at The Mill

Each year, The Mill organises several community events which are organised by our Events Team volunteers, who donate their time and skills, and—in some cases—underwrite material costs. We were unable to host some of our usual events in the building due to the pandemic and so we held an outdoor event when allowed and online events.

PLANT SALE

26 September 2020

Originally scheduled to celebrate Earth Day in April 2020, but postponed at the time due to the declaration of the Covid-19 pandemic by the government. This event involved the selling of plants and plant-related items (e.g. decorative pots) which had been donated by Mill volunteers and supporters, the profits of which would go to support the Mill. We also sold homemade cakes by local baker Mell's Desserts.



We raised a total of £231.63 from sales of the donated plants and table hire.

Mill QuizOOOm

4 July 2020

A Mill Quiz was planned for May 2020, also postponed due to the pandemic. Last year, we held The Mill Quiz at a local pub and it proved to be very successful. The event was postponed to the fourth of July and we decided to hold the quiz online on Zoom so everyone felt safe to participate.

We recruited extra people in the Quiz Organising team to assist with technical aspects of arranging it and participating in it via Zoom, and instead of asking for a modest entrance fee like usual and to encourage people to join via Zoom which was new for everyone, we made participation free and asked participants for donations. There were 20 participants, which compares favourably to previous Mill Quizzes, and all participants stayed for the entire duration of the event.

We raised a total of £190 from donations to the Mill Quiz, which is very close to our record raised at a Mill Quiz last year (£200).

CHRISTMAS SOCIAL

December 2020



This year, we decided to hold a Christmas Social for The Mill staff, volunteers, and tenants. As we couldn't meet in person due to the restrictions, we prepared party bags which included a party hat and decorations to add to the party hat, as well as treats such as seasonal spices to make a festive drink, which all participants brought to the event which took place over Zoom.

Even though organised remotely, the night was well attended and the atmosphere was positive and celebratory, giving everyone who joined a chance to have a more informal and less structured social event online and celebrate with familiar faces.

AIM 2: GETTING INVOLVED

> *"Brilliantly friendly and helpful staff and volunteers as always. Love the Mill!"*
>
> Hannah Guthrie, Twitter (2020)

Our volunteers are the heart and soul of The Mill. It is their dedication, ideas, and diverse range of experiences that make the Mill a welcoming and friendly place to be. Everything that happens here is because of their skill, energy, and commitment. The people who contribute to The Mill, whether on a day to day basis or at one-off events, genuinely care about making a positive difference in their community and bring their valuable skills and experiences to The Mill and for the benefit of the community. They develop new skills, make new friends, and learn about and from others in the local area. Volunteers at The Mill come from a diverse range of backgrounds, and socialising together has proven again and again to be the start of new friendships and connections, helping break down barriers between people with different life experiences.

We know this is at the core of building community resilience and an enhanced sense of community belonging, and we are proud The Mill is actively helping make that happen. Volunteering can additionally give individuals an enhanced belief in their ability to create change and a sense of purpose, which contributes to their well-being and by extension to the well-being of their community.

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

Volunteering during Covid-19

Volunteer recruitment was suspended at the start of the first lockdown as we didn't have appropriate remote roles that volunteers could fill and nobody could meet in person outside their household. Now that we have a well-established practice of holding online spaces on

Zoom and other platforms, we feel much more confident recruiting remotely and taking on new volunteers even when restrictions are in place.

We worked hard to keep in touch with volunteers, through weekly and monthly zoom meetings, WhatsApp groups, and regular volunteer emails and updates. Maintaining existing volunteers engaged during and after periods of lockdown was challenging at times: during the more restrictive months, there wasn't enough activity for volunteers to be involved with. or new roles (e.g. organising online events) were not suitable or appealing for certain volunteers.

Staff members were continually checking in on volunteers and project leaders to ensure that everyone was safe and healthy, and also comfortable with participating in activities they were being asked to be involved in or organise. Likewise, Trustees held shorter and more regular meetings than in the previous financial year, monitoring the impact of the restrictions and development of the pandemic on staff mental health and well-being and ensuring staff have all the support they needed at all times, from Trustees or externally if appropriate.

Beyond our staff and volunteers, we wanted to make a positive difference to the well-being of our local community and Mill visitors. To this aim we created new volunteer roles: **telephone befrienders**, who would connect with members of the community through a human "phone tree"; and **digital buddies**, who helped people less familiar with technology to feel more comfortable using technology and participating in online activities, both at The Mill but also more widely, when so much action moved to the digital world. We also offered volunteers online training opportunities for Mental Health First Aid, and Safeguarding.

Over time, Zoom meetings felt less bureaucratic and were particularly good for generating ideas. Online social activities for volunteers which were more thematic, such as the quiz or Christmas social, worked well and provided a space to connect more informally with others during physical distancing restrictions.

The Mill applied on behalf of staff for the working-from-home allowance that they were entitled to as per the government scheme. As current Tudor Trust grantees, we received an additional allowance from the Tudor Trust in February 2021 for Staff Well-being, which we are planning on spending in the next financial year.

Volunteer Team Make-up

Our **Reception** volunteers are normally the main point of contact for The Mill, signposting people, ensuring room hires go smoothly and that 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 a particular focus on our library and garden, and others, such as The Mill Knitters and Sewing group who contribute to larger events by donating items they have made to sell. 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 make sure the voices of volunteers are represented at all levels of the organisation.

At The Mill, we understand that people have busy lives and we pride ourselves on being able to offer a variety of ways to contribute through a wide range of quality volunteering opportunities. Whether it is people who want to contribute their time to work on a one-off event, run a group, volunteer remotely from home or volunteer on a regular weekly basis, we offer opportunities that can fit with people's other time commitments, lifestyles, needs and abilities. This variety of options creates possibilities for a diverse range of people to get involved with all the benefits that can bring to themselves and their community.

Our community centre is only as good as the people who keep it going and make things happen. When our staff, volunteers and local community were faced with unprecedented challenges as a result of the pandemic, we were very fortunate to have people who are skilled, knowledgeable and experienced, and who went above and beyond to make sure the community remained connected and supported throughout this year and despite all the challenges we all faced. With asset-based community development at the forefront of our activities and operations, our role in the community is a place where people are encouraged to take the initiative and put forward their ideas and a space to organise and run projects and schemes which facilitate this and can give back to the community. We worked hard to find ways to continue doing that when our building was closed in these unprecedented times.

GROW YOUR IDEA

> *"I felt very supported by the Mill at every stage of growing my idea. I think you went above and beyond and I am forever grateful to you!"*
>
> Parents and Babies Music Group Leader (2021)

Grow Your Idea puts into practice what The Mill is all about: supporting and encouraging people to put their ideas forward, take action, and make them a reality. Since we opened our doors, one of our missions has been to support local groups and individuals to grow, which we have done in the past with various iterations of our Grow Your Idea community competition. With Kim Dexter as our Community Organiser since Autumn 2018, we could embed Grow Your Idea into our core practice and made this an open offer to our community.

This year we adapted Grow Your Idea to take place online and/or outdoors. Due to the restrictions in terms of the amount and nature of the projects we could support, this year's open call was more competitive and we could only select a smaller number of projects to support. With funding from Waltham Forest's High Street and Markhouse Wards, group leaders were paid a fee instead of being given free room hire as in previous years.



PHOTO: Participants warming up for a Moving Forward session on dancing in chairs, organised by Chantraine Dance (2020)

Participants from the first four Grow Your Idea projects, which took place between September–December 2020, were already planning their ideas before the pandemic, and so were supported in moving their project idea online and/or outdoors. In November 2020, we recruited participants for four more sessions and these projects took place in February–March 2021 with some taking place in April 2021.

Some people from the *Feelgood Thursday* group, which was no longer running due to the pandemic, joined Grow Your Idea sessions, as did some of our volunteers. We contacted Liz

Ray and Barbora Ertlova from the Social Prescribing team at Waltham Forest Council to invite people from those services to attend.

The first four Grow Your Idea projects were joined by 96 participants; they catered to a wide range of people and offered a good balance between creative and well-being activities. The group leaders commented that they felt supported in all aspects of setting up and running their sessions. Online sessions lent themselves well to certain activities, most notably the dance group and the writing group, and meant that we could potentially include more people than we would ordinarily be able to at The Mill due to room capacity.

The second Grow Your Idea round was supported with Waltham Forest High St Ward funding and covered two projects in February and March 2021. These were two six-week online projects: **Chantraine Dance**, a chair based dance/exercise class for older people/people with disabilities; and **Music for Babies**, a series of singing and play sessions for babies and their parents. Both projects were very popular, reaching over 30 people.

TELEPHONE BEFRIENDERS (Pilot Project)

The Telephone Befrienders project was set up to offer friendly conversation and support via phone on a weekly basis during the Covid 19 lockdown period and when The Mill was for the most part closed to the public. It was targeted at adult members of the Mill Community who were perceived to be more at risk of being socially isolated due to not being comfortable or familiar with connecting with others online.

The pilot project took the form of 10 one-hour calls on a weekly basis, with a review after 10 weeks. Using online **Befriending Network** resources, the volunteers and community organiser developed a set of guidelines and procedures for the project, which formed the basis of activity as part of this project.

TELEPHONE BEFRIENDERS - CASE STUDY

A member of the local community who is familiar with The Mill participated in the scheme as a recipient of phone calls. We found out that they had previously declined taking part in similar Befriending schemes offered by a national charity with local branches, due to feeling uncomfortable speaking to someone they didn't know. However, they were more than happy to participate in the Befriending scheme at The Mill because they were familiar with the space and volunteers, and trusted the relationship from the beginning.

AIM 3: GETTING CREATIVE

> *"I started thinking about what was going on in the world right now, how everything seems a bit upside down, back to front, chaotic and even surreal. I wanted to capture that feeling."*
>
> Nadia Zuberi, local artist who exhibited at *Climate of Change* (2020)

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



Inside/Outside by Nadia Zuberi, 2020, Acrylic on paper, 420 x 297 mm

Art Works

The visual arts are at the heart of creative activity at The Mill. From the start, the Art Works volunteer team of creatives has planned and delivered a wide-ranging annual programme of events and activities. Central to this is a commitment to inclusion in its widest sense: inviting local people of all ages, abilities and from across our diverse community to take part in creating art together with others.

Art Works in Covid-19

During this unusual year a series of window displays were created at The Mill as a way to engage with the community. This was particularly important during periods when the building was either closed in lockdown or when some people did not yet feel confident being inside public spaces.The windows, that could be observed safely, created a positive image at a time of uncertainty and helped people to still feel connected, as they became a way for

people to safely and remotely participate in the creation of displays even during the times when access to the building or social activities were most restricted.

RAINBOW HANDS

At the beginning of the pandemic when feelings of uncertainty and confusion were at their highest, we felt a specifically strong responsibility to be a place that brings people together and supports the local community more than ever—helping create a sense of belonging, connection, and solidarity that wasn't just retweeting or sharing things online.

We wanted to create the opportunity for members of the local community to contribute something physical that is at the same time personal and universal, and is part of something that grows over time and reminds people that we are all here, in this together.

We came up with the idea to create a front window display with a rainbow made of colourful hands, contributed by the community. We invited people to draw their hands on a piece of paper, cut it out, and then colour it with a colour of the rainbow, and send it to The Mill.

Although the building itself was closed, individual members of staff could collect the submissions with the appropriate hygiene measures taken, and put them together in what grew into a beautiful and colourful display over time: a reminder that we are all part of this community and we are all here for each other.



PHOTO: Rainbow hands art work display at The Mill front window

LEAF ANIMALS

We invited the local community to participate in decorating the front window of the Children's Room, which is a much-loved and -missed space at The Mill as it was out of use for a lot longer than the rest of the building. We asked individuals to collect their favourite autumn leaves, gave them instructions to dry them and inspiration to turn the leaves into animals. These little characters then became part of our scene at the Children's Room.





PHOTO: The finished Leaf Animals display on the Children's Room window

#E17StoryWindows

Sophie and Anthony Owide started **#E17StoryWindows** to celebrate World Book Day (4th of March) at a time when schools were closed due to the pandemic. They wanted to do that by decorating their windows with artwork of their favourite book characters and inspired others to join in. The idea quickly snowballed and a large number of individuals, community centres, and schools ended up taking part, with hundreds of windows decorated and maps circulating online so visitors could plot a walk or cycle to admire and enjoy the huge range of window displays hanging proudly on windows across the whole borough.



PHOTO: The Mill window display with characters from Where The Wild Things Are

We invited our regular visitors and the local community to contribute to The Mill's own #E17StoryWindows display (with characters from Maurice Sendak's children's book *Where The Wild Things Are*) by sending in monsters, trees and leaves to add to our colourful window display.

CLIMATE OF CHANGE

13 September - 17 November 2020

Climate of Change was initially set up as an online-only exhibition during the first full Covid-19 lockdown curated by Stephen Bennett, which was then displayed as an exhibition in our building when restrictions allowed us to reopen. At the time of the Covid-19 pandemic, we became aware that artists were seeking hope and inspiration from the natural world. The environment became more prominent in our lives as work, flights, and other urban habitats dissipated, making space to notice the natural world around us more. As part of this exhibition, a series of online workshops with an environmental theme were facilitated by Gemma Lawrence and featured on our website.



PHOTO: Humanity/Science/Environment by Ceri Williams, 2020

Once full lockdown ended, we decided to take the exhibition to The Mill so visitors could view the works in person, as restrictions eased and we were able to reopen and accommodate visitors. We invited online exhibitors to submit physical pieces and expanded the invitation to other local artists in the community, who were invited to submit up to three works. We received submissions from 22 artists, for a total of 35 works.

AIM 4: IMPROVING OUR SPACE

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



PHOTO: Our Children's Room, which was closed for most of the pandemic due to social distancing and hygiene considerations

Room hire and events during Covid-19

Room hire was hugely affected by the pandemic, and as a result, we only saw a fraction of the activities take place in the building this year than previous years. We rebranded our room hire offer (where applicable) to new audiences: those needing a quiet space to have an

online meeting or to work away from home when they were not allowed to visit their office, and we continued working closely with existing hirers to accommodate their needs and make the most of The Mill spaces during the pandemic.

We remained very communicative with existing room hirers at all the stages of lockdown and worked with those who could / wanted to come back (where permitted) on how they could run their activity adhering to social distancing:

- We reduced hiring rates for our spaces, including the Living Room, to enable activities to take place with social distancing limitations
- We gave hirers additional time for each booking to ensure areas were sufficiently cleaned between bookings
- We were flexible with bookings and allowed space hire outside opening hours, to ensure hirers could maximise the Mill's capacity for socially distanced events

This flexible approach enabled us to host a range of events, some continuing from previous years as well as drawing entirely new organisers into using our spaces for their events:

- **French for Kids** on Saturdays (September - December 2020)
- **Chill Out Zone** (August - December 2020 with breaks when we were in lockdown)
    - Free drop-in sessions for children aged 10–16 who live in the St. James Street Big Local area. Established in March 2019, they have been supported with funding from St James Street Big Local and National Lottery Awards for All, delivered through the Waltham Forest Arts in Education Network (WFAEN).
- Wednesday **after school tuition** (September - December 2020)
- **Acupuncture** (private hire)
- **Knitting drop-in** (regular group)
- **Get Drawing** (regular group)
- **Food Bank collections**

Other activities were able to move online, and we offered our support where needed in order to do so - this included activities such as book group, pilates, kids art, and eventually knitting.

Our dedicated Tech Buddies helped room hirers move their activity online and supported event participants with any technical challenges, e.g. joining an event via zoom.

Making good use of our space

> *"Great to see positive support for families in East London."*
>
> Foundation for Future London, Twitter (2020)



This year we worked in partnership with organisations such as Age UK Waltham Forest, Eat or Heat and PL84U Al-Suffa to make the most of our collective resources and help the local community in these hard times. We opened The Mill as a food bank donation point for PL84U Al-Suffa in the first lockdown, and for Eat or Heat in subsequent lockdowns, enabling us to help feed the members in our community who suffered disproportionately as a result of the pandemic.

Additionally, we were a distribution point for Barbican Centre activity packs and SEND packs through Del.

One of the biggest challenges for the community has been the closure of the Children's Room throughout the pandemic, due to the small space and tactile nature of the toys, which meant it was logistically impossible to maintain a Covid-secure environment with the restrictions this year. We look forward to reopening the space for use by the community in the near future, as we know from previous surveys that the Children's Room and activities aimed at first-time mums have been very popular and impactful in new familis in the local community.

PARTNERSHIPS

True to our values as a community hub, we have continued to work with and alongside other local community organisations. Our upstairs offices and studios are hired by true stalwarts of The Mill, many of whom have been with us from the very early days of The Mill. We worked hard throughout the pandemic to best support our tenants through financial difficulties and uncertainties they were facing as a direct result of the pandemic.

- **Social Spider** — a socially-minded research and project development community interest company (CIC) who also publish 5 community newspapers including The Waltham Forest Echo.
- **Artillery** — an arts development organisation established by the creative team behind the E17 Art Trail. Artillery aims to create lasting shared memories among neighbours resulting from their open invitations to create neighbourhood events and projects together.
- **Jason Hawkridge** — an established multi-disciplinary artist.
- **The Sleep Disorders Clinic Ltd** — a clinic specialising in the diagnosis and treatment of snoring and Sleep Apnoea.
- **Del Taylor** — a participatory artist who works with a variety of arts organisations, theatres and community groups in Waltham Forest and across London.

Build The Mill

The Mill trustees decided last year that the organisation was in a stable enough position to move forward with capital development plans. Our community and stakeholder consultations have told us we need to make improvements to the building to accommodate a wider range of activities, increase capacity, and provide better facilities. We wanted to look at optimising the layout of the building to maximise space for public use and private hire, to further improve the room hire and office rental capacity, and safeguard the charity's financial sustainability in the long term.

Karen Hart began work in April 2020 as Project Coordinator for Build The Mill, with support from the Tudor Trust. As this coincided with the early restrictions and disruption caused by Coronavirus, Karen has made progress where possible, this has progressed more slowly than would have been ideal for everyone involved. By March 2021 we were happy to have progressed the project in several ways: we created a Steering Group of Trustees comprising of staff and volunteers, to oversee and support Karen's work; we reviewed previous assessments of the building and the needs of the charity; we run a call for tenders from architects; we selected and appointed BAT Studios to proceed with assessing options and feasibility of future capital works; and began work with quantity surveyors Frazer Randell on more detailed possibilities, budgeting and costing.

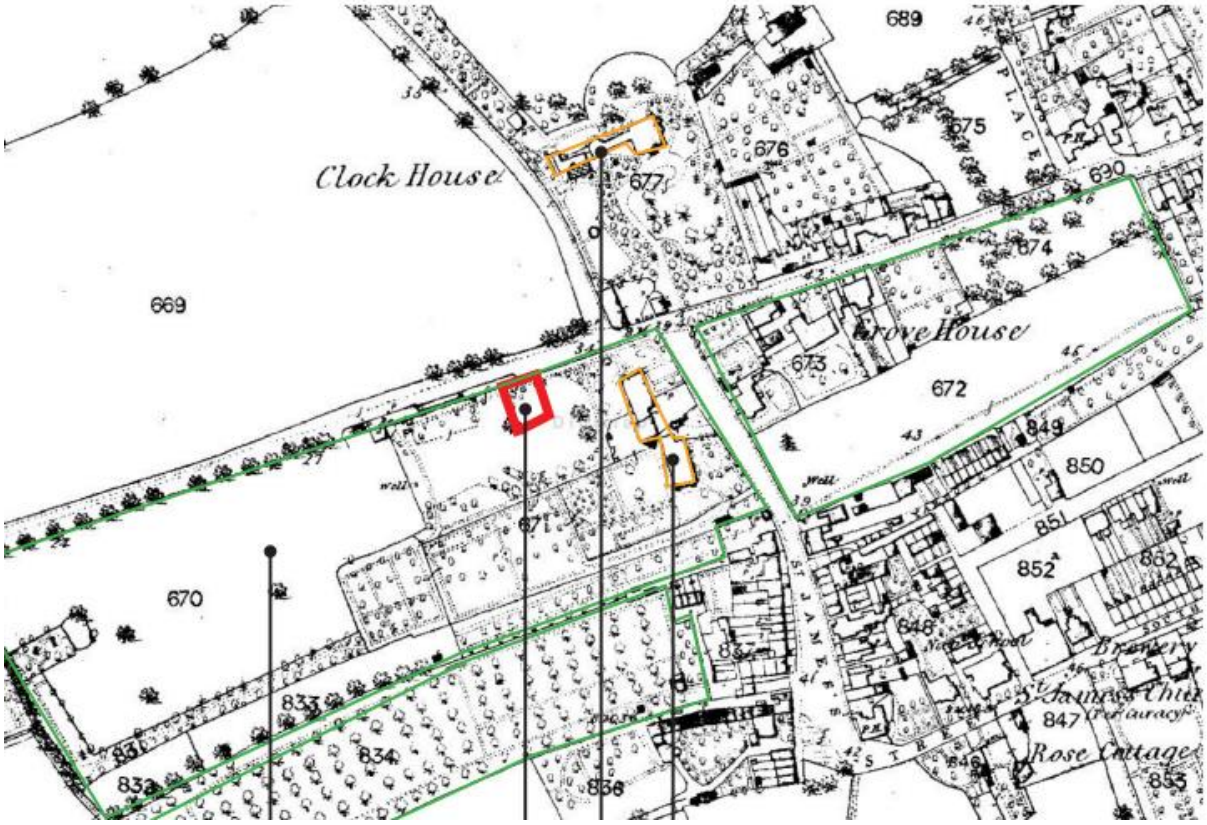


IMAGE: Map of the Coppermill Lane area from the 1860s (The Mill site is in the red square)

All this work put us in a really strong position to provide the evidence to support a fundraising feasibility study. Though actual fundraising for the project has been affected by donors' necessary focus in 2020-21 on responding to communities' Coronavirus priorities, we will be making more progress in this area in the coming year.

COMMUNICATING THE 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 have been our biggest assets, underpinned by an effective communication strategy that reaches out to our wider community.

During the pandemic, we moved a lot of our activity online and also ensured we found ways of communicating and connecting with those members of our community for whom the internet is not as accessible, ensuring everyone had a way of connecting with us and hearing about activities or engaging with our offer when the building was closed to the public. Communications became an integral part of our response to the pandemic, enabling us to keep in touch with the local community, and providing online resources and opportunities.

- During the March 2020 lockdown, we aimed for a daily post on our social media, #MillOnline. Postings were eventually rotated between several staff and volunteers, with some themes on specific days, including a Kids Art activity every Thursday (created by Gemma Lawrence) and Sunday Get Drawing (with David Hughes).
    - Overall we've only had positive interactions and understanding from the local community; there was a noticeable increase in engagement with our social media accounts when we were running #MillOnline, as a result of our increased activity and a lot of our visitors connecting with others and ourselves online.
- We started to use messaging platforms such as WhatsApp internally, not only to keep in touch with Mill staff and volunteers but to share information to the Mutual Support WhatsApp group, such as creating images that work on WhatsApp and are easily shared to inform people about reopening and Foodbank donations.
- Gemma Lawrence and Stephen Bennett helped put an application together for the Waltham Forest Council Virtual Culture funding. They proposed to create a series of online workshops and an online exhibition called "A Climate of Change", which opened to visitors when our building was reopened to the public.

We also took the opportunity of having less activity in the building to do some work on the website with Riley Ramone, sorting out some outstanding technical tasks (such as transferring domain hosting to The Mill) and improving SEO.

With an increase in our followers on all our social media platforms over the year, we now have 2,426 likes on our Facebook page (+40), over 6,565 followers on Twitter (+79) and

have over 2,000 Instagram followers (+800). There was a decrease in activity on our website in the year, users were down to 12,271 (-21% compared to 2020/21) and page views totalled 36,385 (-38%). This reflected the building closure, though activity was increasing in March 2021 as restrictions eased.

During the first lockdown, we posted almost daily on Facebook, Twitter and Instagram, plus additional posts about online activities and news from The Mill and Mill people. Using the hashtag #MillOnline, we aimed to keep The Mill community in contact with each other and help reduce social isolation and loneliness. These posts had a high engagement rate compared to pre-lockdown posts. Between the closure of the building in March 2020 and June 2020, our average daily reach on Facebook was 491 (+60% compared to a similar period before the first lockdown). The number of online reactions increased to an average of 14 a day (+200% compared to pre-Covid), with an average of three comments a day from one a day. We generated an average of 2,700 daily impressions on Twitter (+276%), with an average engagement rate of 1.7% (+70%).

FUNDRAISING

Over the last year, additional fundraising through grants has helped us to achieve our strategic aims and increase our impact through 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. We are particularly appreciative of their support in the context of the unprecedented challenges which we anticipate to arise from the Covid-19 pandemic, which led to a national lockdown at the very end of this financial year.

TUDOR TRUST

- **Build The Mill** - A continuation of a two-year project to lay the foundations for a capital refurbishment project to improve our building.
- **Wellbeing** - A contribution to wellbeing and resilience of staff and volunteers.

POWER TO CHANGE

Covid-19 Community-Led Organisations Resilience Fund

- **Keeping the Doors Open** - Valuable contribution to staffing and core costs to help the organisation recover from the impact of the pandemic and reopen the doors of the building in a Covid-safe way.

CITY BRIDGE TRUST

Community Response Fund

- **Mill Online** - Adapting the work of The Mill to continue to support the community through lockdowns by building tech capacity and initiating new online and offline programmes of work.

NATIONAL LOTTERY COMMUNITY FUND

Coronavirus Community Support Fund

- **Tech Buddies** - Upskilling and equipping staff and volunteers to adapt to online working and training a team of volunteer tech supporters to help the community get online during the pandemic.

CENTRAL GOVERNMENT/LONDON BOROUGH OF WALTHAM FOREST

- **Small Business Grant** - Supporting the organisation through the pandemic.
- **Business Rates Local Restrictions Support Grant**
- **Connecting Communities** - funded *Chill Out Zone,* a Friday evening youth project delivered in partnership with Waltham Forest Arts in Education Network
- **High Street and Markhouse Ward Funding** - supported *Grow Your Idea* 2020, supporting community led projects online and outdoors.
- **Climate of Change** - Supporting a volunteer-led online art project during lockdown.

FOYLE FOUNDATION

- Made a valuable contribution to the running costs of the organisation.

CLARION FUTURES

- **Wellbeing Wednesdays** - A social activity group meeting in person at The Mill to combat isolation and improve well-being among adults from the local community.

ST JAMES STREET BIG LOCAL

- **10th Anniversary Celebrations** - Supporting our plans to celebrate the 10th anniversary of the founding of The Mill in 2021.
- **Covid-19 Safety** - Helping to cover the additional costs incurred to keep the space Covid-safe when reopening following the first lockdown.

TESCO BAGS OF HELP

- A contribution to safety measures for the building.

POSTCODE COMMUNITY TRUST

Localgiving Magic Little Grants

- Online physical activities for older people.

WAITROSE COMMUNITY MATTERS

- A contribution to the running costs of the organisation.

STOW ROSES

- We received a donation from fundraising throughout the previous year by our local WI group.

FRIENDS OF THE MILL

- Valuable regular giving donations from our supporters.

We would also like to thank the Blackhorse Action Group who transferred their winding up funds to The Mill in December 2020.

FINANCIAL REVIEW

Summary

In the year 2020-2021, the charitable company had a total income of £168,881 (2019-2020: £97,676) and total expenditure of £109,594 (2019-2020: £110,655). There was a surplus of £59,287 (2019-2020 deficit: £12,979).

The Mill experienced a further successful year of fundraising, business development, and income diversification, supporting The Mill's strategic aims and vision and, in particular, the five-year strategy that the community and trustees put in place at the end of 2016. This enables the charity to continue to be secure and able to plan for the future, to retain its wonderful staff team and above all to give confidence to its community that The Mill is here as a resource for them for the long term. We were particularly grateful for a wide range of financial support this year, at a time when the majority of our usual activity was either interrupted, cancelled, or significantly altered due to the pandemic and restrictions at different times. This support has enabled our work to continue and to diversify considerably in response to the pandemic, running a range of community and outreach projects that supported people at this difficult time. We are hugely grateful to all our supporters for this.

We finished the financial year still subject to considerable pandemic restrictions, as we had spent large parts of the year. The surplus meant that we entered the new financial year confident that we could continue to support the community and deliver our aims in a wide range of ways and with a great deal of flexibility at these uncertain times.

It has remained reassuring to know that The Mill's ongoing financially secure situation can give us confidence that we will be able to offer some stability to our staff, volunteers, and members of the community at a time of otherwise considerable uncertainty.

Funds and reserves

Total funds carried forward at the end of this year were £129,527 (for the year 2019-2020 the total was £70,240). This comprised £27,471 restricted funds and £102,056 unrestricted funds, of which £68,500 were designated reserves and £33,556 were general reserves (for the year 2019-2020 there were £3,787 restricted funds and £66,453 unrestricted funds of which £8,500 were designated and £57,953 were general reserves).

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) and confirmed in March 2021, is:

- The trustees believe that, in order to remain financially secure and viable, they should seek to hold three- to six 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. In previous years, The Mill has exceeded its reserves target due to a successful business development focus on increasing earned income, enabling the trustees to invest some of the reserves in projects that have helped to secure long term sustainability and deliver the strategic aims of The Mill for our beneficiaries. Our financial planning ensures that we continue to pursue a diverse range of income streams so as not to build a dependency on single income sources.
- Additionally, going into the 2019/20 financial year, the trustees sought to build a designated reserve equal to six months' operating costs. They hoped to achieve this level of reserves within the next two years. This is in anticipation of proposed building development works (*Build The Mill*) that may reduce the operational capacity of the building for up to 9-12 months at some point in the next five years, depending on the needs of a capital project and in consultation with users and the 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. We are delighted that this designated reserve target was achieved as we ended the financial year 2020/21.

The free, undesignated reserves at the end of the year were £33,556 (2019-2020: £57,953), which meets our reserves policy of between three and six months of core running costs.

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 continuously addressed through a fundraising strategy that 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.

The greatest risks in this year have been the operational, financial, personnel, community and strategic risks around the Covid-19 pandemic. The impact of the pandemic on those risks was the focus of trustee and staff decision making throughout the year. We held regular meetings (mostly remotely) during which decisions and actions were reviewed, reflected upon, and adjusted to mitigate all the risks as much as possible and to respond to what was at times a very quickly changing situation.

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 based on 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 several 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. For every person who wants to gain new work experience, there is someone who is happy to share theirs. Some run groups and others provide a friendly face in reception, and each and every person who has volunteered and volunteers with The Mill has made a positive contribution to The Mill achieving its aims.

Contribution by, and appreciation of, supporters

The trustees appreciate the support of Tudor Trust, Foyle Foundation, St James Street Big Local, National Lottery Community Fund - Covid-19 Emergency Fund, City Bridge Trust, London Community Response Fund, Covid-19 Community Led Organisations Resilience Fund, Power to Change, Tesco Bags of Help, London Borough of Waltham Forest Connecting Communities and High Street and Markhouse Ward Funding, Waitrose Community Matters, Co-op Local Community Fund, Local Giving Magic Little Grants, Clarion Futures and Locality towards the achievement of the set goals and objectives of the charitable company. The trustees appreciate all contributions from the local voluntary, community, public and business sectors and our community of Friends and supporters.

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 (Director)** Date: 11/12/2021 **Alison Griffin (Treasurer)** Date: 12/12/2021

INDEPENDENT EXAMINER'S REPORT to the trustees of The Mill @ Coppermill

I report to the charity trustees on my examination of the accounts of The Mill @ Coppermill ("The Mill") for the year ended 31 March 2021.

Responsibilities and basis of report

As The Mill's trustees (who are also the directors of the company 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 for this year 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.

Independent examiner's statement

I have completed my examination. I confirm that no material matters have come to my attention which gives me cause to believe that:

- accounting records were not kept in accordance with section 386 of the Companies Act 2006; or
- the accounts do not accord with such records; or
- the accounts do not comply with relevant accounting requirements under section 396 of the Companies Act 2006 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
- the accounts have not been prepared in accordance with the Charities SORP (FRS102).

I have no concerns and have come across no other matters in connection with the 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 FCCA
Address: 10 Knebworth Avenue, Walthamstow, London, E17 5AJ

Signed:  Date: 30/11/2021

Statement of Financial Activities

(incorporating the income and expenditure account)

For the year ended 31 March 2021

	Note	Unrestricted Funds	Restricted Funds	2021 Total Funds	2020 Total Funds
INCOMING RESOURCES		£	£	**£**	£
Incoming resources from generated funds					
Voluntary Income	2	80,931	63,406	**144,337**	37,241
Activities for Generating Funds		2,126	-	**2,126**	8,903
Incoming resources from charitable activities	2	22,418	-	**22,418**	51,531
TOTAL INCOMING RESOURCES	2	105,475	63,406	**168,881**	97,676
RESOURCES EXPENDED					
Fundraising Costs					
Charitable Expenditure					
Community Centre Programmes	3	69,215	39,721	**108,936**	109,895
Governance Costs		658	-	**658**	760
Total Resources Expended	3	69,873	39,721	**109,594**	110,655
Net Incoming Resources - Net Income for the Year		35,602	23,685	**59,287**	(12,979)
Total Funds at the start of the year		66,453	3,787	**70,240**	83,219
Total Funds at the end of the year		102,056	27,471	**129,527**	70,240

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 2021

	Note	2021 £	2020 £
Fixed assets			
Tangible fixed assets	8	-	-
Current assets			
Debtors & Prepayments	9	7,325	4,272
Bank & Cash at hand		125,759	88,877
		133,084	93,149
Creditors: amounts falling due within one year	10	(3,557)	(22,909)
Net current assets		129,527	70,240
Net assets	12	129,527	70,240
Funds			
Restricted funds		27,421	3,787
Unrestricted funds		102,056	66,453
TOTAL FUNDS	12	129,527	70,240

For the year ended 31 March 2021 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 8 December 2021 and are signed on their behalf by:

INGRID ABREU SCHERER (Chair)
Date: 11/12/2021

ALISON GRIFFIN (Treasurer)
Date: 12/12/2021

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 £	2021 Total £	2020 Total £
Community Centre Programmes	134,192	24,544	10,145	168,881	97,676

Voluntary Income	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Grants & Donations				
LB Waltham Forest	-	-	**-**	1,056
LB Waltham Forest Connecting Communities	-	4,660	**4,660**	4,660
CWF – Sociable Sewing	-	-	**-**	460
Grandads Island	-	-	**-**	3,350
St James Street Big Local (youth activities)	-	-	**-**	7,700
Tudor Trust (Build the Mill)	-	20,833	**20,833**	4,167
RBG Kew	-	-	**-**	500
National Lottery Community Foundation - Awards for All	-	4,000	**4,000**	9,960
London Community Response Fund - City Bridge Trust	-	15,950	**15,950**	-
LBWF Community ward funding	-	1,263	**1,263**	-
St James Street Big Local	-	1,000	**1,000**	-
LBWF Climate of Change	-	700	**700**	-
National Lottery Community Foundation - COVID-19 Emergency Fund	-	10,000	**10,000**	-
Saint James Big Local	-	3,000	**3,000**	-
Tudor Trust (Wellbeing grant)	-	2,000	**2,000**	-
Small Business Grant Fund (LBWF)	40,286	-	**40,286**	-
Foyle Foundation	5,000	-	**5,000**	-
Covid-19 Community Led Organisations Resilience Fund	25,000	-	**25,000**	-
Tesco Bags of Help	500	-	**500**	-
Total Grants	70,786	63,406	**134,192**	31,853
Other Donations	10,145	-	**10,145**	5,388
Total Voluntary Income	80,931	63,406	**144,337**	37,241
Activities for Generating Funds and income from Charitable Activities				
Fund Generation	2,126	-	**2,216**	8,903
Hiring Income	22,418	-	**22,418**	51,531
Total Incoming from Charitable Activities	24,544	-	**24,544**	60,434
Investment Income				
Bank Interest	-	-	**-**	-
Total Income	105,475	63,406	**168,881**	**96,676**

3. TOTAL RESOURCES EXPENDED

	Direct Costs	Support Costs	2021 Total	2020 Total
Charitable Expenditure	£	£	£	£
Community Centre Programmes	92,242	16,694	**108,936**	109,895
Total Charitable Expenditure	92,242	16,694	**108,936**	109,895
Governance	-	658	**658**	760
Total Costs	92,242	17,352	**109,594**	110,655

3(a) Governance Costs	2021	2020
These comprise the following:	**Total**	**Total**
	£	£
Independent Examiner's Fees	500	500
Professional Fees	158	260
	658	760

3(b) Direct Costs	2021	2020
	£	£
Fundraising Costs	**7,420**	5,600
Wages	**60,640**	58,909
Other Staff Costs	**30**	601
Volunteer Costs	**225**	519
Health & Safety	**10**	-
Advertising	**-**	593
Projects & Consultancy Expenditure	**22,253**	20,584
Merchandise for Resale Cost	**32**	80
Activities Costs	**1,496**	1,288
Other Costs	**134**	105
Total Direct Costs	**92,242**	88,280

3(c) Support Costs	2021	2020
	£	£
Rent and Rates	**5,171**	6,320
Heat & Light	**2,617**	3,334
Printing & Stationery	**156**	405
Telephone & Computer Consumables	**1,411**	1,333
Building Maintenance & Cleaning	**2,841**	6,460
Insurance	**1,176**	1,354
General Expenses	**7**	883
Accountancy	**3,314**	1,525
Total Support Costs	**16,694**	21,615

4. EXPENDITURE ANALYSIS

	Wages	Other	2021	2020
	£	£	£	£
Restricted				
LB Waltham Forest	-	-	-	1,056
St James Big Local Youth	-	2,370	**2,370**	5,330
Tudor Trust	-	4,545	**4,545**	4,168
CWF Sociable Sewing	-	412	**412**	48
Grandads Island	-	-	-	3,350
LB Waltham Forest Connecting Communities	-	3,656	**3,656**	3,656
RBG Kew	-	-	-	500
National Lottery Community Foundation - Awards for All	-	-	-	9,960
St James Street Big Local	-	1,000	**1,000**	-
National Lottery Community Foundation - COVID-19 Emergency Fund	2,880	7,120	**7,120**	-
London Community Response Fund - City Bridge Trust	4,680	11,270	**11,270**	-
LBWF Climate of Change	-	700	**700**	-
LBWF Community ward funding	-	1,088	**1,088**	-
Total Restricted	7,560	32,161	**39,721**	28,067
Unrestricted				
General	53,080	16,793	**69,873**	82,588
Total Unrestricted	53,080	16,793	**69,873**	82,588
Total Expenditure	60,640	48,954	**109,594**	110,655

5. NET INCOMING RESOURCES

	2021	2020
This is stated after charging:	£	£
Independent Examiner's Fees	500	500
	500	**500**

6. STAFF COSTS AND EMOLUMENTS

Total staff costs were as follows:	2021	2020
	£	£
Gross pay	**59,127**	**55,365**
Employer's National Insurance	**-**	**1,358**
Employer's Pension Costs	**1,513**	**251**
Total	**60,640**	**56,974**

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

	2021	2020
Average number of employees during the year was:	4	4

7. DIRECTORS AND RELATED PARTY TRANSACTIONS

	2021	2020
	£	£
	-	-

-

There were no payments made during the year to Directors and related parties (2020: nil).

8. TANGIBLE FIXED ASSETS

	Plant & Machinery	Fixtures and fittings	Office furniture	Total
	£	£	£	£
Cost:				
At 1 April 2020	7,998	-	-	7,998
Additions	-	-	-	
At 31 March 2021	7,998	-	-	7,998
Depreciation:				
At 1 April 2020	7,998	-	-	7,998
Charge for the year	-	-	-	-
At 31 March 2021	7,998	-	-	7,998
Net book value:				
At 1 April 2020	-	-	-	-
At 31 March 2021	-	-	-	-

9. DEBTORS AND PREPAYMENTS

	2021	2020
	£	£
Trade debtors	5,447	4,272
Prepayments	1,878	-
	7,325	4,272

10. CREDITORS

Amounts falling due within one year:	2021	2020
	£	£
Trade creditors	1,520	1,125
Accruals and deferred income	375	20,833
Deposits	41	41
Taxation and Social Security Costs	616	910
Pension	1,005	-
	3,557	22,909

12. ANALYSIS OF MOVEMENT IN FUND

Total Funds Analysis of Movement in Funds	At 1 April 2020 £	Incoming £	Outgoing £	Transfers £	At 31 March 2021 £
Restricted Funds					
General	3,787	63,406	(39,721)	-	**27,471**
Total Restricted Funds	3,787	63,406	(39,721)	-	**27,471**
Unrestricted					
Designated Emergencies	5,000	-	-	-	**5,000**
Designated Dilapidations	3,500	-	-	-	**3,500**
Designated Capital fund	-	-	-	60,000	**60,000**
General	57,953	105,475	(69,873)	(60,000)	**33,556**
Total Unrestricted Funds	66,453	105,475	(69,873)	-	**102,056**
Total Funds	70,240	168,881	(109,594)	-	**129,527**

The Designated Emergencies fund has been set aside to ensure that unplanned emergency building repair costs can be met at any one time and to allow coping with unforeseen circumstances.

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.

The Designated Capital Fund is in anticipation of proposed building development works that may reduce the operational capacity of the building for up to 9-12 months at some point in the next five years, depending on the needs of a capital project and in consultation with users and the community.

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