



2025
2024
2023

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:

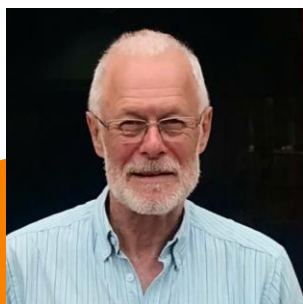
7-11 Coppermill Lane, London E17 7HA

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



- 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.

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.



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.

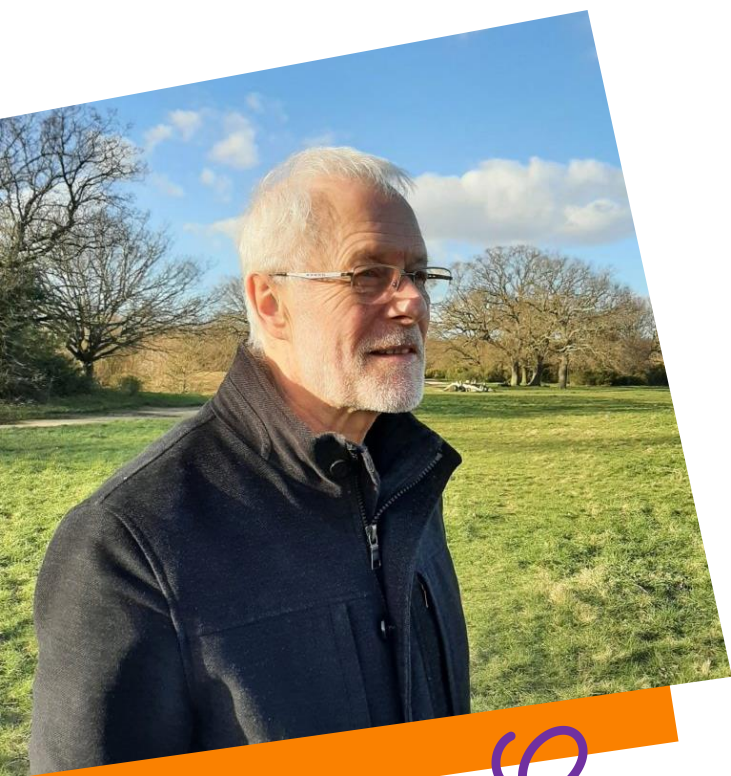




Chair's
report



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

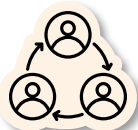
capture and communicate our impact, and we are proud of the work that The Mill has done collectively to take steps forward with this during this year. In this section, we will share how people have made things happen and how we think these activities make a contribution to the three impact areas shown 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.

Mevy Quereshi



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



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 Afrobebe Kitchen, WILMA and Waltham Forest Women's Network, who regularly share about our volunteer opportunities and happenings at The Mill.

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.



DPI: 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



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.

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



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.



DPS: 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.

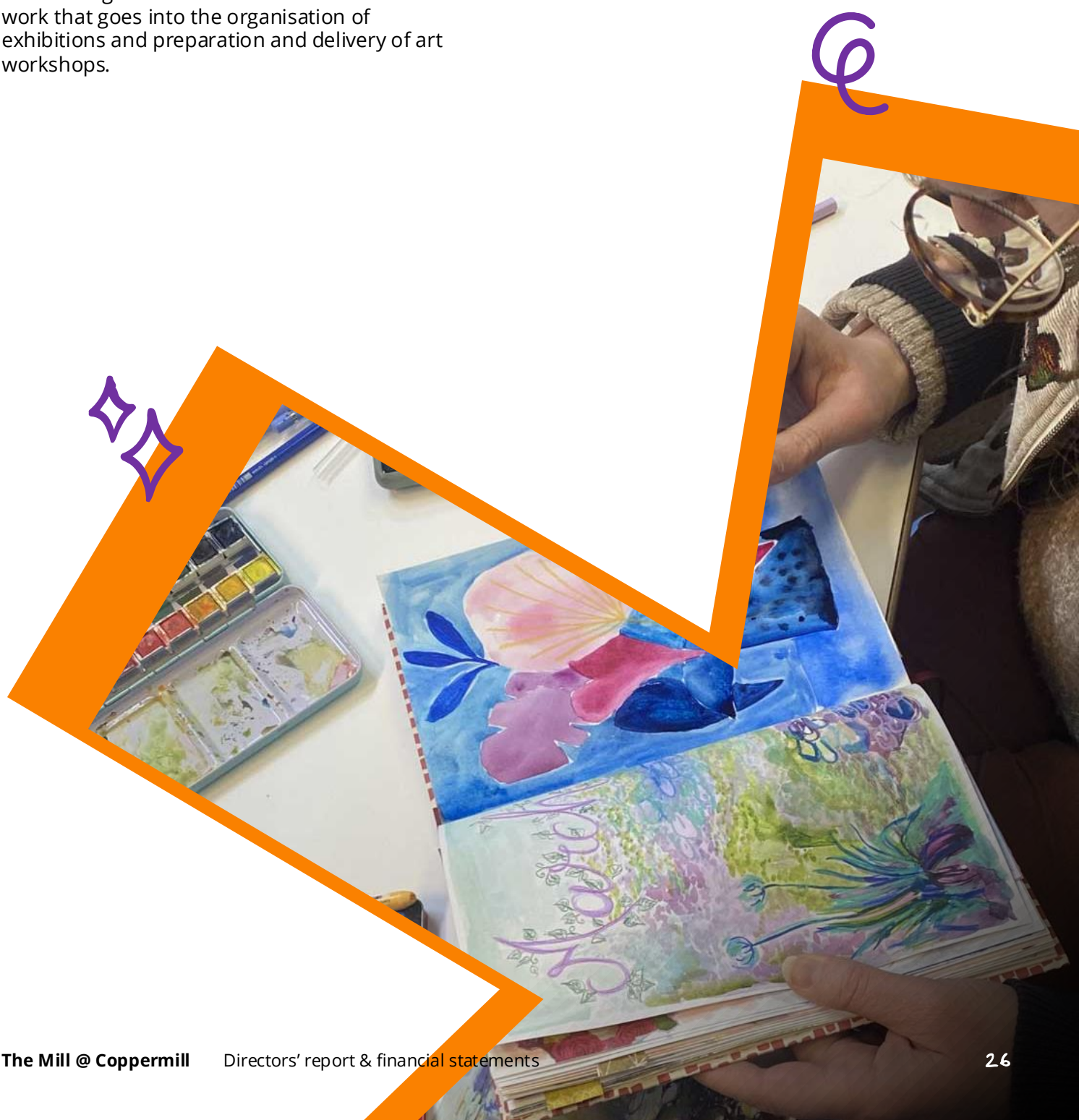
This volunteer led group curated six exhibitions over the year, led art workshops for children during term time and a weekly Sunday drawing group further raised £2,418 for The Mill through activity donations.

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.

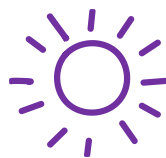
Community Living Room

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



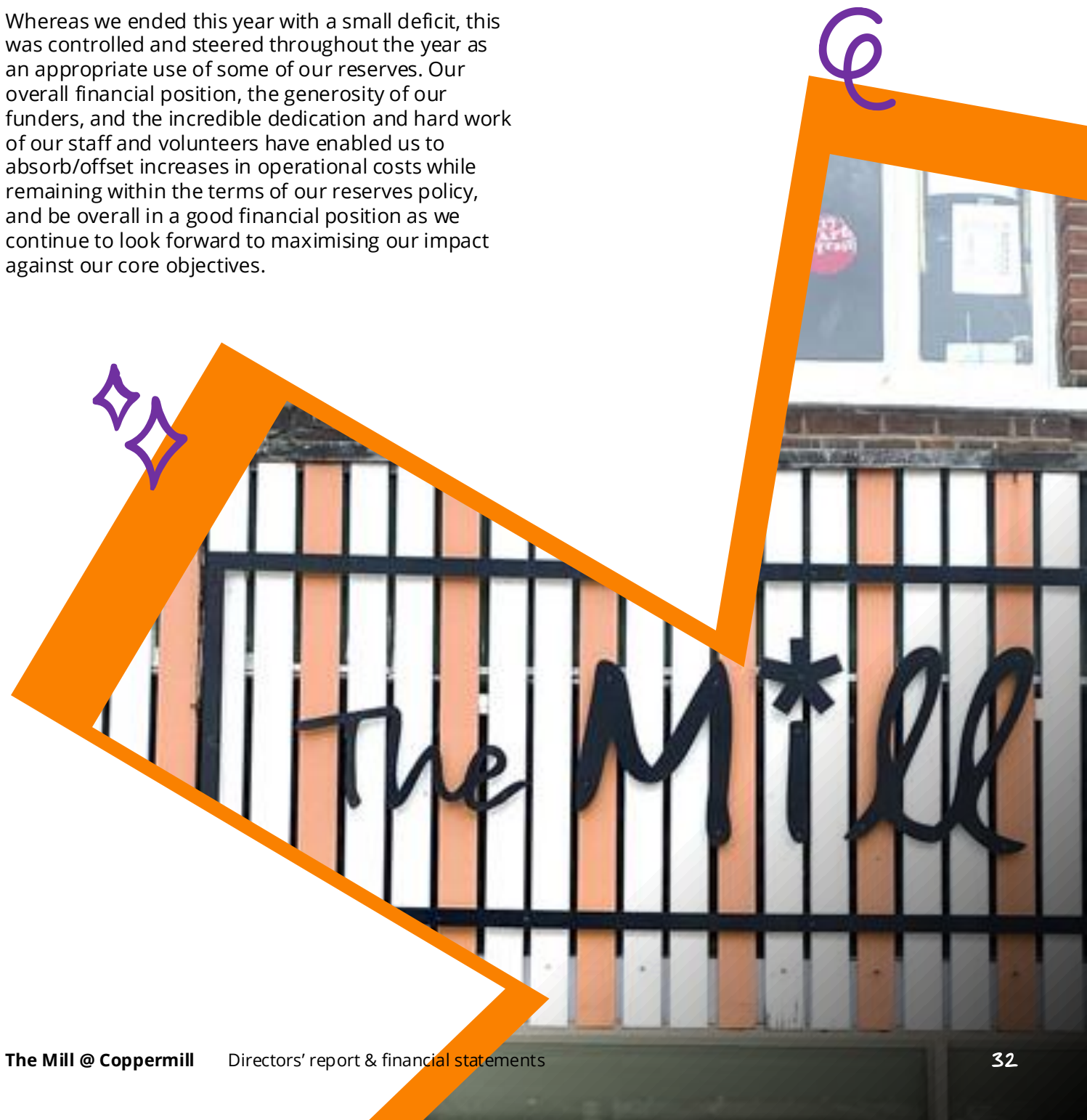
Financial review

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
				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
	Total	Total
	£	£
These comprise the following:		
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

	2025 £	2024 £
This is stated after charging:		
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