

WEST END (BURNLEY) CIO

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2021

The trustees present their report for the period from registration as a Charitable Incorporated Organisation on 12 May 2021 to the end of the relevant accounting period on 31 December 2021. The trustees are pleased to confirm that they have endeavoured to ensure that this report & the attached accounts meet the required standards of the Charity Commission.

ADMINISTRATIVE INFORMATION

Charity Name	West End (Burnley) CIO
Registration Number	1194444
Principal Office	West End Community Centre Venice Street Burnley BB11 4BA

BOARD OF TRUSTEES DURING PERIOD OF REPORT

Annette Bailey
Julie Fairclough
Bea Foster
Chris Keene
Sandra Moolgoaker
Barbara Norris
Paul Reynolds
Lynsey Turmore

AUDITORS

Abacus Tax Limited
14 McKinley Way
Widnes
WA8 9QH

BANKERS

Yorkshire Bank/Virgin Money
25 Manchester Road
Burnley
BB11 1HX

LEASEHOLD AGREEMENT WITH LANCASHIRE COUNTY COUNCIL

We secured a 125-year lease for our community centre in October 2020.

STRUCTURE, GOVERNANCE & MANAGEMENT

West End (Burnley) CIO is a charitable incorporated organisation & was registered with the Charity Commission on 12 May 2021, having converted from a community interest company. We were guided through this complex conversion process by a highly effective consultant, who was employed through a grant from the Tudor Trust, who have been a major funding partner during this very challenging period.

The consultant worked with the trustees to map out a root & branch review of our governance & operational structures, which was mainly carried out remotely using Zoom & the exchange of draft documents to all trustees for their consideration & comment.

This programme was devised using the Charity Commission's induction pack for new trustees & we set up a series of dates to carry out face-to-face sessions in spring 2022. The programme was drawn up to cover crucial issues like the differences in being a trustee as opposed to being a director, what our new constitution means to trustees, what is good practice in governing a charity & what skills do we need to fulfil our roles effectively.

The review also looked at financial governance & trustees undertook to develop further training after we had completed the Charity Commission's self-assessment questionnaire on current policies, practices & procedures. Trustees also agreed to use the Charity Governance Code as a template for our review of wider issues relating to our approach to governance issues.

Trustees also agreed to commit themselves to ongoing training & development to enable them to fulfil their roles effectively, which included a decision to prioritise further work in this area using the skills audit we would all complete during spring 2022.

Trustees also agreed to carry out a review of our committee structure & the possible role of nominated trustees, which would be part of the wider process of updating our approach to good governance.

The final area trustees agreed to concentrate on during this period was the need to develop effective succession strategies in respect of both the governance of the organisation & the delivery of activities by volunteers. Trustees recognised that many of the people involved in key roles were at or beyond what might typically be considered as retirement age. Work was already in hand to address this issue through capacity building, training & forward planning, with trustees acknowledging that they needed to closely monitor this crucial issue. Trustees also agreed to develop a statement of aims & values in early 2022 to help us in developing a recruitment strategy for new members, which was seen as a crucial part of the capacity building process. It was also agreed that trustees would work on a vision & mission statement in 2022 as part of this process, along with a trustee's code of conduct, which would be undertaken after the core governance issues had been addressed.

ACTIVITIES DELIVERED DURING THE REPORTING PERIOD - HOW WE DELIVERED PUBLIC BENEFIT IN PURSUANCE OF OUR CHARITABLE AIMS

COVID-19 RESPONSES

Our ability to deliver our core programme of activities was seriously disrupted by the pandemic & trustees decided that our main priority during this period was to provide as much support as we possibly could to local people. We worked closely throughout the pandemic with colleagues from Burnley Borough Council, Burnley Together, Lancashire County Council, SW Burnley Together, Public Health, CVS & other local partners, which enabled us to deliver a variety of support programmes for local families:

Food Support: this has involved us in delivering up to 100 food parcels a week at the height of lockdown, along with acting as a socially distanced collection point for Burnley Together. Our direct delivery programme was carried out in partnership with Ghausia Mosque & this has led to some very positive unintended consequences regarding community cohesion. We also secured Covid-19 funding to the value of £7,500 to enable us to provide Farmfoods vouchers of £25 each, which means that we were able to support local families on 300 occasions. We also secured funding & donations to enable us to provide families with hygiene & cleaning products, with this being done alongside the delivery of food parcels, with a small but dedicated team of volunteers helping to buy, pack & distribute the items using the good practice we developed as part of our risk assessment process.

Energy Support: we secured £5,000 in Covid-19 funding to provide energy support at £50 per household, which enabled us to support local families on 100 occasions. We were also able to refer these families to an energy support programme run by Groundwork, which included help with outstanding energy bills & things like improving insulation.

Telephone & Online Support: our core groups that support adults were unable to operate during the lockdowns, as we always followed public health advice on running activities. Volunteers set up a weekly telephone contact system to keep in touch with their members & other vulnerable adults who contacted us for support. They also used social media to stay in touch & we used these approaches to target our direct support & also to make referrals to relevant agencies. We also used our Facebook page to make regular posts highlighting a wide variety of websites & phone contacts that local people could use to get support during the pandemic. We also secured grants to enable us to provide vulnerable families with phone credits & data for online access to various services, which included working with local schools to co-ordinate this support in respect of the funding they had to provide devices for households without laptops.

Activities For Children/Young People: we continued to operate our nursery (Happy Faces) during the pandemic & worked closely with colleagues in Lancashire County Council's Early Years Team to ensure we always followed best practice & government

guidelines. This provided valuable support for our families & our staff team used phones & social media to contact parents where their families were having to isolate, which included the delivery of food support & activity packs. We also worked closely with local schools to provide holiday hunger support during the pandemic, which operated under the Fit & Fed banner, providing healthy food & a variety of sports/physical activity sessions. These sessions were delivered outside with access to the centre being solely for the use of toilets & dealing with any accidents or safeguarding concerns. We carried out detailed & ongoing risk assessments with colleagues from Burnley Leisure & Public Health to enable us to run these activities in line with best practice, because these sessions also provided access to structured contact for vulnerable children with their peers & responsible adults.

Therapeutic Support: we responded to an urgent need to increase access to therapeutic support by securing grant aid from CVS & their social prescribing programme. This enabled us to operate some pilot sessions with trained therapists that were targeted at members of our ME Support Group & What Anxiety? (which is another peer support group we helped establish). This was operated in group & one-to-one sessions that were operated in line with the very strict guidance that was in place to provide therapy for vulnerable people. This has ultimately led to the two groups merging under the name of Caring & Connecting, which has offered peer support on a weekly basis as & when Covid-19 guidance allowed it to operate at the centre. We've also secured funding to enable three of the volunteers to get training in sound therapy, along with funding to buy some of the equipment needed to run sessions. We were also able to channel grant support to a local primary school so that they could offer additional support to vulnerable pupils who were being particularly affected by the pandemic.

We believe that these activities made a measurable impact on the quality of lives of many vulnerable local families. Our role in supporting people during the pandemic was recognised with a special award from the Mayor of Burnley, Councillor Wajid Khan, which was presented to representatives of our volunteer's team at Burnley Town Hall on 2 June 2021. We're continuing to offer practical support to families within the resources we have available & are working through SW Burnley Together (our local VCFS partnership) to identify ways in which food & other support can continue to be offered through our centre & other local facilities.

FINANCIAL RISK ASSESSMENT

The pandemic seriously disrupted our plans to generate income from one-off & regular activities, because lockdown resulted in the frequent & sustained cancellation of activities. Our strategy for returning to a normal level of activity will help us begin to recover income levels & further details are contained later in this report on our self-reliant funding approach, which is a key part of achieving financial sustainability in the longer-term.

We carried out a detailed review of income & expenditure for the centre, based on testing our initial assumptions against what had happened since the asset transfer. We made allowances for the impact lockdowns have had on our income generation & also carried out research comparing our rates with comparable facilities across Burnley (based on costs per metre squared). We have now introduced a new scale of charges with effect from 1 January 2022, which show an increase of around 30% on the previous figures. We hadn't increased our charges since 2018/19 & we believe that these new figures are a fairer reflection of our actual costs in running the centre.

We're also began developing a self-reliant approach to income generation that aims to raise at least 50% of the core costs of running our centre within the next 3 years. We began to develop three ideas to raise funds during this period, which were a monthly tabletop sale, a community bingo (which will hopefully become weekly in due course) & extending our 200 Club to 500 numbers & from monthly to weekly. Other ideas will emerge during this development work & we will follow up on ideas that emerge from within our community, because this will increase our ability to cover core operational costs for our centre without relying on significant grants from the charitable sector. This is a key part of our future funding strategy & our capacity building approach, because it will help build business planning/management skills within a group of new & existing volunteers.

GRANT MAKING POLICY

We distributed support to people in need during the pandemic through funds raised by individual donations & from grants received through Burnley Borough Council, Burnley, Pendle & Rossendale CVS & the Community Council for Lancashire. This support was distributed in accordance with the terms & conditions of the grants & didn't involve the giving cash to beneficiaries. We provided food & energy vouchers throughout the pandemic, along with phone & data credits to support people in need. We also used funds raised in this way to purchase food, cleaning materials & personal hygiene items, which was an effective way of supporting vulnerable people. We also used some of the funds donated by individuals to purchase Christmas presents for families with children & for vulnerable adult households.

PARTNERSHIP WORKING

We worked with a wide variety of partners during the period covered by this report & some references have been made elsewhere about some of the activities we've undertaken with them. Trustees believe that our community benefits from the strong links we've developed with colleagues in the public & third sectors, which is why we've been very active members of SW Burnley Together. This is our VCFS-led neighbourhood partnership & we work closely with each other to develop shared approaches to meeting the needs of local people. This approach continues to be a high priority & we're looking to develop ways of involving local people of all ages in drawing up

the next 3-year strategic plan for SW Burnley. This includes an innovative approach to involving young people in the process, based on using creative/expressive arts & youth work approaches to generating a vision of our community in the future from their perspectives.

DEVELOPMENT PROJECT

Trustees were pleased to receive further financial support in 2021 from the Tudor Trust in respect of a centre development project, which involves a grant for a 3-year period that enables us to employ a part-time development worker. The postholder will work with trustees, key volunteers & partner organisations to help develop new activities in the centre, which includes the delivery of capacity building training & the delivery of engagement activities & fundraising events. Trustees are hopeful that we will be successful in establishing youth work activities in the near future & that development & promotional work will lead to other projects & sessions being set up by partner organisations and/or ourselves.

RESERVES POLICY

Trustees are mindful of their responsibility to ensure that the charity is able in due course to establish sufficient reserves to cover ongoing expenditure for at least 3 months, which also includes the capacity to respond to unforeseen challenges. This applies to revenue spending & trustees accept that they need to develop a more detailed reserves policy in 2022 that takes best practice into account. Budgetary pressures caused by the pandemic limit our ability to set aside any significant funds for this purpose, which is why we need to give this issue careful thought during the next accounting period.

Trustees are also aware of the need to set aside funds for planned maintenance in the centre, because the asset transfer highlighted the fact that Lancashire County Council hadn't invested in this type of work for over 8 years. We carried out a detailed property survey during this period to determine the extent of the work we needed to carry out, which will remain a high priority for trustees in future years. Work will be prioritised by trustees by focussing on energy efficiency, security & protecting the fabric of the building in the first instance.

PRINCIPAL FUNDING SOURCES

Trustees have affirmed their commitment to develop a diverse income strategy that generates funds from multiple sources. We currently have a high dependence on grants from the public & third sectors, which includes support from one source that provides a diminishing contribution towards the core running costs of our centre over a 3 year period. Trustees will continue to review our sources of income on a regular basis & will particularly concentrate on ways in which earned income can be increased. This will be

achieved through a combination of measures, including the new fundraising activities our team of volunteers are developing to help us generate regular income streams.

We will also look to increase the number of paid lettings in the centre, including children's parties, in addition to which we will explore ways in which Happy Faces can deliver the 30 hour offer & the take up of places paid for directly by parents/carers. Grants will continue to be a major source of income for us in future years, but we will ensure that appropriate sums are always included in funding bids for premises & associated administrative/management costs.

INVESTMENT POLICY

Trustees don't believe that the development of an investment policy is a high priority at this stage, because we don't have any surplus funds available that would enable us to consider making medium to long-term investments. This issue will be kept under annual review in the light of our developing financial position.

PAYMENT OF TRUSTEES

No trustees were paid for carrying out this role during the accounting period, other than any approved expenses to which they were entitled. One trustee (Julie Fairclough) was paid for her work as nursery manager but received no remuneration in respect of her role as a trustee. This approach had been approved by the Charity Commission as part of the process of converting from a CIC to a CIO.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

Trustees are fully aware of their responsibilities for preparing & submitting an annual report & financial statements in accordance with applicable laws & accounting standards & practice.

This means that trustees will ensure that annual statements are drawn up which give a fair & accurate view of the financial position of the charity, which includes a summary of the income received during the relevant period & the uses to which it was put in respect of contributing towards our charitable aims.

In preparing these statements trustees will:

- a) Select suitable accounting policies & apply them consistently in line with current guidance & best practice.
- b) Draw up detailed annual estimates of expenditure & make judgements & spending decisions that are prudent & reasonable.
- c) Prepare the accounts on the 'going concern' basis unless it is inappropriate to assume that the charity will continue in business.
- d) Ensure that proper accounting records are kept throughout the financial year that disclose with reasonable accuracy the financial position of the charity at any given time.

- e) Take all reasonable steps to ensure the safeguarding of the assets of the charity, which includes taking appropriate action for the prevention & detection of fraud & other irregularities.

The trustees for the purposes of charity law who served during the period of this report are set out on page 1 of this report.

Approved by the trustees & signed on their behalf by:



Julie Fairclough (Chair)

Date: 31 October 2022

Saved as 'charity annual report 2021'

West End (Burnley) CIO	
Charity Registration No.	1194444
Registered Address:	West End Community Centre, Venice Street, Burnley, BB11 4BA

Financial Statement for the period ended

31/12/2021

Receipts	Total £	Payments	Total £
Unrestricted Funds		Cost of Sales	
West End Ops	2,544.84	Purchases	7,972.46
West End CC	9,287.67	Equipment	-
		Subs	135.00
Restricted Funds		Nursery resources	1,048.78
West End Ops	77,542.96	Excursions	240.00
West End CC	25,548.28	Travel & subsistence	-
		Leasing	1,141.86
		Premises costs	2,600.00
		Licence fees	92.09
		Volunteer expenses	561.75
		Administration Costs	
		Salaries	50,621.34
		Pensions	963.53
		Staff training	156.00
		Staff entertainment	20.00
		Travel & subsistence	4,267.40
		Cleaning	568.01
		Small project development	47,443.86
		Computer software, consumables & maintenance	1,222.99
		Insurance	1,539.96
		Printing, postage & stationery	475.16
		Advertising & marketing	-
		Accountancy fees	-
		Professional fees	1,012.00
		Bank charges	278.64
		Charitable donations	-
		Sundry expenses	199.56
		Utilities, internet & telecommunications	5,849.93
Total Receipts	114,923.75	Total Payments	128,410.32

Total Receipts less Total Payments (Surplus/Deficit for the year)	-£13,486.57
Total funds brought forward from last year	£74,755.40
Total funds carried forward at this year end	£61,268.83

Total restricted funds included in total funds above	£103,091.24
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The main purposes of the West End (Burnley) CIO charity are:

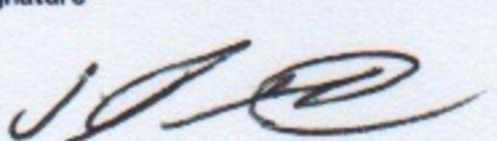
- (a) The effective & efficient management & operation of West End Community Centre, based on the delivery of a broad & balanced programme that meets the needs of people living in our area of benefit.
- (b) The delivery of a wide range of welfare & support services for vulnerable people through Cabin Care & Share Services, including a charity shop, food support & advice/signposting to specialist partner organisations.
- (c) The development of partnership working in our area of benefit in respect of strategic planning with VCFS & public sector organisations that operate in our area of benefit.

West End (Burnley) CIO

Statement of assets and liabilities at the year end 31/12/2021

Cash funds	Total £
Final bank balance incl uncleared items (from Account book)	£61,268.83
Reconciliation of final bank balance to bank statement	
Bank statement closing balance at year end	£61,268.83
Petty Cash	£0.00
Less cheques written but not cleared	£0.00
Less any cheques still uncleared from last year	£0.00
Total	£61,268.83
Total cash funds	£61,268.83

Approved by the trustees (Committee members) and signed on their behalf

Signature	Name	Date
	J. Fairclough	31-10-22



CHARITY COMMISSION
FOR ENGLAND AND WALES

**Independent examiner's
report on the accounts**

Report to the trustees/ members of			
West End (Burnley) CIO			
On accounts for the year ended		31 December 2021	Charity no (if any)
			1194444
Set out on pages		3	
		(remember to include the page numbers of additional sheets)	
Responsibilities and basis of report		I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31 December 2021. As the charity trustees, you are responsible for the preparation of the accounts in accordance with the Charities Act 2011 ("the Act"). I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.	
Independent examiner's statement		The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of [insert name of applicable listed body]]. Delete [] if not applicable. I have completed my examination. I confirm that no material matters have come to my attention (other than that disclosed below*) in connection with the examination which gives me cause to believe that in, any material respect,: • the accounting records were not kept in accordance with section 130 of the Act; or • the accounts did not accord with the accounting records; or • the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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. 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. <i>* Please delete the words in the brackets if they do not apply.</i>	
Signed:		I Roberts	Date:
			27 October 2022
Name:		Ian Roberts	
Relevant professional qualification(s) or body (if any):		Chartered Institute of Taxation; Association of Taxation Technicians	
Address:		Queensway House Queensway Trading Estate	
		Waterloo Road, Widnes	
		WA8 0FD	
Only complete if the examiner needs to highlight matters of concern (see CC32, Independent examination of charity accounts: directions and guidance for examiners).			

Give here details of any items that the examiner wishes to disclose.

N/A