

WEST END (BURNLEY) CIO

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 DECEMBER 2022

The trustees present their second report & this covers the period from 1 January 2022 to the end of the relevant accounting period on 31 December 2022. 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 (Deceased during the year)
Paul Reynolds	Lynsey Turmore
Marie Durkin (From 2/11/2022)	Sharon Harrison (From 2/11/2022)
Anita Robins (From 2/11/2022)	Rebecca Robins (From 2/11/2022)

AUDITORS

Ipsom
16 High Holborn
LONDON
WC1V 6BX

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.

BACKGROUND

West End (Burnley) CIO has continued to manage & operate our centre under the terms of the lease agreed with Lancashire County Council, which was a crucial part of the asset transfer. This report concentrates on the actions we've taken to consolidate the financial & operational management of the centre, including income generation, business planning, capacity building & succession planning.

We set up a building improvement working group during 2021 to draw up a 5-year planned maintenance programme & this list of priorities were approved by our trustees & were submitted as part of last year's report. We've continued to seek ways of improving the fabric of the building & have benefitted from a lot of voluntary work being done on planned & responsive repairs by a couple of skilled & dedicated individuals. This has enabled us to make savings on the budget due to needing fewer paid contractors to carry out this important work, which has enabled us to cope with the significant increase in energy costs.

We've also established an exciting partnership with a local veteran's charity called Healthier Heroes & they've agreed to carry out a variety of jobs for us during 2023, including painting our sports hall, upgrading loft insulation/lagging & improving our memorial garden. Funding is being sought to purchase materials (along with donations from local suppliers) that Healthier Heroes & our own team of volunteers can use to further upgrade the building.

We've also registered with East Lancashire Chamber Of Commerce's programme to improve environmental management practices, which is part of the government's 'zero carbon' strategy. This has resulted in advice being given to us on good housekeeping practices, in addition to which we will be able to bid during 2023 for grants for energy efficiency & renewable energy systems.

STRUCTURE, GOVERNANCE & MANAGEMENT

We held our first Annual General Meeting as a CIO during the reporting period, which took place on Wednesday 2 November 2022 & this covered the period from our conversion from a CIC on 12 May 2021 until 31 December 2021. This is the end of our financial year & our accounts for the reporting period are attached for your information. This was a significant event in our journey towards establishing ourselves as an effective charity & we were really pleased to recruit four new trustees from the meeting, which is an important part of our ongoing development. This includes the succession planning issue we referred to in our previous report, because we're conscious of the need to bring a new & younger generation of volunteers through to help sustain us as a charity in the future.

FINANCIAL RISK ASSESSMENT

The period covered by this report represents the second year of a 3-year programme of revenue support for our centre from the Tudor Trust, which is in diminishing sums of £30,000 (2021), £20,000 (2022) & £15,000 (2023). This revenue support continues to be an invaluable part of our core financial profile, but we're conscious of the need to generate sufficient additional income to cover this contribution.

We're continuing to work hard to generate an increased level of income from one-off & regular group activities (including from third sector & public sector partners), because we recognise the need to develop, expand & sustain a broadly-based range of income streams. This is to minimise the risk of our financial sustainability being seriously compromised because of the loss of one or two key grants, which we've identified as our biggest threat.

We have also continued to carry out a detailed quarterly review of income & expenditure for the centre, based on testing our initial assumptions against what had happened in the 2 years since the asset transfer. We also began another review of the scale of charges for the use of our centre, which looked at the impact of increased costs (especially energy) & the need to cover them through income generation. Our approach involves us in assessing these new charges against the impact the cost-of-living crisis is having on our local families, because we don't want to increase charges beyond of their capacity to pay them.

We've also continued to work hard to build up our capacity to generate funds for the centre through a variety of activities, including tabletop sales, raffles, fun days, our 200 club & events organised to raise funds for us by user groups. This continues to be a high priority & we've been able to set up a new group which has the sole purpose of creating new ways of raising money to help meet our costs. These new activities will operate alongside the vitally important work already being carried out, which we believe will increase our chances of meeting our medium to long-term fund-raising targets.

We also began working in 2022 on a broader funding strategy that includes looking at how some of our core management & administrative costs can be covered through grant aid. This includes a major project to secure capital funds to improve the building in respect of energy efficiency, use of renewable energy & enhancing the security of the premises, all of which will make the centre cheaper to operate. We believe this is a crucial part of our strategy because we think we'll meet our targets by an effective combination of increasing income & reducing costs.

GRANT MAKING POLICY

We distributed support to people in need during Christmas 2022 through funds raised by individual donations & from grants received through Burnley Borough Council & Burnley, Pendle & Rossendale CVS (totalling £13,210). 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 for vulnerable households, along with vouchers for Christmas presents for families with children & for some adults in need of such support. 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 through the delivery of packs at Christmas (often along with various vouchers).

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. We've also worked closely with Burnley Together, which is a multi-agency hub that provides food & energy support to vulnerable households, along with access to support/advisory services. We now make referrals to this organisation for food & other practical support, rather than holding substantial supplies in our centre, which is part of a new post-pandemic strategy agreed by various third & public sector partners.

RESERVES POLICY

Trustees are mindful of their responsibility to ensure that the charity is able 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 still need to develop a more detailed reserves policy that takes best practice into account. Budgetary pressures continue to 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, with references being made elsewhere in this report to funding bids being drawn up to address these issues. Successful bids for these capital funds will reduce pressure on our revenue budget because it will mean we can defer building up reserve funds until a future date. However, trustees still intend to work towards setting up planned maintenance reserve fund, based on tackling issues identified through our building survey, which was carried out just before the asset transfer in 2020.

Our volunteers have continued to deliver our Fit & Fed holiday activity programme, which operates in partnership with colleagues from Burnley Leisure Trust. This has been able to operate with funding from the government's Holiday Activity Fund (HAF) & this model has worked well in respect of targeting the most vulnerable children & young people in our community. Our excellent team of volunteers also continue to deliver after-school activities, including a weekly club & our popular Friday Disco, with work taking place during 2022 to identify other sports activities we can deliver for young people with Burnley Leisure Trust. We also continued to work with colleagues from SW Burnley Together (our local VCFS partnership) during 2022 to secure funding to deliver a programme of youth work activities, including detached sessions, a performing arts group & a youth club night. This sadly proved unsuccessful during 2022 but securing funding for this area of work continues to be a high priority & we're hopeful of some success in 2023.

A major piece of work we made significant progress on during 2022 was the ACE Defining Our Community project (known as 'Round Our Way'), which was developed along with two local schools (a primary & secondary school) & Burnley Youth Theatre. The pupils were enabled to develop a list of words to describe the community they would like to live in when they become adults. This resulted in a community ballot (involving 157 local people of all ages) & the 3 words that came top were:

- Supportive
- Non-Judgemental
- Diverse

We continued to work with the pupils & they developed 10 core actions they would like local agencies to take, along with a list of slogans they created to support their case. The agencies will shortly be responding to this list of actions, which are attached to this report, along with the inspirational slogans they created. We've also secured a sum of £13,000 for a participatory budgeting process, which will involve the pupils deciding how this sum should be sent to contribute towards the type of community they would like to see. We're now working on the next phase of the project which will enable the pupils to become 'Youth Champions' & this will involve them in being mentored by school staff to engage with key local agencies to raise issues of concern & interest to young people.

Other Groups/Activities: We have continued to deliver a very successful women's group that operates on a weekly basis & the members have undertaken a wide variety of activities during the period covered by this report. This includes trips & visits that explore links with women from different faiths & cultures, in addition to which the group undertook training with SMILE Mediation in peace & unity/listening skills.

The Wednesday Social Club has continued to develop its range of activities, which includes food, bingo, arts/crafts & a very popular family history project. This has led

to our local history group being revived in early 2023 & further information on this session will be included in our report for 2023. The group were also successful in getting a grant of £5,000 from the social prescribing fund, which supported the core programme, including an interactive screen. This will be available to all groups in the centre as a training resource, with family/adult learning being another high priority for ongoing development in 2023.

The Rainbow/Brownie group continued to operate successfully during 2022 & their numbers slowly recovered from the effects of the pandemic. This is an issue that affected attendances for all groups & sadly our walking football group failed to survive this challenging period, although we're working with colleagues from social prescribing to provide other opportunities to support men with mental health issues.

A historical re-enactment group used our centre on a weekly basis & this involved them in preparing costumes & props for their performances during the summer period. We also continue to support a textile group, who use our centre twice a week as a peer support group that uses sewing & associated crafts as a way of bringing people together in a social setting.

The Growth Company also come in on a fortnightly basis to provide training & employment advice for vulnerable adults, which continues to be a successful activity. Our centre is also used on a regular basis by social services for family contact sessions & this is an area of potential growth in respect of bookings because we have several spaces that can be used for this purpose.

The centre is also used for children's birthday parties & this is a useful source of income, which is slowly increasing after the centre not being available for this type of use during the pandemic. This is one of the key areas of publicity & promotion we're concentrating on, because it provides an opportunity to increase income & promote the use of the centre.

CABIN Care & Share (our charity shop) was reopened during this reporting period after being closed during the pandemic, which resulted in a gradual reintroduction of services. The limited openings have been due in part to issues affecting our core team of volunteers, including ill-health & family bereavements, but the programme is slowly returning to normal. The shop continues to provide access to clothing, bedding, household goods & associated practical items at very low cost, with clients being asked to contribute what they can afford in the form of a donation. CABIN Care & Share also offers access to a computer that local people can use to access a variety of online services, with our volunteers also making referrals to Burnley Together & other agencies.

Governance & organisational development have continued to be key priorities during the period covered by the report & we've been working with Alan Chapman (external consultant) on these crucial issues. This has included work on the following areas:

- Developing vision & mission statements along with our actions & approaches
- Drawing up a business plan covering the period of 2023-2026
- Review of delegated roles for trustees

We worked on our vision & mission statements during the period & decided to incorporate the work done by young people through the 'Round Our Way' project. This means that the 3 key words (Supportive, Non-Judgemental & Diverse) are included in our new vision statement, which was also used to inform our mission statement. Both of these statements were developed as a result of all the work we did in 2021 on our core aims & values, because we wanted to ensure that our vision & mission flowed from this crucial piece of work.

We also undertook several sessions during 2022 with Alan Chapman (consultant) on our draft business plan for 2023-2026, which was approved in early 2023, with the final document being attached for your information. This document also relates to our new system of nominated trustees, which we have used to replace the Operations Committee structure. This means that each trustee has responsibility for a key area of service delivery & carries out targeted activities linked to actions listed in the plan. We're finding this to be an effective management tool & will continue to enhance this approach, whilst also continuing to look for other examples of good practice. The nominated trustee roles include finance (with a trustee serving as treasurer), equality/diversity, centre management/improvement, early years, child/youth development & adult/welfare services.

We've also made sound progress with developing our self-reliant groups strategy, which is a term we use to cover our own fundraising efforts through events & other means. A new group of active fundraisers has been developed, with individual organisations like the women's group also running events to contribute to centre running costs. The new group's valuable efforts include regular tabletop sales, fun days & other events that raise helpful sums of money, in addition to which our 200 Club raises £200 per month & will hopefully raise more in the future through expanding the frequency of the draw & extending the numbers on offer. We see this type of activity as a central part of our future funding strategy, which also involves projects & activities making regular & increasing contributions (like Happy Faces, Fit & Fed & other projects), with income from these sources being supplemented by income from one-off events & activities.

We've also undertaken development work during the reporting period on funding priorities in respect of grant applications & began to look at issues like major building improvements (including security, energy efficiency/renewable energy & upgrading the sports hall). This is aimed at overcoming some of the problems we inherited after the

asset transfer because of the County Council not carrying our planned maintenance over an extended period. We also want to secure funds for capacity building/training, organisational development & succession planning, in addition to which the priorities referred to earlier in this report will also be important. This includes special needs & family support for Happy Faces, youth provision & the other actions listed in our business plan introduction (attached as part of the vision/mission statements).

Another high priority during the next year will be the ongoing development of our website, including links to a booking system, which will help us promote the use of the building for both one-off & regular bookings. We're also looking at ways in which we can continue to use social media to raise awareness of our services, which is a crucial part of our mission, because community engagement is an important tool that enables us to ensure we continue to respond to local needs & priorities.

MEMORIAL

We were saddened by the loss of two longstanding volunteers during 2022, one of whom was a trustee & former manager of our centre, with the second working with children & young people for over 25 years (including being our Friday Night Disco DJ for this period). They will be sadly missed & their enduring contributions to our work have been recognised in our memorial garden & in the centre. RIP Barbara Norris & Isaac Bailey. Our centre & charity has been blessed because of their dedication & commitment to our community, with those of us who continue to work in our centre being determined to honour their memories through working even harder than ever to secure the future of a facility they loved.

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

Activities For Children/Young People: We continued to operate our nursery (Happy Faces) & have extended our capacity to meet local needs by taking advantage of the 30 hour per week offer. This provides an extra stream of funding under the voucher scheme & has enabled us to double the contribution our nursery is able to make towards core running costs from £3,000 per annum up to £6,000 each year. This figure will increase beyond that sum if the new offer is taken up by a more local families, which is a key part of our strategy. Our nursery team are also looking at how we can take advantage of the increases in early years funding announced recently by the government, which will be included in the report for 2023. We're also working hard to identify possible sources of funding to enhance the support we're able to provide to nursery children with special educational needs, because this issue has become even more prominent since the end of the pandemic. This is another issue that we will report upon next year, but it's our understanding that this is a national issue across the early years sector, so we will continue to research into best practice in this crucial area of activity.

PRINCIPAL FUNDING SOURCES

Trustees have reaffirmed their commitment to develop a diverse income strategy that generates funds from multiple sources. We continue to 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 have developed to help us generate regular income streams.

We will also work towards increasing the number of paid lettings in the centre, including children's parties & adult education courses, in addition to which we will explore ways in which Happy Faces can build on the successful introduction of the 30-hour offer. This approach has enabled Happy Faces to double its contribution towards centre costs from £3,000 per annum to £6,000, with scope to further increase this sum as numbers rise. Trustees recognise that 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. We're also working on a project that will help replace some of the core support we've previously received from Tudor Trust, which will focus on securing grant aid to contribute towards centre management & administrative costs. This funding will increase our capacity to generate enough income to cover the core costs of running our centre, whilst also enabling us to continue with the work we've been doing on organisational development, capacity building & succession strategies.

INVESTMENT POLICY

Trustees still 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, which includes an understanding that the right to be a trustee will not be conferred upon any successor if the postholder leaves her current position.

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: 11 July 2023

Saved as 'charity commission annual report 2022'

WEST END (BURNLEY) CIO
CHARITY NUMBER 1194444 ACCOUNTS YEAR END 31 DECEMBER 2022

Turnover received			£	£
West End Ops			155,014	
West End CC			33,007	
				188,021
Delivery costs and Project support expended				
Purchases			5,580	
Equipment			0	
Subs			325	
Nursery Resources			2,631	
Excursions			0	
Travel & Subsistence			270	
Leasing			2,419	
Premises costs			4,661	
Licence fees			159	
Volunteer expenses			1,065	
Salaries			80,264	
PAYE			2,935	
Pensions			1,169	
Staff Training			998	
Staff Entertainment			0	
Travel & subsistence			0	
Repairs & Maintenance			3,984	
Cleaning			1,215	
Small project development			52,799	
Computer software, consumables & maintenance			1,736	
Insurance			3,113	
Printing, postage & stationary			525	
Advertising & marketing			160	
Accountancy fees			1,320	
Professional fees			1,197	
Bank charges			252	
Charitable donations			0	
Sundry expenses			640	
Utilities, Internet & Telecommunications			10,001	
Total delivery costs and Project support expended				179,418
Surplus/Deficit				8,603

Receipts and payments by fund:			
RECEIPTS	Unrestricted Funds	Restricted Funds	Total Funds
West End Ops	8,535	146,479	155,014
West End CC	5,284	27,723	33,007
PAYMENTS	Unrestricted Funds	Restricted Funds	Total Funds
West End Ops	7,426	153,990	161,417
West End CC	1,736	16,265	18,001
SURPLUS/(DEFICIT)	Unrestricted Funds	Restricted Funds	Total Funds
West End Ops	1,108	(7,511)	(6,403)
West End CC	3,548	11,458	15,006
TOTAL SURPLUS/(DEFICIT)	£4,656	£3,947	£8,603
Deficits in restricted funds are covered by unrestricted funds available to the charity.			

Movement and Reconciliation of Funds	Unrestricted Funds	Restricted Funds	Total
	£	£	£
As at 1 January 2022	61,269	0	61,269
		-	
Current year income	13,819	174,202	188,021
Current year expenses	(9,163)	(170,255)	(179,418)
Transfers between funds	-	-	-
As at 31 December 2022	65,925	3,947	69,872
Overall restricted funds across both projects were not in deficit, and so a transfer of covering funds out of unrestricted reserves, is not required in the note above.			
The total reserves of the charity are reflected fully in the net current assets (year-end cash balance of £69,872). The charity has taken advantage of exemptions, to not prepare accounts on an accruals basis, and therefore there are no other debtors or creditors considered.			

Independent Examiner's Report to the Trustees of West End (Burnley) CIO

I report to the charity trustees on my examination of the accounts of the charity for the year ended 31st December 2022.

Responsibilities and basis of report

As the charity's trustees you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's accounts carried out under section 145 of the 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

I confirm that I am qualified to undertake the examination because I am a member of the ACCA, which is one of the listed bodies, in section 124 of the Charities Act 2011. However, as the charity's gross income does not exceed £250,000, it has not been mandatory to assign an independent examiner from a listed body.

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

1. accounting records were not kept in respect of the charity as required by section 130 of the Act; or
2. the accounts do not accord with those records

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.

Iqbal Chowdhury FCCA

Association of Chartered Certified Accountants

16 High Holborn

London

WC1V 6BX

Date : 11 / 07 / 2023

 chair

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London

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Date :

11/07/2023

 chair