



**THE BRIDGE AT WATERLOO**  
(a Charitable Company Limited by Guarantee)

**Annual Report and Financial Statements  
For the Year Ended 31<sup>st</sup> December 2019**



Registered Charity number: 1167768

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## Charity Information

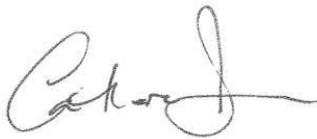
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|-----------------------|---|---|
| Charity Name:         | The Bridge at Waterloo  |   |
| Registered Numbers:   | Company Number:   | 9926965   |
|                       | Charity Number:   | 1167768   |
| Registered Office:    | St John's Waterloo<br>Waterloo Road<br>London<br>SE1 8TY  |   |
| Chief Executive:      | The Rev'd Canon Giles Goddard   |   |
| Members:              | The Rev'd Canon Giles Goddard<br>Stephen Lancashire<br>Belinda Taylor   | Vicar<br>Church Warden<br>Church Warden   |
| Trustees:             | Nominated by the PCC of St John's with St Andrew:   |   |
|                       | David Clarson<br>Catherine Dormor<br>The Rev'd Canon Giles Goddard<br>Daisy Powell<br>Jane Stroud<br>Belinda Taylor | Treasurer<br>Chair<br>Acting CEO<br><br>Secretary                               |
|                       | Other Trustees:   |   |
|                       | Simon Atkins<br>Duncan Brown<br>Ruth Knight<br>Paul Smedley   | (appointed 29 Apr. 2019)<br>(appointed 28 Jan. 2019)<br>(resigned 29 Apr. 2019) |
| Independent Examiner: | Steve Ellum & Associates Ltd<br>Chartered Accountants<br>Adulam House<br>Glan Yr Afon<br>Llanelli<br>SA15 3QB       |   |
| Bankers:              | CAF Bank Ltd<br>5 Kings Hill Avenue<br>West Malling<br>Kent<br>ME19 4TA   |   |
| Solicitors:           | Winckworth Sherwood<br>Minerva House<br>5 Montague Close<br>London<br>SE1 9BB                                       |   |

## From the Chair of Trustees and Acting Chief Executive

We are delighted to report that TBAW continued to develop successfully during 2019, the third year for which it has produced financial accounts. The highlights were:

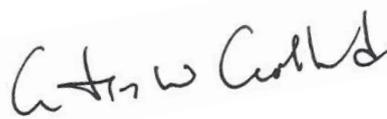
1. The development of our employment training activities through the Bridge to Employment, forming a partnership with the Waterloo Job Shop, by our programme manager, Daniel Gregory.
2. The consolidation of the Churchyard project, working with Roots and Shoots and supporting people with mental health challenges
3. We continue to work with our partner, the Waterloo Festival, in celebrating and championing diversity in the Arts, encouraging personal development and participation that breaks down social barriers
4. We increased our lettings and bookings revenue to support our employment training and St John's Church.
5. Since the end of the year we are facing the Covid-10 pandemic, which will have significant implications for our activities and finances. These are covered in more detail in the body of the Report.

On behalf of the Board we would like to thank all the partners, staff, volunteers, expert advisers and course participants who have contributed to our success so far.



**Catherine Dormor**

**Chair**



**Giles Goddard**

**Acting CEO**



## **Report of the Trustees (incorporating the directors' report) For the Year to 31 December 2019**

The Bridge at Waterloo has prepared its report and the financial statements for the year ended 31 December 2019. The financial statements have been prepared in the format prescribed by the Statement of Recommended Practice: Accounting and Reporting by Charities (SORP 2016) and the Financial Reporting Standard 102. The legal and administrative information set out earlier in this document forms part of this report.

In December 2015 The Bridge at Waterloo (TBAW) was launched by the PCC of St John's with St Andrew Waterloo (the PCC) to promote the social and economic welfare of members of the community. In 2019 it completed its fourth year as a separate charity and company limited by guarantee. It officially started trading in its own right at the beginning of 2017. It will continue to work closely with the PCC, and will monitor the impact that separate accounts have on accounting ratios and policies.

As at the end of 2019 there were nine trustees. Six nominated by the PCC, and three non-PCC or external appointments. Two additional external trustees have been appointed in 2019.

### **External Trustees:**

Simon Atkins, CEO of the Union Jack Club, Waterloo (appointed June 2018)

#### **External trustees appointed in 2019**

Ruth Knight, an environmental and policy manager for the Cathedral and Church Buildings Division of the Church of England (appointed January 2019)

Duncan Brown, Assistant Director of Regeneration & Strategic Housing Royal Borough of Kingston upon Thames, formerly Regeneration Manager London Borough of Lambeth (appointed April 2019)

The PCC gifts rental and letting income to TBAW (broadly that from its non-worship spaces) in return for an agreed licence fee. TBAW staff administer the lettings, and the net income is used to promote its charitable purpose. The Vicar, Giles Goddard remains the unpaid acting CEO.

## **Structure, Governance and Management**

### **Members**

The first members, *ex officio* and the subscribers to the Memorandum, are the Vicar and both churchwardens. In April 2018 Stephen Lancashire replaced Alice Mwanje as church warden and thus replaced her as a member. There is flexibility to add other members. Members are responsible mainly for constitutional changes to the entity, appointing trustees (who may also be appointed by the Board) and auditors (if necessary), and receiving financial accounts and business plans. The procedures relating to general meetings are set out in the Articles.

In September 2019 TBAW held its third AGM. Stakeholders were invited and took part in an exercise to refresh the Charity's Vision Statement.

### **Board**

There is a Board of Directors of the Company who are also the Trustees of the Charity, hereafter referred to as 'The Board'. The majority of the Trustees must be nominated by the PCC. Eight formal meetings and one half-day planning session took place during 2019.

## **Board, Committees and Stakeholders**

During 2019 the number of trustees increased from eight to nine. The Executive Committee meets between Board meetings and thereby reduces the number of formal Board meetings.

The Board places requests with the PCC's Finance and Major Fundraising Committee for them to submit bids on its behalf for project funding.

The Board continues to develop ways to engage with stakeholders. We have discussed the importance of moving towards inclusion and diversity best practice for the board and advisory boards and will continue to take steps to implement these in 2020.

## **The Board Terms of Reference**

The proceedings of the Board are governed by the Articles of Association, and such Bye Laws and terms of reference that comply with the Articles which may be approved by the Board from time to time.

## **Purpose**

The purpose of the Board is

1. To provide strategic direction to TBAW through the adoption of Board policies and plans
2. To be responsible for all matters relating to the running of TBAW including
  - i) The approval, monitoring and continual development of a long term Business Plan with measurable objectives and milestones
  - ii) The approval and management of an annual Budget
  - iii) The fundraising for TBAW
  - iv) The appointment of a Chief Executive, and the ongoing terms and conditions of employment of the Chief Executive
  - v) The employment of other TBAW staff
  - vi) The management of the Church estate in accordance with the licence drawn up with the PCC
3. To set up and appoint members to sub-groups and committees, and to delegate to the sub-groups, committees and the Chief Executive in order to optimise the effectiveness of TBAW.

The Programme Manager has a permanent invitation to all Board Meetings, where there is a standing item for the post holder to present a report of activities and other matters to the Board. Other staff are invited to attend on an ad hoc basis.

## **Executive Committee Terms of Reference**

The Executive Committee will meet between Board meetings in order to

1. Plan the work of the Board and make recommendations for decision
2. Monitor implementation of projects to ensure that they are completed on time, fulfil stated objectives, and stay within budget
3. Receive regular management accounts
4. Monitor compliance issues
5. Carry out any specific tasks as delegated by The Board

The Executive Committee membership is the Chair, acting CEO, Treasurer, Secretary, Programme Manager, and up to one further trustee.

## **Policies and Procedures**

The Board initially adopted the Financial, Health and Safety and Safeguarding policies and procedures of St John's. Since its inception the Board has reviewed and amended these and has developed a framework of policies and procedures for governance (including induction), staff, finance, operations and volunteers. These are reviewed on a rolling basis or as required to ensure best practice and compliance.

## Risk Management

TBAW acknowledge that they have a responsibility for the identification and proper management of risks faced by the charity in achieving its primary aims. It has therefore assessed the major risks to which it is exposed and agreed mitigation strategies. Risks have been grouped and categorised as operational, governance and management, external/environmental, financial, and compliance with law and regulations. Set-up risks have decreased as the charity becomes established. Other risks are relatively small at the current time but will increase in the long term as the Charity's activity or 'turnover' increases. Risks will be reviewed regularly and at least once per annum.

## Objectives and Activities

**Our founding principle is to unlock individual potential through arts, heritage and community in order to enable all in our community to flourish. Our aim in 2018 was to expand and diversify our activities while ensuring that sufficient funds were available for this, either from letting and licences, or from grant income.**

Following the appointment in April of our first full time member of staff, Programme Manager Daniel Gregory, the Charity has commenced planning and delivery of a broader provision.

**Bridge to Employment** courses supported those preparing for work.

**A Job Club** is being established with volunteers from the congregation and local community providing mentors and other assistance.

**Waterloo Festival**, we continue to work in partnership with the festival team and others to encourage all members of the community to have access to and participate in, artistic and heritage performance and events.

**Community Gardening Programme** To encourage and support better mental health in our community, we have a series of activities and groups working in the gardens.

More plans are being developed for 2020 although the full potential of TBAW will be realised when the Crypt area of St John's has been developed and there is more space to rent out, which is still some years off. Our plans for 2020 are affected by the COVID pandemic.

We are pleased to support the work of various charities who use our buildings on a reduced or no-cost basis. These include Southbank Sinfonia, an orchestra offering young musicians the experience of playing professionally; Bankside Keys; Futures Theatre; and Cubs, Brownies and Rainbows.

As stated above, TBAW is managing the lettings for St John's in exchange for a licence fee from St John's. Under terms agreed between St John's and TBAW this fee has currently been set at 29.5% of the income from Licences, Lettings and Service Charges, and is accounted for at that rate in these accounts. TBAW's objective is to increase this income as much as it can within the policy set out by the PCC. To facilitate this work, it is important that we maintain the fabric of the two churches.



## Achievements and Performance

TBAW is now an independent charity. It has a fully functioning governance structure, and is working well in partnership with St John's. The management of the St John's letting and licence portfolio has transferred smoothly to TBAW.

- This year we have continued to be successful with our Bridge To Employment course, Helping 98% of participants into employment. These participants have credited the course with instilling a level of believe in themselves that they had long since lost. We have created new local partnerships with organisations working directly with job seekers and another organisation that recruit local job seekers for local employment.
- We introduced 'Family Fest' at St John's, an open day in the church offering tours of the venue, family and children activities (such as crafts, face painting and games) as well as information about our projects and redevelopment. This was one of the ways we sought to open our doors more and engaging with new members of our close community.
- In collaboration with St John's, Waterloo Festival 2019 engaged with 2000 audience members and several hundreds more through exhibitions, online projects, and a new podcast series.
- We are currently developing a new holistic wellbeing programme for young and homeless people, **Waterloo Well**, which will offer employment support and opportunities to participate in a range of creative wellbeing and therapeutic activities at St John's and in the community with partners. Waterloo Well will make the most of our most successful activities -- our employment courses, creative and gardening projects -- and work with others to provide activities and services to help improve the wellbeing of young and homeless people, groups that have been disproportionately affected by the impact of Covid-19. Over the next year we will pilot a range of activities to help young and homeless people in Lambeth and Southwark weather some of the economic and mental health challenges ahead.

## Achievements and Performance (continued)

- We are currently consulting with young people from 10 partner organisations about their experience of training, creative activities, and therapy – what’s missing, and what they’d like to see St John’s and its partners provide. This consultation will help us to refine Waterloo Well so that it better meets young people’s needs. We expect that some of the young people we are speaking with will have a longer term role in the development and delivery of Waterloo Well as members of our **young people’s steering group**.

We are pleased to report that TBAW finishes its second year with a small financial surplus and ambitious plans to broaden its activities utilising the partners and contacts it has made to date.

### Use of the Crypt

TBAW continues the policy of the PCC allowing organisations that support its Vision to occupy space in the Crypt on licence fees of 60% of the normal rates in Waterloo. All organisations contribute fully to the service charges. The value of this policy to the organisations involved is £15,390 in total made up as follows:

- |                           |         |
|---------------------------|---------|
| • Futures Theatre Company | £ 2,191 |
| • Southbank Sinfonia      | £11,495 |
| • Prisoners’ Penfriends   | £ 1,783 |

### Use of Church Buildings

The PCC has responsibility for the two sites where the churches are situated. TBAW manages the day to day management and maintenance of the church buildings and all lettings. Licence Fee income related to the use of St John’s church itself is allocated to St John’s. All other buildings expenditure and income received for use by external bodies of all other parts of the two churches is retained by TBAW in exchange for a licence fee.

St John the Evangelist: this consists of a church with a large crypt. The church is open every day and is extensively used by local people and local, London-wide and national institutions and organisations. The crypt has provided a home for six arts organisations including Southbank Mosaics, Southbank Sinfonia, Futures Theatre Company, SE1 United and Bankside Keys over recent years.

St Andrew’s is used by numerous local, London-wide and national groups as well as being a worship space.

### Public benefit

The Trustees have paid due regard to the Charity Commission guidance on public benefit in deciding what activities the charity should undertake. The paragraphs above provide further information.

## Financial Review

Total incoming resources on unrestricted funds were £265,941 (2018: £241,832) and are detailed in note 4.

Letting of the Crypt, church hall and food court lettings continue to bring significant income. Income from lettings has held up well, despite to two Licensees leaving during the previous year. Active steps are still being taken to increase this income from increased Lettings from these spaces, and from Lettings generally.

Payments of £260,562 (2018: £239,409) were made on unrestricted general activities including maintenance and staff and are detailed in note 3.

Restricted receipts were £23,226 as set out in Note 10. This includes £10,010 from the London Borough of Lambeth to maintain the Churchyard, and £12,152 for Faith for the Climate Network, for whom The Bridge at Waterloo provides banking services.

## **Key Management Personnel Remuneration**

Key management personnel remuneration is set in line with remuneration for similar roles in other charitable organisations (see note 6).

## **Reserves policy**

The Company currently has General Fund reserves of £10,487. The PCC has made an interest free loan of £45,000 to the Company equivalent to approximately two months turnover so that it remains solvent and sustainable.

## **Investment policy**

The company holds no investments.

## **Plans for future periods**

As mentioned above, The Bridge at Waterloo will be developed, with further courses run and the charity established as a separate entity. It will continue to pilot activities until the church premises at St John's have been fully developed and the income from the developed premises will enable it to be fully operational.

## **Responsibilities of the Trustees**

The Trustees are responsible for preparing the report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. Charity law in England and Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of TBAW and of the incoming resources and application of resources of TBAW for that period.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently;
- Observe the methods and principles of the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the activities of TBAW will continue.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of TBAW and enables them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the governing document.

The Trustees are also responsible for safeguarding the assets of the PCC and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The Trustees are responsible for the maintenance and integrity of the PCC and financial information included in the PCC website.

Approved by the board of TBAW on 27<sup>th</sup> July 2020 and signed on its behalf by:

**Catherine Dormor**  
Chair

**David Clarson**  
Treasurer

**Independent Examiner's Report  
To the Members of The Bridge at Waterloo  
For the Year to 31 December 2019**

**Independent examiner's report to the trustees on the unaudited financial statements of The Bridge at Waterloo.**

I report on the accounts of The Bridge at Waterloo for the year ended 31 December 2019 set out on pages 3 to 21.

**Respective responsibilities of trustees and independent examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this period under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to examine the accounts under section 145 of the 2011 Act; to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and to state whether particular matters have come to my attention. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

**Basis of independent examiner's statement**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

**Independent examiner's statement**

In connection with my examination, no matter has come to my attention:

(i) which gives me reasonable cause to believe that in any material respect the requirements:

- to keep proper accounting records in accordance with section 386 of the Companies Act 2006; and
- to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities have not been met; or

(ii) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

.....  
**Steve Ellum & Associates**  
Chartered Accountants  
**Independent examiner**  
Adulam House  
Glan Yr Afon  
Llanelli SA15 3QB

Date:

**Statement of Financial Activities (including income and expenditure account)  
for the Year Ended 31 December 2019**

|   | Notes | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2019<br>Total<br>£   | 2018<br>Total<br>£   |
|---|-------|----------------------------|--------------------------|----------------------|----------------------|
| <b>Income from:</b>   |       |                            |                          |                      |                      |
| <b>Donations and legacies</b>                                 | 4     | -                          | 23,226                   | 23,226               | 30,673               |
| <b>Charitable activities</b>                                  | 4     | -                          | -                        | -                    | 1,500                |
| <b>Trading activities</b>                                     | 4     | 265,941                    | -                        | 265,941              | 240,553              |
| <b>Total Income</b>   |       | <u>265,941</u>             | <u>23,226</u>            | <u>289,167</u>       | <u>272,726</u>       |
| <b>Expenditure on:</b>  |       |                            |                          |                      |                      |
| <b>Charitable activities</b>                                  | 5     | 260,562                    | 29,818                   | 290,380              | 268,208              |
| <b>Total Expenditure</b>                                      |       | <u>260,562</u>             | <u>29,818</u>            | <u>290,380</u>       | <u>268,208</u>       |
| <b>Net income before transfers</b>                            |       | 5,379                      | (6,592)                  | (1,213)              | 4,518                |
| Transfers between funds                                       |       | -                          | -                        | -                    | -                    |
| <b>Net (expenditure)/income and<br/>Net movement in funds</b> |       | <u>5,379</u>               | <u>(6,592)</u>           | <u>(1,213)</u>       | <u>4,518</u>         |
| <b>Reconciliation of Funds</b>                                |       |                            |                          |                      |                      |
| Total funds brought forward                                   |       | <u>5,108</u>               | <u>12,638</u>            | <u>17,746</u>        | <u>13,228</u>        |
| <b>Total funds carried forward</b>                            |       | <u><u>10,487</u></u>       | <u><u>6,046</u></u>      | <u><u>16,533</u></u> | <u><u>17,746</u></u> |

There were no recognised gains and losses for 2019 or 2018 other than those included in the Statement of Financial Activities.

The notes on pages 13 to 21 form part of these financial statements.

**Balance Sheet  
at 31 December 2019**

|   |       | 2019          |               | 2018          |               |
|---|-------|---------------|---------------|---------------|---------------|
|   | Notes | £             | £             | £             | £             |
| <b>Current assets</b>                             |       |               |               |               |               |
| Debtors   | 7     | 29,475        |               | 24,581        |               |
| Cash at bank and in hand                          |       | 56,664        |               | 51,947        |               |
|   |       | <u>86,139</u> |               | <u>76,528</u> |               |
| Creditors: Amounts falling due<br>within one year | 8     | (69,606)      |               | (58,782)      |               |
| <b>Net current assets</b>                         |       |               | 16,533        |               | 17,746        |
| <b>Total assets less current liabilities</b>      |       |               | <u>16,533</u> |               | <u>17,746</u> |
| <b>Net assets</b>                                 |       |               | <u>16,533</u> |               | <u>17,746</u> |
| <b>Represented by:</b>                            |       |               |               |               |               |
| Unrestricted funds                                | 9     |               | 10,487        |               | 5,108         |
| Restricted funds                                  | 10    |               | 6,046         |               | 12,638        |
|   |       |               | <u>16,533</u> |               | <u>17,746</u> |

For the 12 months ending 31 December 2019, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476.

The directors 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 companies subject to the small companies' regime.

These financial statements were approved and authorised for issue by the trustees on 27<sup>th</sup> July 2020 and signed on their behalf by:

**Catherine Dormor**  
Chair

**David Clarson**  
Treasurer

**Company Registration Number:** 9926965

## Notes to the accounts for the year ended 31 December 2019

### 1. General Information

The Bridge at Waterloo is a company limited by guarantee, incorporated in England and Wales. The address of its registered office and principal place of business is disclosed on page 2.

The principal activity of the charity is to develop and execute projects and activities, on its own and in collaboration with partners, that enhance social cohesion and develop individual economic and social participation, where possible through heritage and the Arts. In order to do this we utilise any grant income we receive and the surplus from lettings and licences, having covered expenses and paid the PCC service charge.

The financial statements are presented in sterling and this is the functional currency of the Charity.

### 2. Accounting Policies

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### 2.1 Basis of accounting

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective January 2015) – (Charities SORP (FRS102)), and the Companies Act 2006.

The Bridget at Waterloo meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### 2.2 Legal Status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £10.

#### 2.3 Going Concern

The significant event to have occurred prior to the signing of these accounts has been the lockdown restrictions made necessary by the Covid19 pandemic, which broke out in early March 2020.

Clearly, as part of this year's going concern review, the trustees have had to consider the likely impact of Covid19 pandemic on its activities. It has concluded that the financial risks to that activity have increased significantly as a result of the lockdown restrictions imposed by the Government and the closure of the church building and halls mandated by the central authority of the Church of England. As a result, income from hiring out the church halls has ceased and is not expected to return to anything like a normal level until the latter part of 2020.

Against this background, the trustees have reviewed its financial forecast for 2020. This review indicates that it will incur a deficit in 2020 but that its cash reserves are adequate to absorb that deficit. Even so it has taken positive steps to reduce the potential impact by furloughing most employees and minimising other expenditure. Accordingly, it has concluded that it is appropriate to prepare the 2019 Accounts on a going-concern basis and that it is not necessary to make any adjustment to these accounts as a result of the lockdown restrictions. The trustees will continue to keep both the short-term and longer-term impact under review and in particular, the 'degree of return to normality' will be actively monitored in the latter part of 2020, with a view to assessing the likely carryover into 2021 and the effect on the 2021 Budget.

## Notes to the accounts for the year ended 31 December 2019

### 2.4 Fund accounting

The funds held by the charity are either:

- General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objects of the charity and which have not been designated for other purposes. The charity's general fund may be used by the charity at its discretion to further its stated charitable objectives;
- Restricted funds are funds which are to be used in accordance with specific instructions imposed by donors or which have been raised by the charity for specific purposes. The cost of raising and administering said funds are charged against that specific fund. The movements on each of the individual restricted funds are set out in the notes to the financial statements;

### 2.5 Income

Voluntary income and donations (including legacies) are included when the charity becomes entitled to, probably will receive, and can reliably measure the income. Income from the recovery of tax on gift aided donations is recorded in the period to which the relevant donation is received. Grant income is recognised on a receivable basis.

The income from trading activities includes rental income from the letting of church premises and freehold land and buildings which is accounted for when earned. It is shown gross, with the associated costs included in fundraising costs.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

### 2.6 Expenditure

Expenditure is accrued as soon as a liability is considered probable and the amount can be measured reliably. The charity is not registered for VAT so expenditure includes VAT.

Expenditure included in Raising Funds includes property maintenance costs.

Charitable expenditure includes those costs in fulfilling the charity's principal objects, as outlined in the Trustee Annual Report. These include grants payable, governance costs and an apportionment of support costs.

- Governance costs comprise all costs involving the public accountability of the charity and its compliance with regulation and good practice. These costs include costs related to the independent examination and legal fees.

The charity contributes to certain employees' personal pension plans. These are defined contribution schemes, the assets of which are held separately from those of the charity. The cost in the accounts is the amount of contributions paid and payable during the year.

Licence fees under operating licences are charged as incurred over the term of the licence.

**Notes to the accounts for the year ended 31 December 2019**

**2.7 Debtors**

Short term debtors are measured at transaction price, less any impairment. Loans receivable are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method, less any impairment.

**2.8 Cash at bank and in hand**

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

**2.9 Creditors and provisions**

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at fair value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

**2.10 Financial Instruments**

The Company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade and other debtors and creditors, loans from banks and other third parties, loans to related parties and investments in non-puttable ordinary shares.

Debt instruments (other than those wholly repayable or receivable within one year), including loans and other accounts receivable and payable, are initially measured at present value of the future cash flows and subsequently at amortised cost using the effective interest method. Debt instruments that are payable or receivable within one year, typically trade debtors and creditors, are measured, initially and subsequently, at the undiscounted amount of the cash or other consideration expected to be paid or received. However, if the arrangements of a short-term instrument constitute a financing transaction, like the payment of a trade debt deferred beyond normal business terms or financed at a rate of interest that is not a market rate or in case of an out-right short-term loan not at market rate, the financial asset or liability is measured, initially, at the present value of the future cash flow discounted at a market rate of interest for a similar debt instrument and subsequently at amortised cost.

**2.11 Current Taxation**

The charity's activities fall within the exemptions afforded by the provisions of the Income and Corporation Taxes Act 1988. Accordingly, there is no taxation charge in these accounts.

**3 Net income / (expenditure)**

|   | <b>2019</b>  | <b>2018</b>  |
|---|--------------|--------------|
|   | <b>Total</b> | <b>Total</b> |
|   | <b>£</b>     | <b>£</b>     |
| The net income / (expenditure) for the year is stated after charging: |              |              |
| Independent Examiner's Fee  | 2,160        | 2,160        |

**.Notes to the accounts for the year ended 31 December 2019**

**4 Income**

|                                      | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2019<br>Total<br>£ | 2018<br>Total<br>£ |
|--------------------------------------|----------------------------|--------------------------|--------------------|--------------------|
| <b>4.1 Donations and Legacies</b>    |                            |                          |                    |                    |
| <b>The Bridge at Waterloo</b>        |                            |                          |                    |                    |
| Walcott Foundation                   | -                          | -                        | -                  | 4,000              |
| Other donations                      | -                          | -                        | -                  | 1,279              |
|                                      | -                          | -                        | -                  | 5,279              |
| <b>Churchyard</b>                    |                            |                          |                    |                    |
| London Borough of Lambeth            | -                          | 10,010                   | 10,010             | 10,074             |
| Other                                | -                          | 1,064                    | 1,064              | 10,074             |
|                                      | -                          | 11,074                   | 11,074             | 10,074             |
| <b>Faith in the Climate Networks</b> |                            |                          |                    |                    |
| Network for Social Change            | -                          | 7,358                    | 7,358              | -                  |
| Religions for Peace                  | -                          | 2,694                    | 2,694              | -                  |
| Greenfaith                           | -                          | -                        | -                  | 7,500              |
| Christian Aid                        | -                          | -                        | -                  | 2,500              |
| Other donations                      | -                          | 2,100                    | 2,100              | 6,599              |
|                                      | -                          | 12,152                   | 12,152             | 15,320             |
| <b>Total Donations and Legacies</b>  | <b>-</b>                   | <b>23,226</b>            | <b>23,226</b>      | <b>30,673</b>      |
| <b>4.2 Charitable activities</b>     |                            |                          |                    |                    |
| <b>Grants</b>                        |                            |                          |                    |                    |
| London Borough of Lambeth            | -                          | -                        | -                  | 1,500              |
| <b>4.3 Trading activities</b>        |                            |                          |                    |                    |
| Church/crypt/hall/forecourt lettings | 260,878                    | -                        | 260,878            | 237,220            |
| Other                                | 5,063                      | -                        | 5,063              | 3,333              |
|                                      | <b>265,941</b>             | <b>-</b>                 | <b>265,941</b>     | <b>240,553</b>     |
| <b>Total Income</b>                  | <b>265,941</b>             | <b>23,226</b>            | <b>289,167</b>     | <b>272,726</b>     |

Notes to the accounts for the year ended 31 December 2019

5 Expenditure

|   | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2019<br>Total<br>£ | 2018<br>Total<br>£ |
|---|----------------------------|--------------------------|--------------------|--------------------|
| <b>5 Expenditure on Charitable Activities</b> |                            |                          |                    |                    |
| <b>Projects (excluding staff costs)</b>       |                            |                          |                    |                    |
| Digital Futures                               | -                          | -                        | -                  | 16,043             |
| Faith for the Climate Network                 | -                          | 17,275                   | 17,275             | 4,282              |
| Churchyard                                    | -                          | 2,873                    | 2,873              | 2,117              |
| General programme expenses                    | 1,859                      | -                        | 1,859              | -                  |
|   | <b>1,859</b>               | <b>20,148</b>            | <b>23,866</b>      | <b>22,442</b>      |
| <b>Staff Costs</b>                            |                            |                          |                    |                    |
| Gross salaries                                | 106,804                    | 9,135                    | 115,939            | 102,684            |
| Employer NI                                   | 3,793                      | 78                       | 3,871              | 3,039              |
| Pension costs                                 | 2,882                      | 457                      | 3,339              | 1,972              |
| Other   | 796                        | -                        | 796                | 988                |
|   | <b>114,275</b>             | <b>9,670</b>             | <b>123,945</b>     | <b>108,683</b>     |
| <b>Administration</b>                         |                            |                          |                    |                    |
| Postage and stationery                        | 548                        | -                        | 548                | 887                |
| Office telephone and internet                 | 1,996                      | -                        | 1,996              | 2,756              |
| Photocopier and printing                      | 1,716                      | -                        | 1,716              | 1,178              |
| Computer and website                          | 2,558                      | -                        | 2,558              | 1,395              |
| Accountancy services                          | 1,554                      | -                        | 1,554              | 1,586              |
| Subscriptions                                 | 2,421                      | -                        | 2,421              | 1,610              |
| Bank charges                                  | 62                         | -                        | 62                 | 123                |
| Miscellaneous expenses                        | 2,967                      | -                        | 2,967              | 4,594              |
|   | <b>13,822</b>              | <b>-</b>                 | <b>13,822</b>      | <b>14,129</b>      |
| <b>Property Costs</b>                         |                            |                          |                    |                    |
| General maintenance                           | 22,599                     | -                        | 22,599             | 21,169             |
| Cleaning                                      | 6,056                      | -                        | 6,056              | 4,382              |
| Insurance                                     | 3,952                      | -                        | 3,952              | 4,636              |
| Heat, light and water                         | 14,804                     | -                        | 14,804             | 16,053             |
| St John's PCC licence fee                     | 77,366                     | -                        | 77,366             | 70,583             |
| Other costs                                   | 3,146                      | -                        | 3,146              | 3,656              |
|   | <b>127,923</b>             | <b>-</b>                 | <b>127,923</b>     | <b>120,479</b>     |
| <b>Governance</b>                             |                            |                          |                    |                    |
| Independent examiners fee                     | 2,160                      | -                        | 2,160              | 2,160              |
| Legal and professional                        | 523                        | -                        | 523                | 315                |
|   | <b>2,683</b>               | <b>-</b>                 | <b>2,683</b>       | <b>2,475</b>       |
|   | <b>260,562</b>             | <b>29,818</b>            | <b>290,380</b>     | <b>268,208</b>     |

**Notes to the accounts for the year ended 31 December 2019**

**6 Staff numbers and cost**

|                         | <b>2019</b>    | <b>2018</b>    |
|-------------------------|----------------|----------------|
|                         | £              | £              |
| <b>Employment costs</b> |                |                |
| Wages and salaries      | 115,939        | 102,684        |
| Social security costs   | 3,871          | 3,039          |
| Pension costs           | 3,339          | 1,972          |
|                         | <u>123,149</u> | <u>107,695</u> |

**Number of employees**

The average monthly numbers of employees during the year period, calculated on the basis of average monthly head count, was as follows:

|                       | <b>2019</b> | <b>2018</b> |
|-----------------------|-------------|-------------|
| Charitable Activities | 9           | 9           |
| Administration        | 1           | 1           |
|                       | <u>10</u>   | <u>10</u>   |

No staff member was paid more than £60,000 in the year (2018: None). No trustee received any remuneration for trusteeship or payment of expenses during the year (2018: £Nil).

The charity is run by the trustees and volunteers and therefore the total employment benefits, including employer pension contributions, of the key management personnel of the charity were £nil (2017: £Nil).

**7 Debtors**

|                                | <b>2019</b>   | <b>2018</b>   |
|--------------------------------|---------------|---------------|
|                                | £             | £             |
| Trade debtors                  | 28,388        | 20,551        |
| Prepayments and accrued income | 1,087         | 2,030         |
| Other debtors                  | -             | 2,000         |
|                                | <u>29,475</u> | <u>24,581</u> |

**8 Creditors: Amounts falling due within one year**

|                              | <b>2019</b>   | <b>2018</b>   |
|------------------------------|---------------|---------------|
|                              | £             | £             |
| Trade creditors              | 6,436         | 1,027         |
| Amount due to St Johns PCC   | 59,129        | 51,604        |
| Accruals and deferred income | 2,160         | 6,151         |
| Other creditors              | 1,881         | -             |
|                              | <u>69,606</u> | <u>58,782</u> |

Included in the amount due to St Johns PCC is a loan of £45,000 (2018: £45,000) which is interest free and has no specified date for repayment. After the end of the financial year the PCC wrote-off this loan and it will be treated as a donation to the charity in the 2020-21 statutory accounts.

**Notes to the accounts for the year ended 31 December 2019**

**9 Unrestricted funds**

|                          | <b>Balance at<br/>01/01/2019</b> | <b>Incoming<br/>resources</b> | <b>Outgoing<br/>resources</b> | <b>Transfers</b> | <b>Balance at<br/>31/12/2019</b> |
|--------------------------|----------------------------------|-------------------------------|-------------------------------|------------------|----------------------------------|
|                          | £                                | £                             | £                             | £                | £                                |
| General funds            | 3,858                            | 265,941                       | (260,562)                     | 1,250            | 10,487                           |
| Designated Funds:        |                                  |                               |                               |                  |                                  |
| Future Projects          | 1,250                            | -                             | -                             | (1,250)          | -                                |
| Total designated funds   | <u>1,250</u>                     | <u>-</u>                      | <u>-</u>                      | <u>(1,250)</u>   | <u>-</u>                         |
| Total unrestricted funds | <u><u>5,108</u></u>              | <u><u>265,941</u></u>         | <u><u>(260,562)</u></u>       | <u><u>-</u></u>  | <u><u>10,487</u></u>             |

The Future Projects fund is to fund future projects of the charity.

**10 Restricted funds**

|                               | <b>Balance at<br/>01/01/2019</b> | <b>Incoming<br/>resources</b> | <b>Outgoing<br/>resources</b> | <b>Transfers</b> | <b>Balance at<br/>31/12/2019</b> |
|-------------------------------|----------------------------------|-------------------------------|-------------------------------|------------------|----------------------------------|
|                               | £                                | £                             | £                             | £                | £                                |
| Faith for the Climate Network | 11,038                           | 12,152                        | (17,275)                      | -                | 5,915                            |
| Churchyard                    | 1,600                            | 11,074                        | (12,543)                      | -                | 131                              |
| Total restricted funds        | <u><u>12,638</u></u>             | <u><u>23,226</u></u>          | <u><u>(29,818)</u></u>        | <u><u>-</u></u>  | <u><u>6,046</u></u>              |

**Digital Futures** has provided funding for a contemporary new digital platform with integrated internal and external content, and automated functions that greatly increase capacity for the charity. The transfer of £1,859 represents excess of expenditure over income on the Digital Futures project that was covered by the General fund.

Faith for the Climate is an interfaith network of ninety faith based organisations and individuals, chaired by Canon Giles Goddard, Vicar of St John's, Waterloo, and working on climate change with the charity hosting the secretariat.

Churchyard funds are to maintain the churchyard around St John's the church that was previously managed by London Borough of Lambeth.

**Notes to the accounts for the year ended 31 December 2019**

**11 Analysis of net assets between funds**

|                     | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>Funds<br/>2019<br/>£</b> | <b>Total<br/>Funds<br/>2018<br/>£</b> |
|---------------------|-------------------------------------|-----------------------------------|---------------------------------------|---------------------------------------|
| Current assets      | 80,093                              | 6,046                             | 86,139                                | 76,528                                |
| Current liabilities | (69,606)                            | -                                 | (69,606)                              | (58,782)                              |
|                     | <u>10,487</u>                       | <u>6,046</u>                      | <u>16,533</u>                         | <u>17,746</u>                         |

**12 Related parties**

The Trustees together with their partners gave a total of £Nil (2018: £1,000) in unrestricted donations during the year.

The PCC of St John's Waterloo is a related party as Giles Goddard (incumbent), Belinda Taylor (Church Warden), Jane Stroud and Daisy Powell, trustees of TBAW, also served as members of the PCC during the year.

The PCC has responsibility for two church buildings: St John the Evangelist and St Andrew. TBAW manages the day to day maintenance of both church buildings and all lettings. Income from Licences relating to the use of St John's church (as opposed to the crypt and St Andrew's) is allocated to the PCC. All other income/expenditure relating to the use by external bodies of all other parts of the two buildings is retained/incurred by TBAW in exchange for a licence fee payable to the PCC.

During the year a licence fee of £77,366 (2018: £70,583) was payable to the PCC. In addition the PCC recharged various expenditures incurred on behalf of the charity during the year. The net amount due to the PCC at 31st December 2019 as a result of these transactions was £14,129 (2018: £6,604). Further, in the previous financial year an interest free loan of £45,000 was made by the PCC to the charity which has no specific date for repayment and was outstanding at the year-end. The purpose of this loan was to provide liquid funds to the charity.

**13 Controlling parties**

In the opinion of the trustees there is no single ultimate controlling party of the charity.

**14 Statement of Financial Activities (including income and expenditure account)  
for the Year Ended 31 December 2018**

|  | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>2018<br/>Total<br/>£</b> |
|--|-------------------------------------|-----------------------------------|-----------------------------|
| <b>Income from:</b>                              |                                     |                                   |                             |
| <b>Donations and legacies</b>                    | 1,279                               | 29,394                            | 30,673                      |
| <b>Charitable activities</b>                     | -                                   | 1,500                             | 1,500                       |
| <b>Trading activities</b>                        | 240,553                             | -                                 | 240,553                     |
| <b>Total Income</b>                              | <u>241,832</u>                      | <u>30,894</u>                     | <u>272,726</u>              |
| <b>Expenditure on:</b>                           |                                     |                                   |                             |
| <b>Charitable activities</b>                     | 239,409                             | 28,799                            | 268,208                     |
| <b>Total Expenditure</b>                         | <u>239,409</u>                      | <u>28,799</u>                     | <u>268,208</u>              |
| <b>Net income/(expenditure) before transfers</b> | 2,423                               | 2,095                             | 4,518                       |
| Transfers between funds                          | (10,543)                            | 10,543                            | -                           |
| <b>Net income and<br/>Net movement in funds</b>  | <u>(8,120)</u>                      | <u>12,638</u>                     | <u>4,518</u>                |
| <b>Reconciliation of Funds</b>                   |                                     |                                   |                             |
| Total funds brought forward                      | 13,228                              | -                                 | 13,228                      |
| <b>Total funds carried forward</b>               | <u><u>5,108</u></u>                 | <u><u>12,638</u></u>              | <u><u>17,746</u></u>        |