

Company Registration No. 1355222 (England and Wales)

Charity Registration No. 275489

BOOTSTRAP COMPANY LIMITED
TRUSTEES' REPORT AND AUDITED CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2014

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BOOTSTRAP COMPANY LIMITED

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FOR THE YEAR ENDED 31ST MARCH 2014**

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BOOTSTRAP COMPANY LIMITED
CHARITY INFORMATION
FOR THE YEAR ENDED 31st MARCH 2014

TRUSTEES:	Tomi Petteri Nummela (Chair) Sarah Cary (from 11.02.14) Yemi Mustapha (from 26.06.13) John Shute Robert Soady Peter Kenyon (to 30.01.14) Mary Doyle (to 30.01.14) Casey Lord (to 31.07.13) Douglas Gilmore (to 13.01.14)
CHIEF EXECUTIVE & COMPANY SECRETARY:	Sara Turnbull
REGISTERED OFFICE:	The Print House 18 Ashwin Street Dalston London E8 3DL
CHARITY NUMBER:	275489
COMPANY NUMBER:	1355222
AUDITORS:	BD&M Limited Statutory Auditors & Chartered Certified Accountants Skies, 20 St Martinsfield Winterborne St Martin Dorchester, Dorset DT2 9JU
BANKERS:	HSBC Bank Plc Stratford Branch London E15 1XL

BOOTSTRAP COMPANY LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014

The trustees who are also directors of the charity for the purposes of the Companies Act present their report together with the consolidated financial statements of the charity for the year ended 31st March 2014.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the charity's governing document, applicable law and the requirements of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005.

Structure, Governance and Management

The charity is a company limited by guarantee and was formed on 2nd March 1978. It is governed by its Memorandum and Articles of Association. Non charitable activities are undertaken by a wholly owned subsidiary Bootstrap Trading Company Limited, which was incorporated on 16th February 2012.

Trustees

The trustees who served throughout the year are listed on page 1. Board meetings are held on a quarterly basis. There are currently two working groups of the board, Finance Working Group and Estates Working Group. An Audit Working Group (AWG) will be established in early 2014/15.

The existing trustee board takes responsibility to recruit and appoint new trustees. Prospective trustees are invited to observe several board meetings before joining the board and an induction pack exists for new trustees. External training is encouraged and programmes are offered for board members as required.

Board Development

Over the next financial year the board will work to improve governance by developing the skills of current board members and attracting new board members to meet skills needs. Currently the trustees have a range of experience within the Development, Property, Charity and Sustainability sectors. In addition the board have a strong interest in and knowledge of the local area.

Work is also underway to increase the size and diversity of the board. Focus is being given to ensuring there are people with skills in commercial lettings, legal and finance skills to the board. The board is currently consolidating their vision for board development in a plan.

Organisational Structure

Bootstrap's services are delivered by a combination of paid staff supported by specialist contractors and volunteers. The Chief Executive, Sara Turnbull, has been in post since July 2012 and leads and manages a team of 11 staff (9 FTE). A restructuring in February 2014 identified a new structure to meet business needs for FY2014/15 and able to adjust according to business needs over the next five years.

Risk Review & Business Plan

Bootstrap has developed a Business Plan which sets-out the strategy and plans for the organisation for the period April 2014 – March 2019. An external version of this Business Plan will also be prepared to support discussions with funders and key stakeholders in due course. The business plan aims to address the following strategic priorities:

1. Financial sustainability of the organisation through development of reserves
2. Demonstrable achievement of our charitable objectives through an expanded activity programme and reported social impact
3. Investment in our assets to underpin our work to achieve financial and social return
4. Strong governance systems underpinned by a robust organisational structure

Risk Register

Over the last year a risk framework has been developed to manage and understand risks to operations. This will be regularly reviewed by the people of Bootstrap and audited quarterly by the Audit Working Group which is currently being set-up.

The major risks relate to the asset-based finances of the charity, together with the holding of full-repairing leases, and the charity's statutory obligations to its tenants and its staff. The charity has continued to improve governance and management accounts. It has developed robust management accounting, performance management and governance arrangements to ensure that the trustees are fully informed

BOOTSTRAP COMPANY LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014

about what they need to know to fulfil their obligations, and the risks to which the charity and they personally are exposed.

Objectives and Activities for the Public Benefit

Bootstrap is a social enterprise based in Hackney and is committed to alleviating poverty in our area. Bootstrap provides workspace and support for local start-ups, social enterprises, charities and businesses. By combining this work with a strong programme of cultural events open to the local community and tenants, Bootstrap creates a better place to live and work.

Bootstrap was established in 1977 to support people to set-up their own businesses and improve employability skills. The charity's activities developed through working with unemployed residents on estates in Hackney, Lambeth and Camden. These estate services offered residents advice and information about jobs and training opportunities. Later, the support work moved from the estates to Bootstrap's home in Dalston.

Bootstrap has worked in Dalston, Hackney - one of the most deprived council areas in England – since 1980. Over time the activities grew to include the provision of managed workspace at the Print House on Ashwin street. Here Bootstrap manages 60,000 sq ft of workspaces serving over 500 social and creative entrepreneurs.

The portfolio is based in the heart of Dalston's cultural quarter and run a gallery, community allotment and a range of meeting and event spaces including a roof-top bar and WW2 bunker. The enterprise services reached over 500 16-24 year olds in 2013 and Community & Cultural work saw over 15,000 visits to our events in the same period.

The Bootstrap charitable objects are: **"To advance education and to relieve poverty"**. Bootstrap believes in the power of people at work and play. We exist to:

- Develop and manage spaces for work and play
- Deliver events and projects that increase access to enterprise and culture for all
- Inspire and support our network of creative and social entrepreneurs

The work of Bootstrap comprises of three business areas:

1. Property
2. Community & Culture
3. Enterprise

The trustees confirm that they have referred to the guidance contained in the charity commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities. Highlights of our work for the Public benefit in each of these business areas is described below.

Property Services

Bootstrap provides work space for:

- 77 desk spaces hosting over 150 individuals running small businesses and charities. The desk spaces are let on 2 week licenses which allows great flexibility for new businesses.
- 128 studio spaces ranging from 150 sq ft to 2,500 sq ft which are let on leases ranging from 1 year to 20 years. Following the recent rent review and roll-out of our leases over 80% of our studio spaces are now let on 1 or 3 year leases. The remainder are let on longer leases to more established anchor tenants.
- 2 cafes which provide communal space for our tenants and the local community
- 2 retail units with presence on Ashwin Street operated by tenants

The current tenant mix in our studio spaces includes 9 start-ups, 28 charities and social enterprises, and 71 established businesses in our studio spaces. Within the desk spaces the proportion of charities and start-ups is significantly higher with over 70% of tenants in these groups. Throughout 2013 decisions regarding rental activities have focused on helping increase the social impact of tenants and improve the resilience of Bootstrap's business model. This is underpinned by the tenant-rating tool which rates tenants' social impact and management commitment.

BOOTSTRAP COMPANY LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014

Community & Cultural Services

Bootstrap currently dedicate a range of spaces to community and cultural work. These range from established spaces such as the Dalston Roof Park and the Print House Gallery to newly emerging spaces such as the Bunker and car parks.

In 2013/14 Bootstrap began work to enhance the social output of this work by ensuring the programming of our spaces is led by organisational values and the work of our tenants and wider community. This is balanced with careful commercial planning to ensure that the social output of these spaces is financially sustainable.

Enterprise Services

The Enterprise services are the newest services provided by Bootstrap, however they link back to, and build on, services originally provided by Bootstrap in its early stages of development in the 1980s and 1990s. Bootstrap is currently home to 500 social and creative entrepreneurs. Recent work has begun to bring out the latent power of this network and enable:

- Bootstrap to support organisations to succeed commercially
- To support tenants to collaborate and support each other
- To bring young unemployed people into this network
- To take a lead on fostering social impact through the collective power of our organisations

For our tenants we currently provide the following enterprise support:

- Ad-hoc business support, in particular for those experiencing financial issues or in the pre-startup phase
- A constructive supportive attitude to debt where tenants are frank and open and willing to actively manage it
- A range of free talks on topics such as fundraising
- A range of networking events and social spaces that promote collaboration between tenants
- Listing on our website

To support young unemployed people to find employment we have developed the Bootstrap Campus programme. The programme helps 16-24 year old's from East London transition into work, by giving them opportunities to develop their skills, experience and professional networks.

Achievements and Performance

Over the 2013/14 period, Bootstrap has successfully completed the turnaround of the Charity and prepared the organisational team and structures for the development plans set-out in the Business Plan for the period 2014-2019.

Bootstrap Campus was launched in 2013 and in its first year achieved significant social outputs:

- Over 300 young people took part in masterclass workshops
- 90% rated their visits as very useful
- 9 young people completed work placements
- 1 young person has gone directly on to full time work through Bootstrap
- 2 young people gained part time work at Bootstrap
- 30 Tenants have worked with Campus workshops & placements
- Delivered by 1 member of staff, 4 days a week

In 2013/14 we directly helped two organisations, Merci Marie Ltd and Mamachari Ltd, to start-up. These organisations are currently thriving and are already serving the local community through provision of food and cycle repairs.

In 2013/14 we estimate that over 100,000 visits were made to our community and cultural events and spaces providing access to enterprise and culture.

**BOOTSTRAP COMPANY LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014**

Bootstrap Trading Company Limited

All non-charitable trading is carried out through the wholly owned subsidiary Bootstrap Trading Company Limited. It donated 100% of its profits to the charity. Its directors are John Shute, Tomi Nummela, and Luke Ainger who sits as an independent director.

The trading subsidiary hired out the roof park over the summer months for various functions. It also ran a bar most evenings. Rent of £10,000 was paid to the charity for the use of its facilities as well as £10,129 management fee for staff time and other costs. The company's net profit of £46,573 was donated under gift aid to the charity.

Financial Review

Transactions and Financial Position

The Statement of Financial Activities shows net incoming resources for the year of £111,924 (2012 £10,237 outgoing)

A roll-out of standardised leases and a service charge was made in this financial year which also put in place rent reviews based on tenant social impact. This has enabled the charity to improve records, mitigate financial risks, and improve the aged debtors position.

Net assets at the year-end stand at £1,789,946.

A majority of the expenditure is spent on managing and refurbishing the rental properties and servicing the company's borrowing that provide the micro-regeneration hub – central to the charity's objectives.

Refinancing & Reserves Policy

At the time of writing Bootstrap is in the process of finalising the refinancing of key borrowing facilities with Unity Trust Bank. The terms and margin on the offer allow potential to reduce the annual cash cost of borrowing by around £40,000 which will allow further progress on development of reserves and reinvestment to protect the assets and allow increased work for public benefit.

A reserves target of £250,000 has been agreed and the Business Plan for the next five years establishes how this will be built up. A strategy regarding how reserves will be managed and controlled will be developed in early 2014/15.

Principal Funding Sources

The principal funding sources for Bootstrap are set out in the table below along with comments about changes achieved this financial year.

	Principal Funding Source	
1	Rental Income	The recent rent review and successful expansion of the property in the previous year in combination with maintenance of >95% let has allow rental income to increase from £833,130 to £1,062,700
2	Events & Trading	The Trading activities resulted in a further £46,573 of income for the charity in this financial year.
3	Donations	Donations relating to the Dalston Roof Park increased dramatically from £6,026 to £36,675 due to improvements to the communication and processing of donations. We have registered gift aid and a claim for gift aid will be made next financial year.
4	Grants	The Bootstrap Campus project was able to attract £8,000 of grants for Bootstrap. We aim to build on this success next year to allow the expansion of our high-social impact work.

**BOOTSTRAP COMPANY LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014**

Future Plans

Key Property Projects

The key development projects in the Property business expected over the next five years are:

- *Rates Relief*
Work to secure 80% mandatory and 20% discretionary rates relief on all our buildings through engagement with Hackney council.
- *Managing Tenant Mix*
Use the tenant ratings and active tenant management to establish three tiers of tenants; social enterprises, charities and start-ups who are receiving subsidised rent, organisations who pay their own way, established businesses who bring social impact and pay rent premium to cross-subsidise
- *Property investment*
The following are examples of property improvement work that will be undertaken to maintain asset value and increase quality of the tenant areas:
 - Signage (to help profile our work and our tenants work)
 - Kitchen and bathroom upgrades
 - Electricity legal compliance work
 - Improved internal and external communal areas
- *Green Retrofit*
- We will identify opportunity to reduce costs and improve environmental and social impact as part of our regular maintenance and property investment work.
- *Expansion opportunities*
- Over the next 5 years we will work to develop capacity and opportunities to expand beyond our current site in Dalston.

Key Community & Culture Projects

- *Programming*
Bootstrap will continue to enhance the social output of this work by ensuring the programming of our spaces is led by organisational values and the work of our tenants and wider community. This will be balanced with careful commercial planning to underpin the social output with robust trading performances that cover costs and bring a surplus to the charity.
- *Dalston Roof Park*
We will invest to extend the life of the roof as a venue by providing acoustic screening and toilets. Over time we will seek to increase capacity and to provide DDA compliant access to the space. We assess the feasibility of a permanent roof structure that allows an extension of the operating season.
- *The Bee Garden*
The development of a new green space in Dalston which is home to bees, an allotment providing produce to our restaurant and bars and social events on gardening and regeneration in a car park.
- *Bunker*
Work will build on the business case established in early 2014 to develop a strong social case and appropriate business model for the Bunker.
- *Abbot St Car park*
The team will look to build on the Long Table and Nighttales and generate financial and social return by using this space as an events space in the transition period whilst developing plans for regeneration of this space into Start-up Square.
- *Print House Gallery*
Build on success of profile gained in 2013/14. Continue to balance support for local artists, maintain functioning reception area and cover own costs through sales at private view.

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REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014**

Key Enterprise Projects

- *Bootstrap Campus Skills Workshops*
Bootstrap runs a popular programme of workshops introducing young people to the Bootstrap work and event spaces, and focusing on the importance of employability skills in the workplace. The popular format brings together professionals, peer-to-peer mentors and young people. Attendees meet employers through Q&A sessions with Bootstrap tenants and Campus graduates to understand the importance of employability skills and widen their social network. Workshops are tailored to focus on relevant skills, topics and careers. We will build on the popularity of the format and offer these as a paid service to local youth organisations and colleges.
- *Bootstrap Campus Work placements*
We recruit unemployed 16-24 year old's, for paid and unpaid 4 -week work placement with Bootstrap tenants. Young people develop work place skills and experience whilst widening their professional networks.
- *Bootcamp Live*
Bootstrap will trial an accredited Arts Award training programme in events management. The participants will be young unemployed or underemployed locals looking for a chance to start a career. They will work with industry experts to deliver events on the Dalston Roof Park. This work will be used as a test to be able to develop further training courses which help us directly address charitable objects. In order that the courses lead to real employment opportunities the content will focus on areas where Bootstrap or tenants or local partners will be seeking to recruit.
- *Support for Organisations*
The Enterprise team will build on existing ad hoc support for pre-startups, start-ups and existing businesses in the Bootstrap network by financing projects to improve Tenant Networking and Tenant Promotion. In order to ensure these are sustainable methods of self-financing such as making books, films, events etc. will be tested and rolled out as appropriate. The focus of this work will be to strengthen the financial and social return of organisations in the Bootstrap network.
- *Meeting Rooms*
In order to increase the return and impact of the spaces we will experiment with programming them and developing an events space making most of license and offering Bootstrap Campus alumni the chance to trial event ideas and skills.
- *Start-up square*
To address the pressure for new space and encourage start-ups more directly by working to develop a start-up square to house new businesses.

Statement of Trustees' Responsibilities

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the financial activities of the charity for that period. In preparing those financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material 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 company will continue in business.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for ensuring that the company maintains an adequate system of internal control designed to provide reasonable assurance that assets are safeguarded against loss or unauthorised use and to prevent and detect fraud and other irregularities.

**BOOTSTRAP COMPANY LIMITED
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31st MARCH 2014**

Statement as to Disclosure of Information to Auditors

So far as the directors are aware, there is no relevant audit information of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

Auditors

The auditors, BD&M Limited have expressed their willingness to continue in office and a proposal for their re-appointment will be made at the Annual General Meeting in accordance with Section 487 of the Companies Act 2006.

This report has been prepared in accordance with the small companies regime under the Companies Act 2006.

A handwritten signature in black ink, appearing to read 'R Soady', with a stylized flourish at the end.

Robert Soady

Trustee

Date: 30th July 2014

**REPORT OF THE INDEPENDENT AUDITORS
TO THE MEMBERS OF BOOTSTRAP COMPANY LIMITED**

We have audited the financial statements of Bootstrap Company Limited for the year ended 31st March 2014 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes set out on pages 10 to 17. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charity's trustees, as a body, in accordance with Section 154 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have found.

Respective responsibilities of trustees and auditors

As explained more fully in the Trustees' Responsibilities Statement set out on page 7, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion the financial statements

- give a true and fair view of the state of the group's and parent charitable company's affairs as at 31st March 2014 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice (applicable to smaller entities); and
- have been prepared in accordance with the Companies Act 2006.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- the parent charitable company has not kept adequate accounting records; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.


BD&M Limited
Statutory Auditors

Date: 30th July 2014

Skies, 20 St Martinsfield
Winterborne St Martin
Dorchester
Dorset
DT2 9JU

Bootstrap Company Ltd
Consolidated Statement of Financial Activities (Including Income and Expenditure)
for the year ended 31 March 2014

		Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	Notes	£	£	2014 £	2013 £
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income		36,675	-	36,675	6,026
Rental income		1,062,700	-	1,062,700	833,130
Activities for generating funds	3	107,626	-	107,626	159,418
<i>Charitable activities</i>					
Grants for projects and other charitable income		16,274	-	16,274	3,504
Total incoming resources		1,223,275	-	1,223,275	1,002,078
Resources expended					
	4				
<i>Costs of generating funds</i>					
Cost of generating funds		36,363	-	36,363	140,812
Rental property expenses		930,420	-	930,420	768,907
Property redevelopment expenses		33,103	-	33,103	-
<i>Charitable activities</i>					
Community activities		84,421	-	84,421	79,667
Governance costs		27,774	-	27,774	22,929
Total resources expended		1,112,081	-	1,112,081	1,012,315
Net incoming resources before transfers between funds		111,194	-	111,194	(10,237)
Gross transfers between funds		-	-	-	-
Net incoming resources before other recognised gains and losses		111,194	-	111,194	(10,237)
Other recognised gains					
Gains on revaluation of fixed assets for charity's own use		297,194		297,194	-
Net movement in funds		408,388	-	408,388	(10,237)
Reconciliation of funds					
<i>Total funds brought forward</i>		1,381,558	-	1,381,558	1,391,795
Total Funds carried forward		1,789,946	-	1,789,946	1,381,558

All activities derive from continuing operations

The notes on pages 12 to 17 form an integral part of these accounts.

Bootstrap Company Ltd
Balance Sheets
as at 31 March 2014

Company number: 01355222 (England & Wales)

	Note	Group		Charity	
		2014	2013	2014	2013
		£	£	£	£
Fixed assets					
Tangible assets	7	3,466,565	3,232,351	3,466,565	3,232,351
Investments	8	-	-	10	10
		<u>3,466,565</u>	<u>3,232,351</u>	<u>3,466,575</u>	<u>3,232,361</u>
Current assets					
Debtors	9	137,000	117,562	134,599	110,139
Cash at bank and in hand		<u>82,495</u>	<u>146,943</u>	<u>82,494</u>	<u>144,546</u>
Total current assets		<u>219,495</u>	<u>264,505</u>	<u>217,093</u>	<u>254,685</u>
Creditors:-					
amounts due within one year	10	(468,798)	(519,202)	(466,406)	(509,392)
Net Current Liabilities		<u>(249,303)</u>	<u>(254,697)</u>	<u>(249,313)</u>	<u>(254,707)</u>
Total assets less current liabilities		<u>3,217,262</u>	<u>2,977,654</u>	<u>3,217,262</u>	<u>2,977,654</u>
Creditors:-					
amounts due after more than one year	11	(1,427,316)	(1,596,096)	(1,427,316)	(1,596,096)
Net assets		<u>1,789,946</u>	<u>1,381,558</u>	<u>1,789,946</u>	<u>1,381,558</u>
The funds of the charity :					
Restricted income funds	14	-	-	-	-
Unrestricted income funds					
General funds	14	(635,517)	(797,475)	(635,517)	(797,475)
Unrestricted capital funds					
Capital funds	14	649,431	657,386	649,431	657,386
Revaluation reserve	14	<u>1,776,032</u>	<u>1,521,647</u>	<u>1,776,032</u>	<u>1,521,647</u>
Total unrestricted funds		<u>1,789,946</u>	<u>1,381,558</u>	<u>1,789,946</u>	<u>1,381,558</u>
Total charity funds		<u>1,789,946</u>	<u>1,381,558</u>	<u>1,789,946</u>	<u>1,381,558</u>

For the year ending 31 March 2014, the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies but as the company is a charity, it is subject to audit under the Charities Act 2011.

(a) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006;

(b) The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime under the Companies Act 2006 and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of trustees on 30 July 2014.


Tomi Nummela
Trustee

The notes on pages 12 to 17 form an integral part of these accounts.

Bootstrap Company Limited
Notes to the consolidated
financial statements
For the year ended 31 March 2014

1 Accounting policies

Basis of preparation of the accounts

The financial statements have been prepared in accordance with the Statement of Recommended Practice for Accounting and Reporting by Charities, published in March 2005 and the Financial Reporting Standard for Smaller Entities (FRSSE), effective April 2008. The accounts have been drawn up in accordance with the provisions of the Charities Acts and the Companies Act, and include the results of the charity's operations which are described in the Trustees' Report, all of which are continuing.

The financial statements consolidate the results of Bootstrap Trading Company Limited, which is a wholly owned subsidiary undertaking of the Charity, on a line by line basis. The accounting year ends are co-terminus. The company has used the exemption under section 408 of the Companies Act 2006 and paragraph 97 of the SORP not to include an individual income and expenditure account for the parent company.

The company has taken advantage of the exemption in the FRSSE from the requirement to produce a cash flow statement.

The particular accounting policies adopted are set out below.

Accounting convention

The financial statements are prepared on a going concern basis, under the historical cost convention as modified by the revaluation of leasehold land and buildings.

Incoming Resources

Incoming resources comprise of grants and contracts attributable to the principal activities of the charity, rental and room hire income from its properties, and sundry donations.

Income is accounted for when the charity has entitlement, there is certainty of receipt and the amount is measurable.

Resources Expended

Liabilities are recognised on the accruals basis. Resources expended are recognised in the period in which they are incurred and include any attributable VAT which cannot be recovered.

Costs of generating funds comprise those costs incurred in the delivery of the charity's activities and services. It includes costs directly related to those activities together with an allocation of support costs that are apportioned to the various activities on the basis of estimated useage.

Governance costs include all expenditure directly related to the administration of the charity including expenditure incurred in the management of the charity's assets, organisational administration and compliance with charitable and statutory requirements.

Fixed assets and depreciation

All tangible fixed assets, except leasehold land and buildings, are stated at cost less depreciation. Leasehold land and buildings are stated at a valuation arrived at by the trustees, after taking into account professional valuations, subsequent offers and market conditions. Items costing less than £500 are not capitalised.

Depreciation has been provided at the following rates in order to write off the assets (less their estimated residual value) over their estimated useful economic lives.

Leasehold properties	Over the period of the leases
Lift installation	Straight line basis over 12 years
Office equipment	Straight line basis over 4 years
Plant and other equipment	Straight line basis over 15 years
Leasehold improvements	Straight line basis over 20 years

Bootstrap Company Limited
Notes to the consolidated
financial statements
For the year ended 31 March 2014

1 Accounting policies (continued)

Capital grants

Grants of a capital nature given for specific purposes and fully utilised in the furtherance of the objects of the charity are credited to the relevant fixed asset fund after the sums have been properly expended on the restricted purpose. The related asset is shown in the balance sheet at the full cost of acquisition or subsequent revaluation.

If the related assets are not subject to restrictions by the grant making organisation on their use and disposal, then the fixed asset fund created is treated as a designated fixed asset fund. As the related assets are depreciated, then a transfer is made from designated fixed asset funds to unrestricted revenue reserves to reflect the diminution in the asset.

Taxation

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Irrecoverable VAT is shown as a separate cost.

Finance and operating leases

Rentals payable in respect of operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the Statement of Financial Activities as incurred.

Assets held under finance leases and hire purchase contracts, where substantially all the risks and rewards of ownership of the asset have passed to the company, are capitalised and depreciated over their useful lives. The corresponding lease or hire purchase obligation is treated as a liability.

Funds structure policy

The charity maintains a general unrestricted fund which represents funds which are expendable at the discretion of the trustees in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment.

Restricted funds have been provided to the charity for particular purposes, and it is the policy of the board of trustees to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

Designated funds are allocated out of unrestricted funds by the trustees for specific purposes. The use of such funds is at the trustees' discretion.

2 Financial performance of charity

The consolidated statement of financial activities includes the results of the charity's wholly owned subsidiary Bootstrap Trading Company Limited. The summary performance of the charity alone is:

	2014	2013
	£	£
Incoming resources	1,115,648	860,584
Donation under gift-aid from subsidiary company	<u>46,572</u>	<u>5,537</u>
	1,162,220	866,121
Resources expended	<u>(1,051,026)</u>	<u>(876,358)</u>
Net (outgoing) / incoming resources	<u>111,194</u>	<u>(10,237)</u>

3 Activities for generating funds

	2014	2013
	£	£
Sales at public events	<u>107,626</u>	<u>159,418</u>

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4 Resources expended

	2014	2013
	£	£
<u>Cost of generating funds</u>		
Cost of sales	36,363	134,156
Other direct costs	-	6,656
Cost of sales and public events	<u>36,363</u>	<u>140,812</u>
<u>Rental property costs</u>		
Staff costs		
Payroll and contractor costs	157,772	119,724
Training, recruitment and other costs	8,161	4,163
Accountancy fees	40,878	32,000
Professional fees	3,415	-
Advertising	1,750	1,723
Bad debts	1,145	(9,082)
Cleaning costs	53,605	42,468
Depreciation of plant and equipment	22,579	16,436
Finance costs		
Bank charges	3,559	8,342
Interest charges	62,290	63,998
Insurance premiums	32,877	26,428
Lease amortisation	76,696	67,652
Repair and maintenance of buildings and security systems	48,989	58,425
Rent, rates and service charges	268,971	183,406
Light and heat	86,887	109,142
Stationery, printing and postage	4,091	4,053
Telephone and fax	19,186	19,127
Other office expenses	16,012	11,128
VAT disallowed under partial exemption	21,557	9,774
	<u>930,420</u>	<u>768,907</u>
<u>Property redevelopment costs</u>		
Building Costs	33,103	-
	<u>33,103</u>	<u>-</u>
<u>Costs of community activities</u>		
Donation to Hackney Pirates	-	21,354
Staff costs	70,885	51,946
Project costs	13,536	6,367
	<u>84,421</u>	<u>79,667</u>
<u>Governance costs</u>		
Auditors' remuneration	8,520	9,550
Other legal and professional costs	17,836	11,982
Trustee meetings and expenses	1,418	1,297
Fines, Penalties & Surcharges	-	100
	<u>27,774</u>	<u>22,929</u>

5 Net outgoing resources

	2014	2013
	£	£
This is stated after charging :-		
Depreciation of owned fixed assets	99,364	84,088
Auditors' Remuneration	<u>8,520</u>	<u>9,550</u>

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6 Staff Costs and Emoluments

	2014	2013
	£	£
Gross Salaries	210,743	162,139
Employer's National Insurance	17,605	11,376
Pension costs	510	-
	<u>228,858</u>	<u>173,515</u>

Numbers of full time employees or full time equivalents

	2014	2013
Average number of employees during the year	<u>8.09</u>	<u>5.35</u>
There were no employees with emoluments in excess of £60,000 per annum (2013 Nil).		

Neither the trustees nor any persons connected with them have received any remuneration, either in the current year or the prior year. No trustees received any expenses in the year (2013 £nil).

7 Tangible fixed assets

	Leasehold Land and Buildings £	Plant, Machinery & Vehicles £	Total £
Asset cost, valuation or revalued amount			
At 1 April 2013	3,452,410	239,712	3,692,122
Additions	7,772	29,006	36,778
Disposals		(833)	(833)
Revaluation	169,742		169,742
At 31 March 2014	<u>3,629,924</u>	<u>267,885</u>	<u>3,897,809</u>
Accumulated depreciation			
At 1 April 2013	317,917	141,831	459,748
Charge for the year	76,696	22,668	99,364
Eliminated on disposals		(416)	(416)
Eliminated on revaluation	(127,452)		(127,452)
At 31 March 2014	<u>267,161</u>	<u>164,083</u>	<u>431,244</u>
Net book value			
At 31 March 2014	<u>3,362,763</u>	<u>103,802</u>	<u>3,466,565</u>
At 31 March 2013	<u>3,134,493</u>	<u>97,881</u>	<u>3,232,374</u>

The leasehold properties

The Print House was valued by Taylors Business Surveyors & Valuers on 7th November 2013 on an existing use basis, in accordance with the RICS Valuation – Professional Standards 2012. The effect of the revaluation was to increase depreciation by £3,122 in the year.

Colour Works is recorded at the valuation undertaken in June 2005 for the purposes of refinancing of the charity at that date. No value has been placed on the Fitzroy House short term leasehold property where a market rate rent is paid and expensed in these accounts.

The leasehold property valuations are being written off over the term of the leases.

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8 Fixed asset investment

	2014	2013
	£	£
Bootstrap Trading Company Limited: 10 ordinary Shares of £1 each	<u>10</u>	<u>10</u>

The charity holds 100% of the issued share capital of Bootstrap Trading Company Limited (registered company number 07952747).

The summary financial performance of the subsidiary alone is:

	2014	2013
	£	£
Turnover	107,627	159,418
Cost of sales and administration costs	(38,163)	(135,956)
Rent and management charges paid to parent undertaking	<u>(22,892)</u>	<u>(17,924)</u>
Net profit	46,572	5,538
Amount gift-aided to the charity	<u>(46,572)</u>	<u>(5,538)</u>
Retained in the subsidiary	<u>-</u>	<u>-</u>
The assets of the subsidiary were:		
Current assets	2,402	11,164
Current liabilities	<u>(2,392)</u>	<u>(11,154)</u>
Net assets	<u>10</u>	<u>10</u>
Aggregate share capital and reserves	<u>10</u>	<u>10</u>

9 Debtors

	Group		Charity	
	2014	2013	2014	2013
	£	£	£	£
Rents and other income receivable	85,198	72,700	82,797	65,468
Amounts owed by group undertakings	-	-	-	1,344
Sundry debtors and prepayments	<u>51,802</u>	<u>44,862</u>	<u>51,802</u>	<u>43,327</u>
	<u>137,000</u>	<u>117,562</u>	<u>134,599</u>	<u>110,139</u>

10 Creditors: amounts falling due within one year

	Group		Charity	
	2014	2013	2014	2013
	£	£	£	£
Bank loans and overdrafts	146,840	132,228	146,840	132,228
Trade creditors	143,233	189,267	142,368	189,267
Amounts owed to group undertakings	-	-	2,256	-
Income invoiced in advance	33,268	48,434	32,268	40,424
Accrued expenses	29,682	15,005	27,882	13,205
Social security and other taxes	18,986	47,676	18,003	47,676
Tenants' rent deposits	<u>96,789</u>	<u>86,592</u>	<u>96,789</u>	<u>86,592</u>
	<u>468,798</u>	<u>519,202</u>	<u>466,406</u>	<u>509,392</u>

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11 Creditors :- Amounts Falling due after one year

	Group		Charity	
	2014	2013	2014	2013
	£	£	£	£
Bank loans and overdrafts	<u>1,427,316</u>	<u>1,596,096</u>	<u>1,427,316</u>	<u>1,596,096</u>

Included above is an amount of £911,982 (2013 £1,065,597) which is due after more than five years. The loans are secured by a legal mortgage over the leasehold property, The Print House and by fixed and floating charges against all the assets of the company.

12 Operating Lease commitments

At the year end the company had annual commitments under non-cancellable operating leases for land and buildings as set out below:

	2014	2013
	£	£
Operating leases which expire: in over five years	<u>£ 149,800</u>	<u>£ 145,800</u>

13 Analysis of net assets between funds

At 31 March 2014	Unrestricted funds	Designated funds	Restricted funds	Total Funds
	£	£	£	£
Tangible Fixed Assets	1,041,102	2,425,463	-	3,466,565
Investments	10	-	-	10
Current Assets	217,093	-	-	217,093
Current Liabilities	(466,406)	-	-	(466,406)
Long Term Liabilities	<u>(1,427,316)</u>	<u>-</u>	<u>-</u>	<u>(1,427,316)</u>
	<u>(635,517)</u>	<u>2,425,463</u>	<u>-</u>	<u>1,789,946</u>

14 Funds

	Balance at 1/4/13	Incoming Resources	Outgoing Resources	Transfers (to)/from	Balance at 31/3/14
	£	£	£	£	£
<u>Unrestricted capital funds</u>					
Capital funds	657,386	-	(7,955)		649,431
Revaluation reserve	<u>1,521,647</u>	<u>-</u>	<u>(42,809)</u>	<u>297,194</u>	<u>1,776,032</u>
	<u>2,179,033</u>	<u>-</u>	<u>(50,764)</u>	<u>297,194</u>	<u>2,425,463</u>
<u>Unrestricted income funds</u>					
General funds	<u>(797,475)</u>	<u>1,115,648</u>	<u>(1,000,262)</u>	<u>46,572</u>	<u>(635,517)</u>
Total charity funds	<u>1,381,558</u>	<u>1,115,648</u>	<u>(1,051,026)</u>	<u>343,766</u>	<u>1,789,946</u>
Bootstrap Trading Company Ltd	<u>-</u>	<u>107,627</u>	<u>(61,055)</u>	<u>(46,572)</u>	<u>-</u>
Total funds	<u>1,381,558</u>	<u>1,223,275</u>	<u>(1,112,081)</u>	<u>297,194</u>	<u>1,789,946</u>

Revaluation reserve

This represents the unrealised gains arising from the revaluations of the leasehold properties. A proportion of any annual depreciation provision is charged to this fund.

Capital funds

This fund is the value of grants and donations made towards the cost of the buildings. A proportion of any annual depreciation provision is charged to this fund.