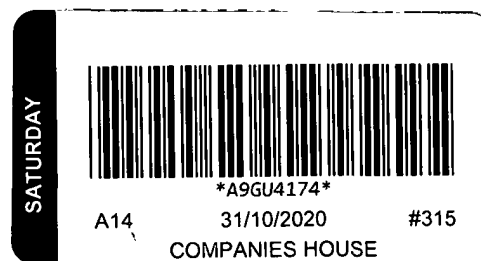


Company number: 05435630

Charity Number: 1112094

The Glass-House Community Led Design

Report and financial statements
For the year ended 31 March 2020



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The Glass-House Community Led Design

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The Glass House Community Led Design

Reference and administrative information

For the year ended 31 March 2020

Company number 05435630

Charity number 1112094

**Registered office
and operational
address** 2 Wardrobe Place
London
EC4V 5AH

**Country of
incorporation** United Kingdom

Directors Prue Chiles Chair
Susannah Davis
Robert Johnson
Alexander Sainsbury

**Key management
personnel** Sophia de Sousa Chief Executive

Secretary Sophia de Sousa

Bankers CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling ME19 4JQ

Solicitors Portrait Solicitors
1 Chancery Lane
London WC2A 1LF

**Independent
Examiner** Noelia Serrano
Sayer Vincent LLP
Chartered Accountants
Invicta House
108-114 Golden Lane
London EC1Y 0TL

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

The Directors, who also act as Trustees for charity law purposes, submit their annual report and the financial statements of The Glass-House Community Led Design for the year ended 31 March 2020. The Directors confirm that the annual report and financial statements of the Charity comply with current statutory requirements, the requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities'.

Structure, governance and management

The Glass-House Community Led Design, which is a Registered Charity (1112094) and a Company Limited by Guarantee (05435630), is constituted through its Memorandum and Articles of Association.

The Board of Directors currently has four appointed members, who give their time to the Charity on a voluntary basis. The Directors of the Company during the year are set out in the legal and administrative information on page 1. The current Directors are Prue Chiles (Chair), Susannah Davis, Robert Johnson (Chair of Finance Committee) and Alex Sainsbury.

Either existing Directors or senior staff members may propose potential new Directors. The Chair and at least one other member interview each potential Director. If approved, potential Directors attend a meeting of the Board of Directors as an observer. Directors may subsequently be appointed by a unanimous vote on an ordinary resolution at a quorate meeting of the Charity's Board of Directors. There is an established process for the induction of Directors. All new Directors are provided with an induction pack containing relevant documentation as recommended by the Charity Commission. The Board carries out regular governance reviews of the Board and its functions.

The Directors appoint a Chief Executive to manage the day-to-day activities of the Charity.

Risk management

The Charity has assessed the governance, operational, financial, and external risks, as well as those related to compliance with law and regulation. Where appropriate, the Charity has consulted external experts to ensure that the systems and structures in place meet standards and regulations. The Charity has established a clear set of Financial Policies and Procedures adhering to guidance from the Charity Commission, as well as a Financial Reserves Policy appropriate to the risks of the Charity. A comprehensive review of the risks is carried out on an annual basis.

Related parties

One of the Charity's Directors (Alex Sainsbury) is also on the board of the Charity's main core funder, The Glass-House Trust. See note 8 for further information.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Objectives and activities

The Principal objects of the Charity are:

- the advancement of education in matters relating to urban design, including by offering advice, information, training and project support to community, tenants and residents groups throughout the UK in matters relating to urban design.
- the maintenance, improvement or provision of public amenities in areas of social and economic deprivation, in the interests of urban and rural regeneration, through the support and promotion of public participation in the design of the built environment and public spaces.

Mission and approach

We want to make great places a reality for everyone.

We connect people with the design of their places, and connect design with people.

Our work is focused on supporting communities, organisations and networks to work collaboratively on the design of buildings, open spaces, homes and neighbourhoods.

We see design not only as a tool for creating great places, but also as a way to connect people and to empower them with enhanced confidence, skills, and a greater sense of agency.

We work openly and collaboratively across disciplines and sectors to develop research, projects, events and practical resources. We are committed to sharing the learning from our work to help affect change for people, places and practice.

What we do

Champion: We are an independent advocate for the value of empowering design practices and for the importance of design quality and its effect on people's quality of life.

Empower: We empower people and organisations through design by building new skills and confidence that give people the agency to contribute to and lead inclusive local change.

Connect: We use design to bring people together to work collaboratively to improve their places and support local relationships and networks that help build community.

Innovate: We test new ideas and methodologies with partners, projects, and places and share what we learn to inform and innovate design practice.

Areas of work

Improving places

We enable a wide range of people and organisations to work together to shape places, such as the design of new housing, revitalising a green space or transforming a community building.

Our independent, hands-on support helps to build confidence and capacity, to inspire, and to give people the agency to improve the quality of their neighbourhoods.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Innovating practice

We inject new approaches and processes that enhance the social and economic impact of designing places and inform policy and practice.

Our support empowers organisations to rethink their culture and practice to support a more open and collaborative approach to shaping places.

Action research

We undertake action research with partners across sectors and disciplines to explore the value and impact of empowering design practices in supporting people and places.

Through our collaborations with partners and the communities engaged with our research, we develop and share new knowledge, tools and resources.

Supporting dialogue

We create and facilitate interactive events and activities that help people from different backgrounds and professions work together and learn from each other.

We also share our work on empowering design practices at conferences, workshops, lectures and other events that explore the connections between people and places.

When planning our activities for the year, the Directors have considered the Charity Commission's guidance on public benefit. The Glass-House works to ensure that our programmes are inclusive, accessible and responsive to the needs of our beneficiaries. We also aim to ensure that any support that we offer brings benefit not only to the direct participants, but also to a broad cross-section of the communities in which their projects are based. We are also committed to ensuring that our work supports innovation, and the production and sharing of learning.

Allocation of resources to beneficiaries

The Glass-House offers free or subsidised enabling and support to community groups and organisations through a number of different programmes.

The Glass-House delivers a programme of free events, which includes our national Glass-House Debate / Event Series and other workshops, seminars and events. We generally offer open registration to these on a first come, first served basis.

The Glass-House also offers some free or subsidised project-based support and training to selected communities, which is sometimes made possible through theme-based funded programmes. All of this support is accessed through an application process to assess eligibility of groups and projects, managed by the Charity's staff and any relevant partners.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

All applicants are interviewed and/or visited by one or more members of staff, and application information assessed by at least two members of staff. The staff team reports regularly to the Chief Executive and the Board of Directors on both projects being considered and resource allocations made. All support given has clear terms and conditions attached and is subject to rigorous monitoring and evaluation. Above all, there is the expectation that we will capture and share learning from each of these projects, and that those we support will work with us to help ensure that the work we do with them can benefit others as well.

In some cases, our free support to communities is linked to the collaborative action research programmes we deliver with higher education and third sector partners. This allows us to both provide practical support on the ground in communities, and to extract and disseminate learning to contribute to the growing evidence base and movement of community-led, participatory and collaborative design of place.

Report on activities 2019/20

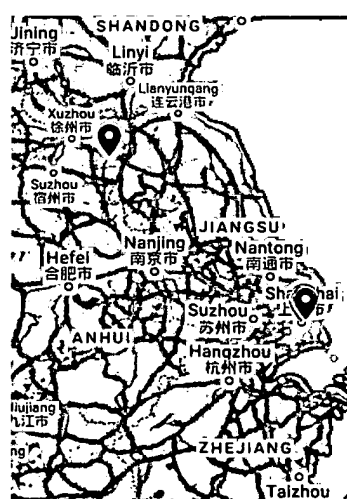
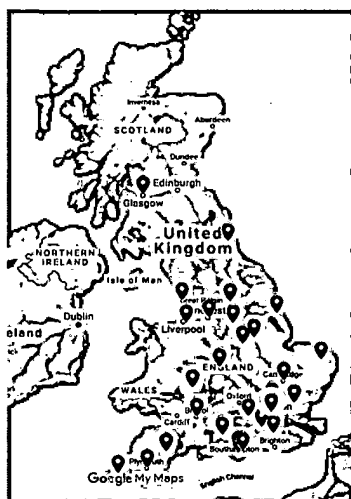
Being ambitious about the future of The Glass-House

Our strategic plan had set five key strategic objectives for 2017-2020:

1. Be catalytic to affect change
(Choose and make opportunities for targeted action that has a significant impact)
2. Further develop, articulate and share our stories, practice and tools
(Develop our archive and shareable resources to widen practice and build legacy)
3. Champion, challenge and provoke
(Constantly ask people to reflect, reconsider and imagine)
4. Explore and test future scenarios for The Glass-House beyond 2020
(Consider where the future balance will lie between support, championing and educating)
5. Ensure that The Glass-House is a place where people love to work

This year saw us deliver a rich programme of activities, and to look back on the strategic objectives we had set for 2017-20 and reflect on what we had achieved over this period. We also looked ahead to develop a new strategy for the coming years, and to identify key areas of work and partners that can both build on existing projects, programmes and collaborations and lay the path for new ones in the future.

There is no doubt that we find ourselves in a stronger position in 2020 than in 2017, with a more robust financial position and healthy reserves, and with core strategic partnerships in place that help us extend our reach and impact. We have also found a balance to our work that is allowing us to both continue to provide practical support on the ground, and to use our experience and learning to champion and enable best policy and practice, and increasingly to educate and empower others to do what we do.



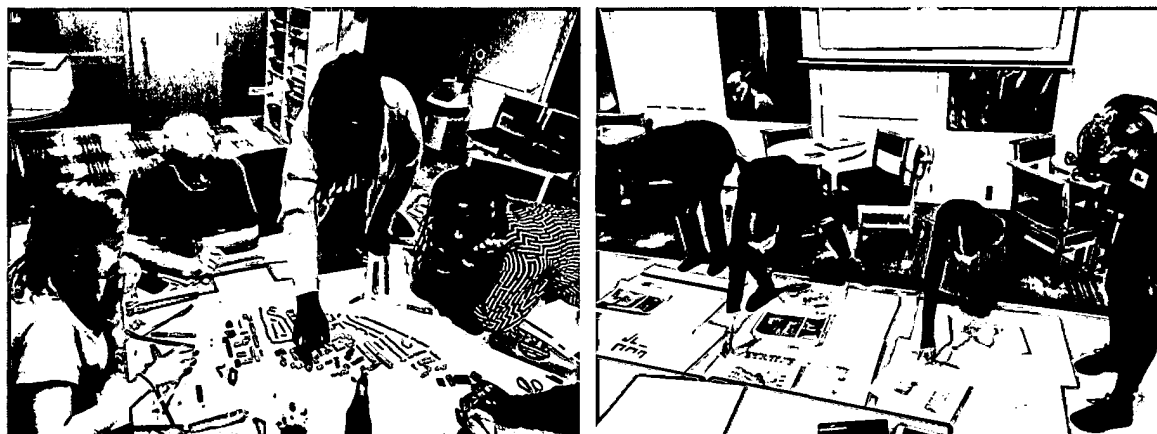
The Glass-House had a busy year travelling extensively around the UK, and also to China for one of our Action Research projects.

What follows, is a snapshot of our work in 2019/20.

Improving places

Our approach to supporting projects has always been rooted in helping people to develop the skills, tools and confidence to lead their local project and to connect with potential partners and beneficiaries. Our enabling and empowerment model aims to support better collaboration and more sustainable approaches to transforming places and spaces. We are able to do much of our work supporting groups on the ground through our action research projects, but also respond to communities, local authorities, housing associations and developers that approach us for support. The following is one such example:

Enabling design engagement in estate regeneration



This year saw us collaborating with the design Practice Karakusevic Carson to support an engaged design process to shape the regeneration of St Raphael's Estate, in North London. This included playing an advisory role to help the design practice shape their engagement programme, and injecting specialist support in building capacity among local residents to contribute meaningfully to the design process.

During a two-day Design Training course, members of the resident steering group, known as St Raphael's Voice, worked alongside local authority officers from LB Brent Council to learn about housing and neighbourhood design, explore opportunities to improve place quality, and build a vision for the future of their estate.

ACTIVITIES: MODELLING DESIGN IDEAS



ACTIVITIES: BEING A DESIGN ENABLER

WHAT CAN DESIGN DO?

- 1. Visualisation of ideas
- 2. Engagement and development of ideas
- 3. Testing ideas → potential in real world, how
- 4. Opportunity for dialogue to build on the ideas
- 5. Broad 'we' are working
- 6. Explore ideas upwards, put it in bold context
- 7. Entire process are with
- 8. Can help into emotions
- 9. Solve problems
- 10. Creative

WHAT CAN DESIGN DO?

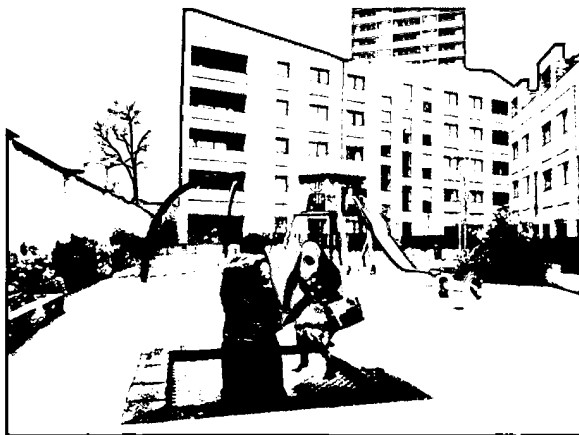
- Unlock Potential through the design process
- Analyse what we have
- Environmental impact
- Sense of responsibility
 - Privacy
 - Safety
 - Welcome
 - Empowerment
 - Content

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

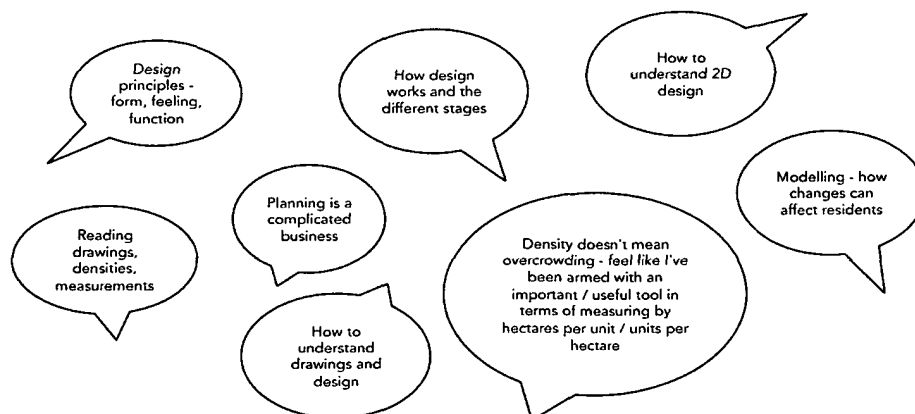
As part of the Design Training, we took the group to visit Granville New Homes, a project we supported 15 years ago, and benefitted from the participation of a member of the council project team and the resident steering group associated with that scheme. The Design Training course was facilitated alongside Glass-House enablers from our long-term collaborators URBED. The Glass-House also played a facilitation role in two study tours organised by Karaksevic Carson to visit inspiring housing schemes that have been built in other parts of London. One of the schemes, Bacton Low Rise, was one that The Glass-House had supported through Design Training, and we heard from participating residents in that process, with the benefit of hindsight, how much Glass-House Design Training had contributed to their own journey.



Participating members of St Raphael's Voice fed back that they had a greater sense of what opportunity design and development offered and felt more confident in engaging in the design process looking forward.

FEEDBACK FROM PARTICIPANTS

Name one important thing you think you've learned on the Design Training course:



Action research

Improving places through Action Research

Our action research is an active area of our work with communities on the ground to improve their places and to reflect with them on the places they have transformed. The next section gives a snapshot of this work.

An ongoing strategic partnership with the Open University

Since 2013, The Glass-House has had a strategic partnership with the Open University's Design Group. Our partnership innovates, supports and promotes community-led, participatory and co-design practice and research for the benefit of better places for all.

Empowering Design Practices: historic places of worship as catalysts for connecting communities

This six-year collaborative research project is the largest project in the Design and Communities strand funded by the Arts and Humanities Research Council (AHRC). It explores how community-led design can help empower those who look after historic places of worship to create more open, vibrant and sustainable places that respect and enhance their heritage. While working within this context of faith and heritage, the project also aims to develop tools, resources and training to support community-led design practice and research more widely. The Empowering Design Practices (EDP) project is a collaboration between The Glass-House, The Open University, Historic England, National Lottery Heritage Fund (formerly Heritage Lottery Fund), Historic Religious Buildings Alliance, and others. The project launched in October 2014 and though originally conceived as a five-year project, was extended through October 2020.

This year, we wrapped up our practical support to communities on live projects, and began our focus on consolidating our learning and producing practical resources that were informed by the research. We also focused on how we begin to cascade this learning out to the professionals who work with historic places of worship, delivering sessions in which professionals from the heritage, faith and design sectors came together to explore how they could better work with and support communities. In February, we also held our celebratory event EDP Live, which sought to create a space to celebrate the achievements of communities looking after places of worship, to share our learning and the various resources we have produced, and to work together to plan for the future.

Here is a snapshot of some of the EDP project activities this year:

Bow Moves

In May, EDP supported Bow Church to host 'Bow Moves' – a community event exploring potential uses of their building. The afternoon explored the possibility of forming new connections with local organisations and businesses, prompting them with the question "What would you do with this space?"

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020



The competition format helped test the appetite for Bow Church as a venue to hire, gain insight into the limitations of the space, and encourage groups to explore new activities that can serve the community. Once the applications came in, EDP helped Bow Church select two winners. In the end, Bow Church hosted Angelique Sinclair's Latin Dance and Vera's Karate Academy for a day themed around fitness and physical activity.



We also set up an arts and crafts station, which ran throughout the day. This created a space for families to get creative with the Bow Church logo that was created through a student project with UCL Bartlett.

Engaging communities in design decision-making

This workshop was held in Birmingham in April 2019. The workshop aimed to explore the meaning and value of community engagement in design and provide practical advice on how to engage and work with others in order to unlock the potential of historic religious buildings and inform design decision making. Participants were able to hear from two case studies, St Luke's Church in Oxford and Graylingwell Chapel in Chichester, as well as take part in group-work to explore community engagement strategies and tools. The workshop was attended by a mix of people from different backgrounds, including community members as well as support and development officers, funders, and academics.

The Glass-House Community Led Design

Directors' report

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We commissioned a brief film to capture the day.

It is an exploration of what community engagement means from the perspectives of the participants, and documents different aspects of the workshop and its impact. The film brings together perspectives from a variety of people: community members, support and development officers, architects and funders.

Training for architects: community led design in historic faith buildings

One of the highlights of the year, in terms of creating learning opportunities through collaboration, was our 2-day training for design professionals. This was aimed at those architects who are either already working, or interested in working, with historic places of worship as client groups. The training was designed to help participating architects explore not only how to work effectively with this particular kind of client group, but also how to reimagine their role as “design enablers”. We wanted to challenge the traditional power structures of the client consultant relationship, and to help guide professionals towards a more collaborative approach based on inclusive design processes built on meaningful engagement. To help us do this, we invited representatives from some of the places of worship we had already worked with through the research, to act as live client groups for the group tasks.

The first day of context-setting introduced some approaches, and continued on to a study tour in nearby West Hampstead for some thought provoking inspiration. The Sherriff Community Centre is housed within St James' Church, and runs a post office, cafe, and soft play centre within the main building. It was interesting to reflect on the design challenges the space posed, particularly with regard to storage, and the way the community has responded to such a significant transformation of the space.

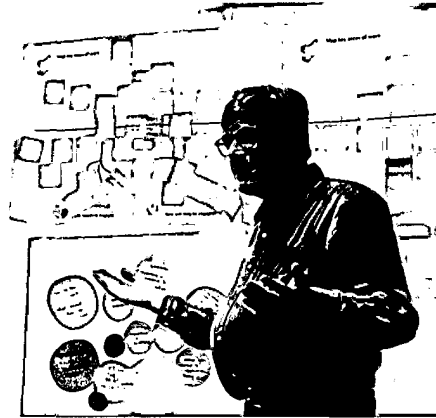


The group then reconvened for a second day with groups of architects from a wide range of backgrounds working with quasi ‘clients’, visiting guests from case studies within the research project.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020



Further tasks through the day allowed the groups to lean on and draw out each other's experience and expertise, working with the client on brief writing, project journey mapping and a focussed task on using engagement holistically in the design process.

As we gathered as a group at the end of the day it was revealing to note some themes that participants, both architects and 'clients' found most important:

1. Enjoying being out of their comfort zone: it was evident that the tools and exercises, and also conversations, were not familiar to all. There was a real appetite to participate and learn to understand what skills in the group we could help to unlock.
2. Better understanding of clients' needs: having a full two days to work together and listen to the viewpoints of people from diverse backgrounds, ages, and experience stressed the importance and value of listening better to our clients, and enjoying the relationships and prompts this can make to deepen the quality of the design.
3. Be more confident as an enabler for good design and conversation: it is not always easy to launch into a new project and make time for community and client engagement activities. By sharing some approaches and methods that have worked well, it was wonderful to see the groups presenting back with humour, intelligence and a feeling of passion and confidence.

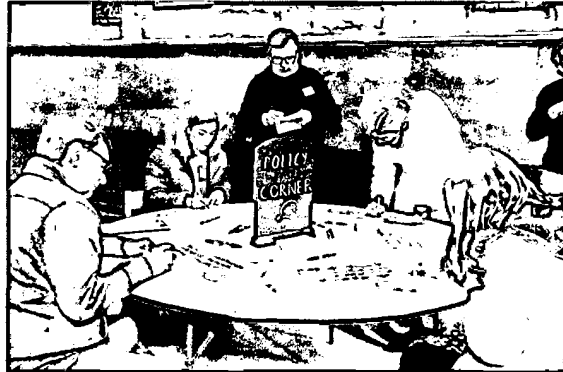
EDP LIVE

In February, 2020, The Empowering Design Practices research team gathered with partners, community collaborators, colleagues, funders and friends to celebrate five years of research exploring community leadership in design within the context of historic places of worship. This was a day to share learning and the resources produced by the research team, to celebrate community achievements and to explore the potential, opportunities and challenges that these buildings, and their custodians, face in providing welcoming spaces for their whole community.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020



The project's celebratory conference and exhibition, Empowering Design Practices LIVE was held at St Paul's Church in Hammersmith, a wonderful example of a church that has reinvented itself and transformed its building and offer to the community. The event was a wonderful opportunity to bring together the wide range of people and organisations that engaged with the project to reflect on work we have done together and to generate ideas and propositions for the future.

The EDP Live Exhibition



We also curated an exhibition for the event, offered a snapshot of the project, with key information and statistics about the activities and groups with which we have collaborated. It also included a section which introduced the wide spectrum of practical resources developed throughout the project and artefacts from public engagement activities and live student projects. The resources on offer for people to explore and take away included interactive websites Explore Design: community buildings, A Design Thinking Guide, as well as freely downloadable materials such as our Design Project Stories and our series of Designing Places with People booklets, on engaging communities in the design process. The exhibition also introduced emerging resources on working with architects, key topics for consideration when setting off on a project to transform a place of worship, and an online course on community leadership in design.

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Directors' report

For the year ended 31 March 2020

We also shared a series of films produced within the project, which include inspiring [stories of community engagement in design](#), a practical resource on [using digital media as a design engagement tool](#), and films capturing our [Design Training](#), a workshop on [developing a shared purpose](#), and related projects [Prototyping Utopias](#) and [Tate Exchange](#).



The EDP project commissioned a [film](#), which was shot during this event in order to capture the day, as well as reflections from both the EDP research team and collaborators.

Creating practical tools and resources

Our work on the ground in communities helped us identify a number of gaps in the support and resources available to groups leading community-led design projects in historic places of worship. This year we continued to build on the resources we had developed in previous years, and created a project resource map to help us better articulate how our resources could be used at key stages of live projects. Here are some of these new resources in which The Glass-House played a leading role:

Designing places with people: testing ideas for your community building

This resource has been designed to help those leading a project to develop or transform a building, space or neighbourhood, and the design professionals working with them, to develop an engagement strategy to support a collaborative design process.

Using a series of questions, prompts and snapshots, this resource aims to help people think more strategically and holistically about how to develop a strategy for inviting local people and stakeholders into their design process.



The Glass-House Community Led Design

Directors' report

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Using digital media in your community-led design project (film)



This film (and forthcoming booklet) is an introduction to using digital media as an engagement tool for a design project. It sets out information on different types of digital and social media, and explores how they can be used to help capture and share information, voices and stories in a variety of ways. The resources give practical examples of how digital media have been used in different contexts, and offers prompts and inspiration for those interested in using these tools for

Stories of community engagement in design

The EDP research team also commissioned a series of films in 2019 to tell the stories of three projects that have engaged different people in different ways, throughout their journey, to help inform plans, make design decisions and carry out collaborative activities. We hope they will be a source of information and inspiration for others going through a journey of transforming their place of worship.

Other Action Research

Fostering creative citizens through co-design and public makerspaces

This has been a busy year for work on our collaborative action research project with Brunel University and Tongji University in China. *Fostering creative citizens in China through co-design and public makerspaces* is a three-year project (from October 2018 through September 2021) funded by the Arts and Humanities Research Council and Newton Fund.

Project summary

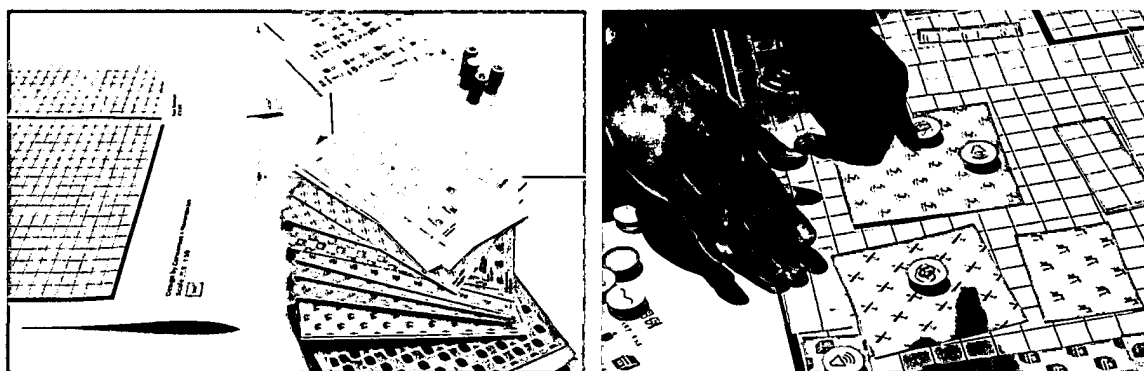
The key research question of this study is: *How can community creative hubs for China be built jointly with the public and local authorities, applying co-design as a strategic tool?*

In order to achieve the goal of delivering the prototype of a community creative hub and a suitable plan for the nationwide implementation, the core aim of this project is to draw on and further develop best practice from the UK to develop a strategic design framework with guidelines for developing community creative hubs in China. The aim is to foster creative citizens in an inclusive manner and deliver societal and economic impact, from both the co-design process and the built outcomes.

As well as playing a strategic role in the development and delivery of the project, The Glass-House has injected specific activities into the research journey in the past year:

Creating a co-design workshop for makerspaces

One of the core approaches in this project is the use of collaborative co-design workshops to bring people together to explore perceptions and ambitions for makerspaces. The Glass-House team took our well-established 'Design by Consensus' workshop and adapted it for use with a range of participants both in the UK and China. This version of our workshop had a clear objective – to help different stakeholders develop empathy for each other, and to create shared visions and design ideas for public makerspaces and community creative hubs.



Supporting a study visit to the UK for Chinese academics, researchers and makers

The Glass-House team, working with colleagues from Brunel University London, hosted a study visit for our Chinese colleagues in June 2019. Participants took part in a series of visits to UK makerspaces, with the programme culminating in a full-day conference. This event brought our visitors together with researchers, practitioners and makers from the UK to explore the social

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

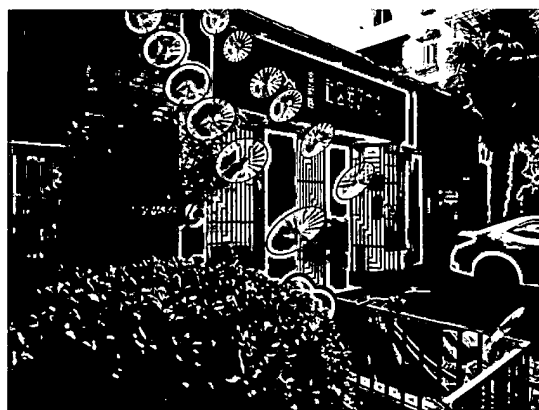
and economic value created by these creative spaces for co-design, co-production and their impact in communities.



At the conference, our research team ran a pilot Design by Consensus: Makerspaces workshop with our Chinese visitors. While delivered in English, the materials and resources we used were highly tactile with limited text, all of which was translated into Mandarin. Working in two groups, we asked participants, who had varying experiences with makerspaces in China, to work in teams to create a vision and design ideas for their ideal makerspace. The workshop revealed some fascinating differences between the two different cultures, but also demonstrated that there are some core principles that drive places where people can come together to be creative.

Visit to Shanghai

The following week, the research team, including The Glass-House Chief Executive Sophia, set off for our study visit to China. While there, we worked with colleagues at the College of Design and Innovation at Tongji University in Shanghai to deliver an open event for local people on makerspaces. At this event, we heard from guest speakers about innovative projects happening in China and abroad, and invited participants to take part in the Design by Consensus workshop. This time the workshop was run in Mandarin, and to our great excitement, participants from the group who visited London helped us co-facilitate. We then left the workshop resources and interactive materials with our colleagues at the university, to use with their students and in future public-facing events.



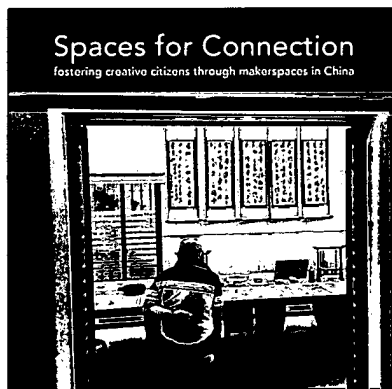
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The research team also visited a broad range of spaces for making and creative activities, including neighbourhood-based centres, hackerspaces, and FabLab technology centres in Shanghai, and then Shaji, a Taobao Village in a rural area outside the city. Looking across a spectrum of different types of creative spaces, we were able to see some common threads, and bring home some valuable learning on approaches and principles both shared by and differing from those in the UK.

Spaces for Connection: fostering creative citizens through makerspaces in China



This publication draws together learning from a series of visits to creative community spaces in China. Looking at different models, including neighbourhood-based community centres, hackerspaces, FabLab technology centres, and Taobao Villages, we explore the strengths of the different approaches taken, and extract some themes and recommendations to support a spectrum of creative makerspaces and community co-design spaces in the UK.

Looking forward

As this research project continues, The Glass-House will play an active role in advising the research team on co-design practice, and on helping to extract useful learning and practical resources for both academic and community audiences in the UK. The Design by Consensus workshop designed by The Glass-House will remain a research tool throughout the project, and will be used in the co-design process in China to support community-based making initiatives and spaces.

Innovating practice

We are keen to share our experience and learning with others, to apply it within the context of organisational and city-wide strategies, and to help build capacity in the professions. Working with academia, design and regeneration professionals, we champion the connection between design, people and place, to help improve the quality of places and empower people. Here are some of the activities in which we have been active in 2019/20.

Continuing Professional development seminar series for RIBA

Community engagement: collaborative design techniques

The Royal Institute of British Architects (RIBA) commissioned The Glass-House to provide Continuing Professional Development (CPD) training on community engagement and collaborative design techniques as part of the 2019 RIBA Core Curriculum Programme, City Club Programme and in-practice offer. This took us to 20 locations across the country, and saw us providing training to over 700 design professionals. A [webinar version of the seminar](#) has been recorded, and is available on demand via the RIBA Academy website.



The CPD seminar series created a great opportunity for The Glass-House to share our experience, as well as some practical tools and approaches from our work. It also brought us into dialogue with the sector at a time in which there is an increasing interest and great ambition for effective community engagement in design.

This seminar series brought us into contact with a broad spectrum of design professionals and practices around the country, and feedback on the sessions was extremely positive. 88% of participants agreed or strongly agreed that they had learned something new in the training, and 79% said they would use what they learned in their work.

Participants on the whole really enjoyed the interactive nature of the seminar, and while challenged by the co-design activities, found it useful to put their learning into action immediately, and that they had also learned a great deal from each other through group work.

The Glass-House has gathered a large and incredibly rich data-set from the series, and we are now working to extract findings and to develop a resource which shares our learning and signposts the stories of great collaborative design projects that we have collected.

Overall, the seminar participants felt that community engagement in design has a positive impact on design outcomes, and there appears to be a growing awareness of the need to build a greater understanding of and confidence in delivering effective community engagement.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

The Glass-House and higher education

The Glass-House enjoys working with universities and where possible, we inject some of our experience and learning into degree programmes for emerging design and regeneration professionals. This year we supported a live project in collaboration between The UCL Bartlett School of Planning, working with Dr Yasminah Beebeejaun and Ju Eun Kim. The project was initially conceived to sit alongside and contribute to The Glass-House event Reconfiguring Place. What's Vital Now?, scheduled to take place at UCL in London on 25 March 2020. Due to the COVID-19 pandemic, it was not possible to hold the event as planned, so The Glass-House asked the participating students to share a summary of their findings through a blog

The Students' report, *Designing a more inclusive Bloomsbury*, captured a live project which was deeply affected by the Covid-19 lockdown, but which still managed to reach completion.

Here is an excerpt from their introduction:

This report aims to provide an understanding of how Bloomsbury residents, students, and employees of UCL perceive and use public space within the Bloomsbury campus, and imagine how these groups might collaboratively design a public open space that is inclusive to all. Universities as 'sleeping giants of place-based leadership' (Hambleton, 2008) highlights how city universities are proactive in the development of public spaces. As universities are increasingly key players in regeneration, there is a need to examine the extent to which city university campuses are spaces of inclusion and public participation.

The students' full report is available on our website.

Glass-House participation on panels and advisory groups

The Glass-House team has been active on a number of groups, panels and advisory groups this year. These include:

- Highways England Design Review Panel
- Built Environment Expert, Design Council
- Historic England Historic Places Panel (formerly Urban Panel)
- Historic England Advisory Committee
- Historic England Expert Advisory Group
- RSA Student Design Awards

Contributing to central government policy and guidance

The Glass-House also uses our experience to contribute to policy responses, and this year was no exception. We worked with the Ministry for Housing Communities and Local Government to advise on two key pieces of guidance:

- The National Design Guide (<https://www.gov.uk/government/publications/national-design-guide>)
- Design: Process and Tools (<https://www.gov.uk/guidance/design>)

Supporting dialogue

WE design: Reconfiguring Place

The Glass-House national event series 2019/20

During the WE design 2019/20 event series, *Reconfiguring Place*, The Glass-House further evolved our approach to combining active co-design activities with discussion about the current landscape in placemaking. This series was imagined as a response to the current built environment landscape and sought to explore how we change our relationship with the places around us, with a focus on improving design quality and creating more equitable places where communities thrive.

Using the themes of power, sustainability, connection and sustainability as a starting point at each event, we focused on *intergenerational cities* in Glasgow, *high streets* in Blackpool, and *housing* in Manchester. We hoped to gather a sense of how the situation changes across the UK, identifying place-based differences, but also commonalities.

Working collaboratively across the four tables, we used creative brainstorming and model-making to encourage participants to work together to think about new ideas and policy recommendations for our cities and spaces. The format for the events was a continuation of many Glass-House ideas, and provided a space to be active, creative and collectively contribute to a discussion, rather than just to listen.

Due to the circumstances surrounding Covid-19, the final event in the series, 'What's Vital Now!?', which was due to take place in London in March 2020, was postponed. We decided to end the 2019/20 series with the three workshop-based events that had taken place so far. This model, and the themes it sought to explore, are ever more important as we reflect on the spaces and places we should aspire to moving forward.

Our series partners were Civic House in Glasgow, [The Design Group at Open University](#), [Historic England](#), [The Manchester School of Architecture](#) and [URBED](#)



What we noticed most was that despite the different starting themes and locations, there was a huge amount of similarity between the different proposals at each event and between events. The strong focus on mixed use and supporting enterprise, repurposing of spaces for community purposes, and skill-sharing was clear throughout.

The outcomes and proposals are recorded in this booklet, and we hope to take these ideas forward to policy-makers in order to implement change, as well as inspire local action at a range of scales.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Reconfiguring Place: Intergenerational Cities

Glasgow, October 2019

We headed to Glasgow for our first event, in collaboration with Civic House, to explore the concept of Intergenerational Cities and what that means for placemaking. Cities and public spaces can often be segregated by age, with places designed to attract or deter certain age groups. Factors such as accessibility and frequency of transport, public space quality, and stereotypes can all limit opportunities for cross-over between generations. For this event, we wanted to think more 'intergenerationally', and generate some creative ideas for doing things differently.



Through discussion, we explored the following questions:

- What does the term *intergenerational* mean in the context of place? Is it different from *multigenerational*?
- What can places do to help prevent the partitioning of different age groups into "*generation ghettos*"?
- How might bringing people of different ages and generations together through place unlock new opportunities to improve our quality of life?
- How can the stories and heritage of Glasgow shape how different age groups interact within it?

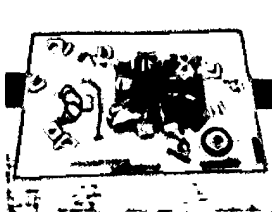
Here are the ideas that emerged:

Connection



An active, community noticeboard in an empty high-street shop.

Diversity



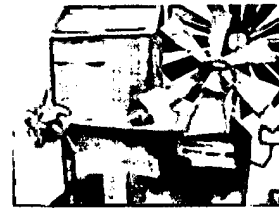
DiverCity, a place for shared communal spaces and activities.

Power



Removing cars to create play streets and fun, accessible playgrounds.

Sustainability



The community boiler: an adaptable, energy producing mixed use space.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Reconfiguring Place: High Streets

Blackpool, November 2019



High streets have become extremely prominent in recent discourse about towns, cities, heritage and community. We partnered with [Historic England](#) and [The Open University](#) for this event to investigate local people's ideas for what can be done to shape our nation's high streets differently, as well as what could be done more specifically in Blackpool. Struggling high streets have been dominant in the national narrative for some time. However, with central government injecting £1 billion into funding high street renewal, we felt it was an opportune moment to explore what a vibrant and relevant high street could look like and what role local people and organisation can play in helping them thrive.

Here are the questions we explored at this event:

- How can we change the narrative about high streets to one that focuses on opportunities and celebrates successes?
- How can the stories and heritage of a city inform how we shape our high streets moving forward?
- How do we give communities a proactive role in revitalising our high streets?
- How can we help different age groups to interact on the high street?

Here are the ideas that emerged:

Connection



A central town hub with enterprise zone, playgrounds, art trail and wayfinding.

Diversity



A connection hub with sports and youth support facilities.

Power



A film & photography festival to connect the community.

Sustainability



A central green hub with business investment and high street improvements.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Reconfiguring Place: Housing

Manchester, February 2020

Our final event took place in Manchester, a city with a huge student population which accounts for the majority of new accommodation buildings. Housing has featured prominently in the news recently, from unsafe cladding post-Grenfell, the debate about space standards and social housing levels, to the widespread flooding that's hit the UK in the past few months. Our aim with this evening was to think creatively about how we might acknowledge, but also look beyond this narrative to suggest some productive proposals for enacting change.

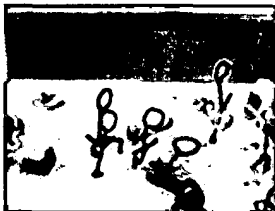


We partnered with the Manchester School of Architecture to ask:

- How can we shift the narrative about housing from a focus on delivery targets, to talking about designing great homes and neighbourhoods for people?
- Are there new models for housing provision that could help us tackle problems of affordability and homelessness?
- What role can housing play in bringing people of different cultures and ages together to tackle our global climate emergency?
- How do we give communities a proactive role in shaping and delivering better quality and more sustainable housing for the future?

Here are the ideas that emerged:

Connection



Rethink housing developments, so they that push cars to the edges and free up streets for people.

Diversity



Occupying the ground floor of housing blocks for diverse uses and interaction.

Power



The power mobile: a new way to weight the decision making process (more power to people and design, less to money).

Sustainability



A modular approach to growth, with lots of smaller nodes rather than super-cities.

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Participants also came up with some great policy recommendations

Here are just a few:

1. Level the playing field between new build and refurbishment projects by taking 20% VAT off the cost of refurbishment.
2. Encourage people to work together to make their streets 'play streets' by offering a council tax rebate to those streets that work together to do so.
3. Make it easier for people to bring new uses and collaborative activities into empty spaces on high streets.
4. Make it easier and provide support for people to experiment with innovative start-ups, especially those which have not previously been able to access funding.
5. Encourage / demand investment and / or philanthropy from online retailers and big business to fund town centre events and revitalising vacant spaces.
6. Break up the master developer model and encourage smaller initiatives.

Participant and partner views on the events:

"I've realised it's small changes that can make a difference."

"I will look at our projects and see if there are ways we can make them more multi-generational, not just inter-generational."

"A great opportunity to meet people across the generational divide"

"I valued most the generosity of ideas and respect shown between attendees."

"I will be more exploratory & inquisitive about the organisations and activities already here."

"I really learned and appreciated the discussion with everybody at the end. Overall got to know people with different views and backgrounds which always bring to the table."

"Brilliant conversation and engagement. Made all the better after the young people and youth workers arrived."

The Glass-House Community Led Design

Directors' report

For the year ended 31 March 2020

Other events to inform, provoke discussion and inspire

The Glass-House has an approach to developing and participating in events that engage audiences in thinking, exploring and doing. We have embedded this interactive approach and created spaces to inform and inspire at the following events organised by others:

- 13th European Biennial of Towns and Town Planners 2019 | Planning Fringe, Plymouth, September
- DOTI (Design On The Inside) Fest, London, October 2019
- RIBA Guerilla Tactics, Royal Institute of British Architects (RIBA), London, November 2019
- Think Station: Your ideas for a new passenger hub, Network Rail & Design Council, Bristol, December 2019

External events attended included:

- MHCLG Design Manual workshop, London, August
- Historic England roof reception, London, September
- MHCLG Community Engagement Co-design Workshop, London, October
- Public Practice Research & Development Workshop and Forum, London, October
- MHCLG Laying the Foundations for Change: Making Pro-Social Communities through Housing and Social Infrastructure roundtable, London, December
- Place Alliance Big Meet on Housing, London, January

Articles and publications

Co-authored academic papers

The Glass-House has worked with colleagues from The Open University, Brunel University on a number of academic papers. The following was published this year:

Types, obstacles and sources of empowerment in co-design: the role of material objects and processes, published in the Co-design Journal, April 2019

Business development and financial review of 2019/20

The Glass-House began 2019/20 with a fully-funded secure budget, a commitment of core funding from the Glass-House Trust through 2023, and ongoing research funding. Working against the strategic objectives set out in our 2017-2020 strategic plan, we shifted our strategic business development planning to focus on the period beyond 2020 and to focus on and explore where and how The Glass-House can make the most difference looking forward, and to identify the key partnerships that can support our work.

We ended the year of 2019/20 with a surplus of approximately £14k, which has brought our reserves back up to a more comfortable level, and in so doing, has helped us achieve one of the core objectives set out in our strategic plan for 2017-20. With secured core funding from The Glass-House Trust through 2023 alongside our research funding and commissions, we have a more solid foundation on which to build and to consider how, after a period of consolidation and focus, we may grow again as an organisation in the short to medium term.

Looking forward

The coming year will see us continuing to deliver a broad spectrum of work, with a focus on further strategic development for the future, and at the same time, to develop a wide range of resources to support communities and professionals to help connect design, people, and place, and to build capacity to support community-led and participatory design processes.

We will further explore how we can best work with others to support a cross-sector and interdisciplinary network, our "collaborative economy", of those supporting community leadership in design and placemaking. Our core strategic partnership with The Open University is going from strength to strength, with a large and very successful project drawing to close in the coming year, new research projects already in place and funded, and others in development. Through this we will explore the feasibility of a joint resource hub and incubator to open-source our learning and resources, and to serve as a catalyst for new collaborations and projects to support community leadership in design and placemaking. We are also collaborating on the development of online courses.

We will be working in collaboration with a number of higher education partners to support the integration of our learning and experience into degree courses, and to build champions heading into practice. We are also supporting students and communities involved in live projects, mentoring students working with their locally based groups in their area, and helping to draw students and communities onto our event series and the national dialogue around design and placemaking.

It is our aim to continue to play an active and outspoken role in the field of design and placemaking, and to champion the role of community leadership in shaping where we live, work and play.

Directors' report

For the year ended 31 March 2020

Reserves policy

The desired figure for reserves of £35k compares with our existing general funds of approximately £43K, with free reserves of £40k. Our reserves policy, for the purposes of ensuring the robustness of the organisation, is based on three months' fixed running costs and is calculated at £35k based on our current budget and forecasts for the next three years. In calculating the free reserves, the Directors have excluded the designated fund that represents the net book value of the fixed assets.

The Glass-House Trust will continue to fund the organisation at the current level of support (£100k per annum), which, combined with other secured funding, provides a high degree of security and the financial viability of the organisation at its reduced scale through 2023.

In 2015/16, our risk analysis revealed that a careful review and targeted reduction of fixed costs could dramatically reduce risk related to income targets and reserves. Our decision to implement steps to reduce fixed costs has helped us return to a more sustainable and flexible model and to considerably reduce risk. This allowed us to operate in 2016/17, 2017/18 and 2018/19 with reduced risk despite low reserves, basing operating budgets on income already secured through 2020. Having already secured funding at 100% of our budget for 2020/21 and core funding from The Glass-House Trust through 2023 alongside some project funding, we are confident that we are operating with a keen eye on financial risk while operating on a now more comfortable level of reserves. We aim to maintain and further build on our reserves in order to ensure resilience and the ability to respond to opportunity and crisis effectively in the future.

Our reserves policy will therefore be reviewed again in the new year, to ensure that we are addressing any new challenges both to the sector and to our organisation, and to plan how we will further build on our reserves in order to ensure resilience and the ability to respond to opportunity and crisis effectively in the longer term.

Preparation of the report

This report of the Directors has been prepared taking advantage of the small companies exemption of section 415A of the Companies Act 2006.

This report was approved and authorised for issue by the Directors on 28 September 2020 and signed on its behalf by:



Prue Chiles
Chair

Independent examiner's report

To the trustees of

The Glass-House Community Led Design

I report to the trustees on my examination of the accounts of Glass-House Community Led Design for the year ended 31st March 2020.

This report is made solely to the trustees as a body, in accordance with the Charities Act 2011. My examination has been undertaken so that I might state to the trustees those matters I am required to state to them in an independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the trustees as a body, for my examination; for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the charity trustees of the Company you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act') and the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of the Company's accounts carried out under section 145 of the 2011 Act and in carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Charities Act 2011 ('the 2011 Act').

Independent examiner's statement

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

- 1 Accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- 2 The accounts do not accord with those records; or
- 3 The accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view' which is not a matter considered as part of an independent examination; or
- 4 The accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities; or

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Signed:

Name: Noelia Serrano FCA DChA

Address: Sayer Vincent LLP, Invicta House, 108-114 Golden Lane, London, EC1Y 0TL

Date: 8 October 2020

The Glass-House Community Léd Design

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2020

	Note	2020 Total £	2019 Total £
Income from:			
Donations and legacies	2	100,000	100,000
Charitable activities			
Improving Places	3	11,230	6,095
Action Research	3	38,166	28,885
Supporting Dialogue	3	428	2,375
Innovating Practice	3	9,922	1,259
Investments – Bank interest		7	5
Total income		159,753	138,619
Expenditure on:			
Charitable activities			
Improving Places	4	27,303	26,337
Action Research	4	49,839	53,907
Supporting Dialogue	4	38,271	31,318
Innovating Practice	4	30,376	26,761
Total expenditure		145,789	138,323
Net income for the year and net movement in funds	5	13,964	296
Reconciliation of funds:			
Total funds brought forward		28,977	28,681
Total funds carried forward		42,941	28,977

All of the above results are derived from continuing activities and are unrestricted. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 14 to the financial statements.

The Glass-House Community Led Design

Balance sheet

Company no. 5435630

As at 31 March 2020

	Note	£	2020 £	£	2019 £
Fixed assets:					
Tangible assets	10		<u>3,056</u>		<u>285</u>
Current assets:					
Debtors	11	16,389		18,252	
Cash at bank and in hand		<u>31,544</u>		<u>21,503</u>	
		47,933		39,755	
Liabilities:					
Creditors: amounts falling due within one year	12	<u>(8,048)</u>		<u>(11,063)</u>	
Net current assets			<u>39,885</u>		<u>28,692</u>
Total net assets			<u>42,941</u>		<u>28,977</u>
The funds of the charity:	13				
Unrestricted income funds:					
Designated funds		3,056		285	
General funds		<u>39,885</u>		<u>28,692</u>	
Total unrestricted funds			<u>42,941</u>		<u>28,977</u>
Total charity funds			<u>42,941</u>		<u>28,977</u>

The opinion of the directors is that the company is entitled to the exemptions conferred by Section 477 of the Companies Act 2006 relating to small companies.

The directors acknowledge the following responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- (ii) 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.

Approved by the trustees on 28 September 2020 and signed on their behalf by



Prue Chiles
Chair

The Glass-House Community Led Design

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies

a) Statutory information

The Glass-House Community Led Design is a charitable company limited by guarantee and is incorporated in the United Kingdom. The registered office address is 2 Wardrobe Place, London, EC4V 5AH.

b) Basis of preparation

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 (FRS 102) – (Charities SORP FRS 102), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

c) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

d) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

Key judgements that the charitable company has made which have a significant effect on the accounts include a commitment by The Glass-House Trust to make a grant of £300,000 over three years (£100,000 for each of 2020/21, 2021/22 and 2022/23) to the charitable company.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

f) Interest receivable

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.

g) Fund accounting

Unrestricted funds are donations and other incoming resources received or generated for the charitable
Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

Notes to the financial statements

For the year ended 31 March 2020

1 Accounting policies (continued)

h) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of activities undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

i) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

• Improving Places	18.38%
• Action Research	33.15%
• Supporting Dialogue	27.31%
• Innovating Practice	21.03%
• Governance costs	0.13%

Support and governance costs are re-allocated to each of the activities on the following basis which is an estimate, based on staff time, of the amount attributable to each activity

• Improving Places	18.40%
• Action Research	21.04%
• Supporting Dialogue	33.23%
• Innovating Practice	27.33%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Office equipment 3 years.

• **Notes to the financial statements**

For the year ended 31 March 2020

1 Accounting policies (continued)

k) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

l) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

m) Creditors

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Pensions

The Company contributes to members' stakeholder pension schemes by making contributions of 5% of gross wages. Contributions are charged to the Statement of Financial Activities as they become payable in accordance with the rules of the scheme.

The Glass-House Community Led Design

Notes to the financial statements

For the year ended 31 March 2020

2 Income from donations and legacies – all unrestricted

	2020 Total £	2019 Total £
The Glass-House Trust	100,000	100,000
	100,000	100,000

3 Income from charitable activities – all unrestricted

	2020 Total £	2019 Total £
Improving Places		
Other income from Improving Places	11,230	6,095
Action Research (was Research & Development)		
Open University – Arts & Humanities research council	27,334	25,385
Brunel University – Arts & Humanities research council	10,832	3,500
	38,166	28,885
Supporting Dialogue (was Events)		
Other income from Supporting Dialogue	428	2,375
Innovating Practice (was Policy & Advocacy)		
Other income from Innovating Practice	9,922	1,259
Total income from charitable activities	59,746	38,614

The Glass-House Community Led Design

Notes to the financial statements

For the year ended 31 March 2020

4a Analysis of expenditure

	Charitable activities						2020 Total £	2019 Total £
	Improving Places £	Action Research £	Supporting Dialogue £	Innovating Practice £	Governance costs £	Support costs £		
Staff costs (Note 6)	19,039	34,359	28,290	21,780	979	3,230	107,677	106,526
Direct Costs	2,310	4,168	3,432	2,642	-	-	12,552	10,390
Support Costs	-	-	-	-	2,150	23,410	25,560	21,407
	21,349	38,527	31,722	24,422	3,129	26,640	145,789	138,323
Support costs	5,328	10,123	5,861	5,328	-	(26,640)	-	-
Governance costs	626	1,189	688	626	(3,129)	-	-	-
Total expenditure 2020	27,303	49,839	38,271	30,376	-	-	145,789	138,323
Total expenditure 2019	26,337	53,907	31,318	26,761	-	-	138,323	

All expenditure is unrestricted.

The Glass-House Community Led

Design Notes to the financial

statements

For the year ended 31 March 2020

4b Analysis of expenditure – Previous year (2019) comparative

	Charitable activities				Governance costs	Support costs	2019 Total
	Improving Places	Action Research	Supporting Dialogue	Innovating Practice			
	£	£	£	£	£	£	£
Staff costs (Note 6)	19,217	40,023	23,269	19,602	1,219	3,196	106,526
Direct Costs	1,955	4,072	2,368	1,995	-	-	10,390
Support Costs	-	-	-	-	-	21,407	21,407
	21,172	44,095	25,637	21,597	1,219	24,603	138,323
Support costs	4,921	9,349	5,413	4,921	-	(24,603)	-
Governance costs	244	463	268	244	(1,219)	-	-
Total expenditure 2019	26,337	53,907	31,318	26,761	-	-	138,323

All expenditure is unrestricted.

The Glass-House Community Led Design

• Notes to the financial statements

For the year ended 31 March 2020

5 Net income for the year

This is stated after charging / (crediting):

	2020 £	2019 £
Depreciation	1,812	285
Accountants' remuneration (excluding VAT):		
Independent Examination	2,150	2,150

6 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2020 £	2019 £
Salaries and wages	93,800	94,898
Social security costs	6,373	7,093
Employer's contribution to defined contribution pension schemes	7,504	4,535
	<u>107,677</u>	<u>106,526</u>

The total employee benefits including pension contributions of the key management personnel were £72,133 (2019: £63,210).

The charity trustees were not paid or received any other benefits from employment with the charity in the year (2019: £nil). No charity trustee received payment for professional or other services supplied to the charity (2019: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £724 (2019: £364) incurred by 1 (2019: 1) members relating to attendance at meetings of the trustees.

7 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was as follows:

	2020 No.	2019 No.
Improving Places	0.40	0.40
Action Research	0.70	0.80
Supporting Dialogue	0.60	0.50
Innovating Practice	0.40	0.40
Support	0.10	0.10
Governance	-	-
	<u>2.2</u>	<u>2.2</u>

The Glass-House Community Led Design

• Notes to the financial statements

For the year ended 31 March 2020

8 Related party transactions

One of the charity's directors, Alex Sainsbury, is also on the board of the charity's main core funder, The Glass-House Trust.

The Glass-House Trust made a grant of £100,000 to The Glass-House Led Community Design (2019: £100,000). There were no amounts outstanding at the year end.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

9 Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

10 Tangible fixed assets

	Office Equipment £	Total £
Cost or valuation		
At the start of the year	855	855
Additions in the year	4,583	4,583
At the end of the year	5,438	5,438
Depreciation		
At the start of the year	570	570
Charge for the year	1,812	1,812
At the end of the year	2,382	2,382
Net book value		
At the end of the year	3,056	3,056
At the start of the year	285	285

11 Debtors

	2020 £	2019 £
Trade debtors	13,712	14,605
Travel Loan	1,010	980
Prepayments	1,667	2,417
Other Debtors	-	250
	16,389	18,252

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Notes to the financial statements

For the year ended 31 March 2020

12 Creditors: amounts falling due within one year

	2020 £	2019 £
Trade creditors	275	1,688
Taxation and social security	2,532	2,675
Other creditors	2,661	4,180
Accruals	2,580	2,520
	8,048	11,063

13 Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Total funds 2020 £
Tangible fixed assets	-	3,056	3,056
Net current assets	39,885	-	39,885
Net assets at the end of the year	39,885	3,056	42,941

13b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Total funds 2019 £
Tangible fixed assets	-	285	285
Net current assets	28,692	-	28,692
Net assets at the end of the year	28,692	285	28,977

14 Movements in funds (current year)

	At the start of the year £	Incoming resources £	Outgoing resources £	At the end of the year £
Unrestricted funds				
Designated funds				
Fixed Assets – Office Equipment	285	4,583	(1,812)	3,056
General funds	28,692	155,170	(143,977)	39,885
Total unrestricted funds	28,977	159,753	(145,789)	42,941
Total funds	28,977	159,753	(145,789)	42,941

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14b Movements in funds (prior year)

	At the start of the year £	Incoming resources & gains £	Outgoing resources & losses £	At the end of the year £
Unrestricted funds				
Designated funds:				
Fixed Assets – Office Equipment	570	–	(285)	285
General funds	28,111	138,619	(138,038)	28,692
Total unrestricted funds	28,681	138,619	(138,323)	28,977
Total funds	28,681	138,619	(138,323)	28,977

Purposes of designated funds

Fixed assets – This fund represents the net book value of the Charity's fixed assets.

15 Legal status of the charity

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 £1.