

# WHITECHAPEL CENTRE

England & Wales · Charity number 1013060

## Details

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**Status** Registered

**Legal form** Charitable company

**Company number** [02623071](#)

**Registered** 1992-07-21

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** Langsdale Street  
Everton  
Liverpool  
L3 8DT

**Phone** 01512077617

**Email** [info@whitechapelcentre.co.uk](mailto:info@whitechapelcentre.co.uk)

**Website** [www.whitechapelcentre.co.uk](http://www.whitechapelcentre.co.uk)

## Activities

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**Objects:** TO PROMOTE THE BENEFIT OF THE INHABITANTS OF LIVERPOOL AND ITS ENVIRONS WITHOUT DISTINCTION OF AGE, SEX, RACE POLITICAL OR RELIGIOUS OR OTHER OPINIONS AND TO ADVANCE EDUCATION AND PROVIDE FACILITIES IN THE INTERESTS OF SOCIAL WELFARE FOR HEALTH, RECREATION AND LEISURE TIME OCCUPATION WITH THE OBJECT OF IMPROVING THE CONDITIONS OF LIFE FOR THE SAID INHABITANTS

**Activities:** We provide services and opportunities to help individuals obtain and sustain a home and to positively change their lives. We work with homeless and vulnerably housed people; some of whom have complex needs in addition to their housing/ homeless difficulties. We provide a wide range of one to one support services in addition to services via our direct access centre and accommodation-based services.

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing, Economic/community Development/employment
- **Who:** Children/young People, Elderly/old People, People With Disabilities, Other Defined Groups, The General Public/mankind

## Geography

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- **Area of benefit:** LIVERPOOL
- Halton
- Knowsley
- Liverpool City
- Sefton
- St Helens
- Wirral

## Finances

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Period end	Income	Expenditure	Assets	Employees
2025-03-31	£9,849,351	£9,488,600	£2,311,848	193
2024-03-31	£8,568,050	£8,609,438	£1,951,097	177
2023-03-31	£6,759,679	£6,647,024	£1,992,485	156
2022-03-31	£5,712,920	£5,533,614	£1,879,830	152
2021-03-31	£6,155,329	£6,067,449	£1,700,524	148

## Trustees

Name	Role	Appointed
<b>VALERIE METCALF</b>	Chair	
Alice Brown		2017-03-24
Brother Ken Vance		2023-06-23
Dr Ryan Young		2022-03-01
Katherine Sheerin		2023-06-23
Margaret Woods		2017-04-27
Steve Collett		2016-06-16
Susan Thomas		2017-07-21

**WHITECHAPEL CENTRE**

England & Wales - Charity number 1013060

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# Accounts

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Charity Registration No. 1013060

Company Registration No. 02623071 (England and Wales)

**THE WHITECHAPEL CENTRE**  
**COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2025**



**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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**Honorary Life President** Mr T Crolley MBE

**Trustees** Ms A Brown (Treasurer)  
Mr S Collett  
Ms V Metcalf MBE (Chair)  
Ms S Thomas  
Ms M Woods  
Dr R Young  
Ms K Sheerin (Vice Chair)  
Bro K Vance  
Mr I Reed

(Appointed 18 July 2025)

**Chief Executive** Mr D Carter

**Secretary** Mr D Carter

**Charity number** 1013060

**Company number** 02623071

**Registered office** Langsdale Street  
Liverpool  
L3 8DT

**Auditor** Mitchell Charlesworth (Audit) Limited  
Suites C,D,E, & F  
14th Floor The Plaza  
100 Old Hall Street  
Liverpool  
L3 9QJ

**Bankers** Hampshire Trust Bank  
PO Box 74003  
London  
EC2P 2QR

National Westminster Bank plc  
Liverpool University Branch  
5 Oxford Street  
Liverpool  
Merseyside  
L7 7HL

Furness Building Society  
51 – 55 Duke Street  
Barrow-in-Furness  
Cumbria  
LA14 1RT

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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**Solicitors**

Brabners LLP  
Horton House  
Exchange Flags  
Liverpool  
L2 3YL

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT)  
FOR THE YEAR ENDED 31 MARCH 2025**

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The trustees present their annual report and financial statements for the year ended 31 March 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

**The Whitechapel Centre - Focus of Our Work**

**We believe that every individual should be given the opportunity to change their situation and achieve their potential.**

The Whitechapel Centre is a leading homeless and housing charity for the Liverpool City Region.

Since 1975 we have supported many of the most vulnerable and isolated people - those sleeping rough, living in hostels and supported accommodation, or struggling to maintain their homes.

The ongoing housing crisis means homelessness has reached record levels across the Country. The number of clients we are working with has increased significantly over the last decade, as has the range and complexity of clients' needs. Seeing this rise whilst continuing to deliver services that seek to end homelessness is both challenging and distressing - but there is hope. We continue to adapt, expand and develop our services to better meet the changing needs of the people we support.

To achieve this, **our Mission** is:

- to prevent and resolve homelessness, social exclusion and housing poverty by providing practical, tailored support so that each person can find and sustain a home and achieve their potential.
- to develop and influence local and national homelessness strategies, policies and practice.

Our main objectives and activities focus on delivering effective, flexible services that meet the identified housing and related support needs of people who are homeless, socially excluded or experiencing housing poverty.

We employ the following strategies to achieve our objectives:

- Delivering immediate help, opportunity and support to create lasting change for those most in need.
- Providing targeted, person centred services.
- Contributing to and influencing relevant local and national policy, strategies, and debates on homelessness and housing.
- Challenging exclusion in all areas of life and supporting initiatives that promote inclusion, particularly in relation to housing, supported living, health, education, and employment.
- Developing strong partnerships with other agencies to ensure more comprehensive and effective service delivery.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**The Whitechapel Centre Services Today**

Recognising the diverse routes into and through homelessness, The Whitechapel Centre delivers a wide range of services across different settings, including:

- **Street Outreach Services** - Assertive street outreach for people sleeping rough.
- **Supported Accommodation-Based Services** - Belvidere Family Centre, Yates Court, Phoenix House, Whitley House, Harm Reduction Service, Shared and Dispersed Accommodation
- **Homeless Resolution Services** - Housing Advice & Assessment Hub, Hospital In-Reach Service, Intensive Support Service, Domestic Abuse Service and Welfare Rights Advice.
- **Homeless Prevention Services** - Prevention & Resettlement Service, Floating Support, New Beginnings and Accommodation Rescue.

**Who do we help?**

- **People who are experiencing homelessness:** Single people, couples and families who are sleeping rough, staying with friends, or living in temporary accommodation.
- **People at risk of homelessness:** People threatened with homelessness due to eviction notices, repossession, rent / mortgage arrears, debt, problems with landlords, overcrowding, accommodation not fit for purpose, and so forth.
- **People in need of housing support:** people struggling to maintain their accommodation.

The majority of people we support have multiple and complex needs, including mental health issues, substance and alcohol use, physical health conditions, offending histories and experiences of domestic abuse.

**Ensuring Our Work Delivers Our Aims**

We review our aims, objectives and activities annually. Each review includes an analysis of outcomes and achievements against both organisational goals and contractual targets. This process informs our annual operational plan and longer term strategic direction, ensuring our services remain focused on our charitable aims and deliver measurable public benefit.

**How Our Activities Deliver Public Benefit**

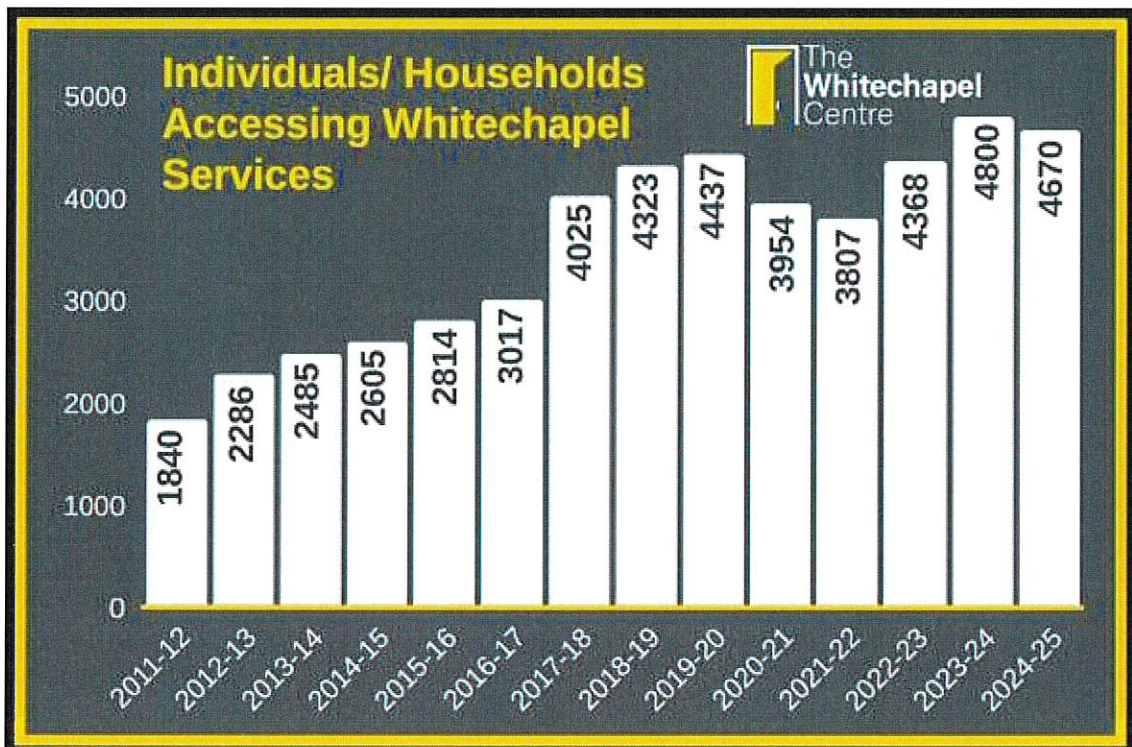
All our charitable activities focus on delivering effective and innovative intervention-based services that meet the housing and support needs of people who are homeless or inadequately housed. These activities directly further our charitable purpose for the public benefit.

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE  
 TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
 FOR THE YEAR ENDED 31 MARCH 2025**

**Who We Work With?**

As the housing crisis deepens, homelessness continues to reach record levels. Whitechapel's services are needed more than ever, as shown by the growing number of individuals and households accessing our support.

In 2024/25, we worked with **4,670** unique individuals and households (couples and families) experiencing or at risk of homelessness.



The increase in homelessness since 2011 continues to affect different groups in different ways. The most significant rise has been in the most visible forms - particularly among people sleeping rough.

In **2024/25**, we supported **1,258** individuals who were recorded as sleeping rough in the Liverpool City Region on one or more occasions - **227** more than the previous year, representing a **22%** increase. People sleeping rough now account for **27%** of all those supported by Whitechapel.

Homelessness can happen to anyone, and it takes many forms: rough sleeping, having no fixed abode, staying in hostels or emergency accommodation, or being served notice to leave within 56 days.

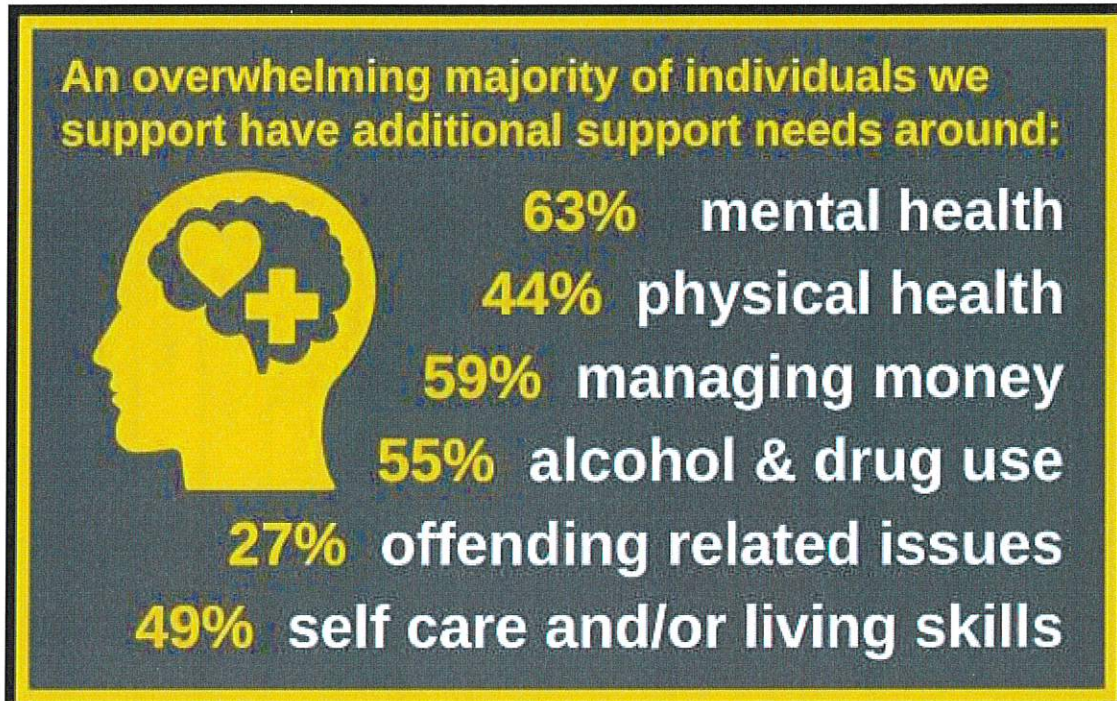
**Main Reasons for Accessing Our Services**

- Relationship breakdowns with partners, family or friends.
- Domestic abuse.
- Ending of private rented tenancies (Section 21 "no-fault" evictions), compounded by the cost and shortage of housing.

A majority of those accessing our services have multiple support needs that exacerbate their housing situations. We have seen not only an increase in the number of people requiring support but also in the severity of their needs - with more people reporting high or medium levels of need compared to low levels.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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Recognising this, we provide wrap-around, multi-disciplinary support in partnership with organisations such as Mersey Care, Brownlow Health, CGL/River, registered social landlords, and supported accommodation providers.

A key focus during 2024/25 was the expansion of intensive, wrap-around support through services such as Pathways, the Recovery Support Service, and our Intensive Support Service. We also developed specialist outreach services for people involved in sex work and those experiencing domestic abuse.

#### **Achievements and Performance**

Throughout 2024/25, The Whitechapel Centre continued to deliver a wide range of services designed to prevent and resolve homelessness across the Liverpool City Region. Despite unprecedented demand, we achieved strong outcomes by providing the right interventions at the right time - helping people move away from homelessness and rebuild their lives.

Our achievements reflect not only the dedication and professionalism of our staff and volunteers but also the strength of our partnerships with health, housing, and community organisations. Working together, we have continued to deliver positive change for individuals, families, and communities affected by homelessness.

Through our integrated service model, spanning prevention, intervention, and resettlement, we aim to ensure that everyone who needs help can access tailored, practical support that meets their individual circumstances.

Our outcomes for 2024/25 demonstrate that even in a challenging environment marked by the national housing crisis, effective, person-centred services can and do make a measurable difference.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2025**



**Summary of Key Outcomes 2024/25**

- 4,670 people at risk of or experiencing homelessness were supported across the Liverpool City Region.
- 2,124 individuals and households were successfully assisted into new, safe, and appropriate accommodation.
- People rough sleeping received rapid intervention through street outreach and intensive support, reducing time spent on the streets.
- 2,074 people were supported into, or helped to sustain, stable housing through our prevention and resettlement services.
- Partnership work with health, social care, and treatment services provided improved access to clinical care, welfare advice, and support for recovery.
- Our supported accommodation services continued to provide safe, stable environments that help people rebuild independence and prepare for long-term housing.
- Our welfare rights and financial inclusion work helped clients maximise income and reduce the risk of homelessness linked to poverty and debt.

These achievements underline our continued commitment to preventing and ending homelessness-through compassion, practical action and collaboration.

Our focus for the coming year will be to build on these outcomes, further strengthening early intervention, developing new housing and support models, and ensuring that our services remain flexible, inclusive, and responsive to need.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Homeless Resolution**

Whitechapel provides a range of services that seek to ensure anyone who is experiencing homelessness is supported into safe and appropriate accommodation as quickly as possible.

We achieve this through an integrated model of support that brings together housing, health, and social care services. Our approach ensures that people receive not only immediate help but also long-term solutions tailored to their needs. This is achieved through the delivery of the following services:

- Housing Advice & Assessment Hub – providing assessment of individuals' housing needs and delivery of support and advice to enable people to find appropriate accommodation.
- Supported Accommodation – delivering a range of accommodation-based services with on-site, wrap around support to address causes and effects of homelessness and facilitate move-on into sustainable, independent accommodation. Services include Whitley House, Phoenix House, Belvidere Family Centre, Yates Court, Shared & Dispersed Accommodation.
- Street Outreach – provision of assertive street outreach including engagement, assessment and delivery of timely housing solutions.
- Hospital In-Reach Service - clinically led in-reach service providing housing advice, support and care to ensure safe, effective early discharge from hospital for individuals experiencing homelessness.

Across these services, we successfully helped **2,124** individuals / households experiencing homelessness to access accommodation that met their needs, thereby ending their homelessness.

**Hospital In-Reach Service:**

The Hospital In-Reach Service offers a clinically led, multi-disciplinary approach to prevent people being discharged from hospital into homelessness. It also aims to reduce avoidable admissions and strengthen pathways between hospitals and community services for people who are homeless or at risk.

This partnership brings together Brownlow Health (GPs and Nurses), The Whitechapel Centre (Homeless Advice & Support Workers), Caring Connections (providing 100 community care hours per week), and Liverpool University Hospitals NHS Foundation Trust.

People are referred to the service when they present to A&E or are admitted to a ward and are identified as homeless or at risk of homelessness.

In 2024/25, referrals to the service increased to 1,265, compared to 616 in 2022/23—reflecting both growing need and increased awareness among hospital staff.

- 70% of referrals came from A&E, with the remaining 30% from wards or community providers.
- 58% of people attended hospital as walk-ins, 35% were brought by ambulance, and 6% by police.
- Presenting issues included: 30% medical, 23% addiction-related (including overdose and detox), 23% mental health, and 15% assault or musculoskeletal injury.

Due to the ongoing housing crisis, securing timely, appropriate housing options remains challenging—particularly for patients presenting in A&E, where quick discharge is required. Coordinating safe discharge can be complex when people present out of hours, decline admission, or self-discharge.

Despite these challenges, the service achieved significant success:

- 86% of referrals resulted in a planned discharge coordinated by the multi-disciplinary team.
- All of these individuals were reviewed by a nurse or GP post-discharge, ensuring continuity of care and improved follow-up engagement.

**THE WHITECHAPEL CENTRE  
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TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Key Outcomes**

- 53% of people were supported into accommodation or returned to previous housing as part of a planned discharge.
- 5% were supported into rehab, detox, or care homes.
- 5% were referred into statutory social care pathways.
- 11% were reconnected to accommodation or areas outside of Liverpool.
- 22% were linked into other relevant advice and support services (e.g. Whitechapel's Assessment & Resettlement, Assertive Outreach, or Navigator Services).

Of the 213 people who had been sleeping rough immediately prior to hospital admission, 93% (198) were supported into accommodation upon discharge.

***Alex's Story:** Alex is a 68-year-old man who is severely sight-impaired and has Type 2 diabetes. He had been sofa surfing between family members when he was admitted to hospital with kidney and liver failure, resulting in a kidney transplant. Due to his declining health, he could not return to sofa surfing and was referred to the Hospital In-Reach Team for help finding alternative accommodation.*

*Alex's housing and support needs were assessed, and he was referred to Housing Options. Supporting evidence was gathered regarding his health, income, and housing history to strengthen his application. Once medically fit, he was placed in temporary B&B accommodation.*

*The team supported Alex to:*

- Register on Property Pool Plus and receive priority banding.
- Bid for suitable long-term accommodation.
- Access Welfare Rights support, successfully securing Attendance Allowance.
- Register with Brownlow Health, engage with the homeless clinical nurse, and attend weekly podiatry appointments.
- Receive a Libre sensor to help manage his diabetes.
- Reconnect with Liverpool St. Paul's Eye Unit regarding his sight loss.

*Alex successfully secured ground-floor sheltered accommodation. The team supported him through the viewing process, and he is now preparing to move, with ongoing resettlement support to ensure a sustainable tenancy.*

**Housing Advice & Assessment Hub:**

Our Housing Advice & Assessment Hub at Langsdale Street forms the main access point into Whitechapel's services. The Hub provides essential services such as showers, toilets, clothing and food parcels, alongside comprehensive housing assessments and advice. Presentations will include people sleeping rough, people placed in emergency B&B accommodation by Liverpool City Council, alongside those that accessing services for the first time.

In 2024/25, the Hub supported **923** unique individuals and households. Each person receives a full assessment of their housing needs and is allocated a keyworker who facilitates access to a range of immediate and longer-term housing solutions, including:

- Emergency accommodation (e.g., first-step beds, B&Bs, and ring-fenced units)
- Supported accommodation
- Independent tenancies (Housing Association or Private Rented Sector)
- Reconnection and personalised housing solutions

To deliver sustainable accommodation solutions, housing advice interventions are complemented with wrap around, intensive support, delivered by services such as Pathways, Accommodation Rescue and Rapid Rehousing Navigator Services. This support helps address underlying causes of homelessness and helps equip individuals with the skills to sustain accommodation going forward.

**THE WHITECHAPEL CENTRE  
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TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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Through the provision of advice and support, the Hub achieved the following outcomes:

- 38% of clients were successfully supported into emergency and / or permanent accommodation e.g. supported accommodation, refuge, private rented or social housing tenancy.
- 30% were supported to return to former accommodation
- 3% were reconnected to accommodation outside of Liverpool
- 3% were supported into detox and rehab services
- 26% were transferred to longer term support services

**Supported Accommodation Services:**

Our supported accommodation portfolio offers safe, structured environments where people can rebuild stability and prepare for independent living. Services include:

- **Phoenix House** – A 'first step from the street' service for 23 men with medium to high support needs, offering 24/7 wrap-around care and support.
- **Whitley House** – A step-down service offering 52 en-suite rooms for people with low to medium support needs, helping them develop skills for independent living.
- **Belvidere Family Centre** – Emergency supported accommodation for 16 families experiencing homelessness in Liverpool, providing 24/7 on-site support.
- **Yates Court** – Emergency supported accommodation for 13 families in Knowsley, offering holistic, family-focused support.
- **Shared & Dispersed Accommodation** – Short-term supported housing for individuals with low to medium support needs, offering 51 units across self-contained flats and shared houses.
- **Harm Reduction Service** – Therapeutic accommodation for 27 men who need support managing alcohol and/or substance use, providing 24/7 wrap-around care.

In 2024/25, these services supported **371** individuals and households. Of these:

- 162 successfully moved into independent, permanent accommodation or long-term housing solutions.
- 181 continued to receive ongoing support within Whitechapel services.

Through on-site, person-centred support, we help residents address both the causes and effects of homelessness — building the skills, confidence, and resilience needed for long-term stability.

**Phoenix House:**

Phoenix House provides accommodation and intensive wrap-around support for 23 men who have been sleeping rough and have medium to high support needs. The service offers short-term accommodation as a 'first step from the street,' helping clients move towards longer-term housing.

Most referrals come from our Assertive Outreach Service, with access available seven days a week to minimise time spent rough sleeping.

In-house support is complemented by regular partner agency surgeries, including:

- Primary care (Brownlow Health)
- Sexual Health Access Clinic
- Treatment & Recovery Services
- New Beginnings (engagement and learning opportunities)

In 2024/25 a total of 102 people were supported at Phoenix House. Of these, 79 were supported to move-on, achieving the following outcomes:

- 73% moved-on into longer-term supported accommodation
- 8% moved into independent accommodation e.g. with a housing association
- 7% entered rehab or long-term care provision
- 10% returned to stay with friends / prior accommodation options
- 2% were evicted

**THE WHITECHAPEL CENTRE  
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TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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*John's Story: John, aged 55, has a long history of homelessness, substance use, and offending. Once a builder with a successful career, his increasing drug use led to the breakdown of his marriage and estrangement from his family. After serving a prison sentence, John was released into homelessness—sofa surfing and sleeping rough. In 2020, he was placed in emergency accommodation and engaged well with support, securing long-term housing with a housing association. He maintained this tenancy for two years. However, following his mother's death in 2022, his mental health declined, and his drug use escalated. He eventually abandoned the tenancy and returned to rough sleeping.*

*After a hospital admission, John was referred to the Hospital In-Reach Team, who helped him access B&B accommodation and then a hostel. He stabilised and was later supported into private rented accommodation, maintaining abstinence for several months.*

*In April 2024, John was served with a Section 21 (no-fault) eviction notice when his landlord sold the property. The disruption led to a relapse and return to rough sleeping. A local resident contacted the Always Help Available helpline, and Whitechapel's Outreach Team located and supported him into Phoenix House.*

*Upon arrival, John was disengaged from services. Staff worked with him to:*

- *Reconnect with his GP.*
- *Engage with CGL (Change, Grow, Live) for addiction support and methadone prescription.*
- *Access medical care for untreated leg ulcers, which are now fully healed.*
- *Improve his diet and budgeting, and plan for independent living.*

*John has made significant progress. He now participates in community activities, manages his responsibilities, and is preparing for a move into longer-term supported accommodation.*

#### **Assertive Street Outreach**

Our Outreach Teams work directly with people sleeping rough, providing crisis intervention and practical solutions. The teams engage with individuals facing multiple exclusions, working at their pace to build trust and motivate positive change. Through assertive outreach, we aim to both prevent and end rough sleeping, helping people address the underlying issues that have led them to homelessness.

During 2024/25, we worked with **1,258** unique individuals who were seen sleeping rough in the Liverpool City Region on one or more occasions. This represents an increase of **227** people (**22%**) compared to the previous year — the single largest percentage rise across all homelessness cohorts. Sadly, **27%** of all clients supported by The Whitechapel Centre had slept rough at some point during the year.

Of those, **900** individuals were seen sleeping rough in Liverpool alone — a **20%** increase compared to **748** individuals in 2023/24.

This rise reflects the combined impact of poverty, rising evictions (particularly in the private rented sector), a shortage of affordable housing and move-on options, and wider systemic barriers to accessing accommodation.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

The chart below provides an overview of the number of individuals seen sleeping rough each month across Liverpool, along with a summary of the numbers remaining out at month end:



In December 2024, The Whitechapel Centre reopened the 30-person **Night Assessment Hub** in Liverpool to respond to the surge in people presenting as newly homeless during the winter months. The Hub provided a safe overnight space while assessments and referrals to Housing Options and accommodation providers were completed. People without an immediate housing solution could stay overnight and return each night until a longer-term option was secured.

The Hub operated for seven months (December 2024 – July 2025). During the first four months, **185** people accessed the service, with 148 successfully supported to move on to sustainable accommodation. This had a direct impact on reducing rough sleeping, with a **21%** decrease recorded between Quarter 3 (Oct–Dec 2024) and Quarter 4 (Jan–Mar 2025). Please see chart above.

Of the 148 people successfully supported to move on:

- 24 were supported into private rented or shared (HMO) accommodation
- 45 moved into supported accommodation
- 33 accessed emergency B&B accommodation
- 6 were admitted to hospital
- 40 returned to family or friends

The Night Hub is one of several vital resources used by our Outreach Service to deliver housing solutions. Our teams are out every day building relationships with people on the streets. For many, homelessness is linked to multiple support needs such as substance use, poor mental health, or offending histories — making access to appropriate accommodation with the right level of support essential.

In total, the Outreach Team secured and supported **1,005** accommodation placements last year.

As at 31 March 2025, **86%** of the 900 individuals seen rough sleeping in Liverpool were successfully supported into new or existing accommodation, or offered another sustainable solution, through coordinated multidisciplinary support including housing advice, intensive key-working, healthcare, and mental health or treatment interventions.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Domestic Abuse Outreach Service:**

The Outreach Team's work is strengthened by several specialist in-house services that ensure placements are both appropriate and sustainable. These include:

- Intensive Support Service
- Pathways Service (multi-disciplinary intensive support service)
- Domestic Abuse Outreach Service
- Outreach for People Involved in Sex Work
- Accommodation Rescue Service (intensive support service for people rough sleeping but have accommodation, but feel unable to return to this accommodation)

The **Domestic Abuse Outreach Service** is a specialist initiative embedded within the wider Outreach Service, supporting individuals entrenched in rough sleeping or experiencing housing instability due to domestic abuse. The service also includes a specialist worker focusing on individuals involved in sex work.

Drawing on The Whitechapel Centre's extensive expertise and strong local partnerships, the service provides holistic, wrap-around support through a single point of access. Its trauma-informed, intensive support model empowers people to plan for safety, rebuild trust, and take steps toward stability.

In its first year, the service supported **45** people, achieving significant success in safety planning, fostering positive outcomes, and managing risk.

Headline outcomes included:

- 42% reduction in rough sleeping among participants
- 42% reduction in alcohol and/or substance use

This progress reflects the impact of sustained, trauma-informed intervention. While some individuals continued to rough sleep, many of these cases involved entrenched homelessness linked to long-term substance use, mental ill health, trauma, or abusive relationships. For these individuals, progress requires long-term, relationship-based work to overcome deep-rooted barriers to change.

Substance misuse was a key theme across the cohort:

- 42% reported using both drugs and alcohol
- 11% reported drug use only
- 13% reported alcohol dependency
- 7% declined to share substance use information
- 27% disclosed no substance use

Despite these challenges, 50% of participants engaged in at least one harm-reduction conversation, and 53% of those went on to take practical steps such as accepting prescriptions or attending harm-reduction groups.

This approach demonstrates how trusted relationships can lead to meaningful change, helping people reduce harm and move toward recovery as part of a holistic homelessness response.

**THE WHITECHAPEL CENTRE  
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FOR THE YEAR ENDED 31 MARCH 2025**

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***Jenny's Story:** Jenny, a woman in her 40s, is a survivor of over a decade of severe domestic abuse by a high-risk perpetrator. Her experiences included repeated abduction, torture, and extreme coercive control, resulting in deep trauma and substance dependency. Introduced to drugs by her abuser, her use escalated after losing custody of her child, who now lives with her mother under a Special Guardianship Order.*

*Despite seeking help in the past, failed prosecutions and poor responses from authorities eroded Jenny's trust in services. The perpetrator continued to exert control through fear and community influence, making it difficult for her to engage consistently with support.*

*Jenny now receives trauma-informed, client-led support from our specialist domestic abuse outreach worker, alongside healthcare and substance misuse services. Key interventions include safety planning, harm reduction, emotional support, and personalised healthcare.*

*Although her engagement remains intermittent, a consistent and empathetic approach has built trust and kept her connected to services. A longer-term recovery plan is now in place, offering a safe, non-judgemental pathway toward stability and control over her life.*

**Homeless Prevention and Resettlement**

Preventing homelessness is central to our vision of ending homelessness across the Liverpool City Region. We recognise the devastating impact homelessness has on health, wellbeing, and opportunity — making early intervention essential.

In 2024/25, we reconfigured our existing prevention services, launched the Prevention and Resettlement Service, and developed the Recovery Support Service. Together, these services helped prevent homelessness for **2,074** individuals and households, either by helping people keep their homes or by supporting them to find and sustain new accommodation.

**Prevention and Resettlement Service:**

The Liverpool Prevention and Resettlement Service delivers both short-term advice and sustained support, depending on need:

- **Short-term interventions:** Drop-in sessions offering one-off or short-term advice on housing issues.
- **Sustained support:** Tailored one-to-one help in the person's home, addressing underlying issues such as mental health, finances, relationship breakdown, substance use, or domestic abuse.

Support plans are co-designed with each individual and reviewed regularly to ensure progress. During the past year, we have focused increasingly on sustained, relationship-based support — signposting people needing light-touch assistance to other services. While this shift affected the overall number of recorded interventions, it has significantly improved the quality and sustainability of outcomes.

**Recovery Support Service:**

Launched in October 2024 as a six-month pilot and now extended until March 2026, the Recovery Support Service delivers early intervention for individuals experiencing addiction who are at risk of homelessness. This includes people facing eviction or housing insecurity due to the impact of substance abuse.

The service provides both practical and financial support, aiming to help people remain safely in their homes while achieving lasting change. Each of the five support workers holds a small caseload of around 10 people, allowing for deeper, relationship-based work consistent with trauma-informed practice.

A key strength of the service is its personalisation fund, which enables tailored financial support once trust and understanding have been established. Clients identify their own priorities and goals, and funding is used flexibly to help achieve them — from preventing eviction to addressing property disrepair or supporting recovery.

Relationship-based practice is the foundation of this approach. One participant chose to begin recovery not due to formal intervention, but because he felt genuinely heard and supported. Through this trust, he was able to stabilise his housing situation and begin addressing his substance use.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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Within the first six months, the service achieved excellent outcomes:

- 34 evictions prevented
- 35 individuals engaged in recovery interventions

The Recovery Support Service has demonstrated how personalised, trauma-informed support can make the difference between housing loss and recovery, providing a compassionate model for homelessness prevention.

**Financial Review**

Income from donations and trusts remains essential to The Whitechapel Centre's work. Donations and trust funding underpin almost all of the Centre's services, enabling us to go above and beyond contractual provision, respond to rising demand, and maintain high levels of service delivery.

Operating costs continue to rise, including salaries, accommodation, insurance, and utilities, while competition for grants and trust income remains higher than ever. Despite these pressures, donor support for the organisation remains strong. In 2024/25, 9% of our overall income was generated from donations and trust funding.

As at 31 March 2025, the charity had reserves of £2,311,848 (2024: £1,951,097). Included within these reserves are £154,421 (2024: £45,994) of restricted funds (see note 22) and £1,150,000 (2024: £1,150,000) of designated funds (see note 23). As illustrated in note 24, designated funds are partly represented by investments totalling £561,969 (2024: £540,987). The charity had free reserves of £946,678 at 31 March 2025 (2024: £755,102).

**Principal funding sources**

The Whitechapel Centre's principal funding sources in 2024/25 included grants and contracts from:

- Liverpool City Council, Knowsley Metropolitan Borough Council, St Helens Borough Council, Wirral Borough Council, and Halton Council
- Cheshire and Merseyside NHS Integrated Care Board
- Liverpool City Region Combined Authority
- National agencies including Adult Services, Public Health, the Office of Health Improvement & Disparities, and the Ministry of Housing, Communities and Local Government (Housing & Communities)
- Charitable foundations, including the Albert Gubay Charitable Foundation, Freshfields, and the Steve Morgan Foundation

In addition, public fundraising — including events, individual donations, and corporate support— remains critical. These funds support essential services such as volunteer programmes, rough sleeper outreach, food services, and essential client expenses.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Plans for Future**

Aligned with our Strategic Plan, The Whitechapel Centre's key financial and operational objectives are to:

- Ensure financial security and adequate resourcing across all services
  
- Strengthen long-term financial viability through a diversified fundraising strategy, securing new contracts, and broadening income streams
  
- Address the current housing and homelessness crisis by:
  - Expanding existing services and developing new solutions in partnership with local authorities and providers
  - Maximising homeless prevention interventions through housing support and advice
  - Providing same-day solutions to bring individuals indoors on the day they become homeless
  
- Delivering multi-agency wraparound support to prevent recurring homelessness
  
- Maintain The Whitechapel Centre as an employer of choice
  
- Secure suitable and fit-for-purpose premises
  
- Expand opportunities for client engagement in education, training, and employment to support long-term resettlement

**Reserves Policy**

The Board of Trustees has examined the company's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible assets held by the company should be between 3 and 6 months of expenditure, in line with Charity Commission guidance. Budgeted expenditure for 2025/26, excluding rent for service user accommodation, is £8,649,849. Therefore the target is £2,162,462 to £4,324,924 in general funds. At this level the Board of Trustees feel that they would be able to carry on the company's activities in the event of a significant drop in funding.

At present the total unrestricted reserves fall at the lower end of this target.

The Board of Trustees understands the increased pressure on cash flow resulting from payment in arrears for most contracts. Close financial management continues to be required to prevent cash flow problems.

The Board of Trustees wish to create free reserves, but understands the current economic difficulties and the current housing crisis. Creating free reserves would enable them to provide seed funding for new projects, as well as underpin existing services and meet key needs. For example, the company continues to see an increase in the number of people sleeping rough and continues to seek resources to maximise assertive outreach provision. Also, we seek funding to pilot new and different services and / or methods of working e.g. to develop new accommodation pathways and options.

The Board of Trustees is committed to applying principles of full cost recovery to all posts and services within the organisation to help reduce potential risks in the event of losing individual contracts, as well as being mindful of potential pressures to draw upon reserves during the forthcoming year.

**Risk management**

A review of major risks is undertaken annually by the Board of Trustees. Where appropriate, procedures have been established to mitigate the risks The Whitechapel Centre faces. Where appropriate, the identified risks have been incorporated into the company's Strategic Plan. For example, identified external risks to funding have led to a full review of funding and budgets, and the development of a comprehensive Fundraising Strategy.

An internal framework for risk management ensures risks are identified and mitigated through a policy of regular scrutiny by the Board, the implementation of policies and procedures and the appropriate authorisation of all transactions and projects. A comprehensive suite of internal policies and procedures ensure compliance with relevant legislation and recognised best practice in relation to governance, health and safety, financial management, service delivery and business operations. These policies and procedures relate to all staff, volunteers, clients and stakeholders and are reviewed regularly to ensure that they continue to meet the needs of the organisation.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 19 March 1990 and registered as a charity on 21 June 1991. The charity was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association. The term "the company" includes reference to the registered charity, where appropriate.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr D Antrobus	(Resigned 6 December 2024)
Ms A Brown (Treasurer)	
Mr S Collett	
Mr D Green OBE	(Resigned 6 December 2024)
Ms V Metcalf MBE (Chair)	
Ms S Thomas	
Ms M Woods	
Dr R Young	
Ms K Sheerin (Vice Chair)	
Bro K Vance	
Mr I Reed	(Appointed 18 July 2025)

Mr T Crolley Honorary Life President and Ambassador

**Trustee Induction and Training**

New Trustees receive a copy of their job description and an information pack about the organisation. In addition each trustee receives an induction, which includes invitation and encouragement to attend short training sessions to familiarise themselves with the charitable company and the context within which it operates. These sessions cover:

- The obligations of the Board of Trustees members.
- The main documents which set out the operational framework for the charitable company including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts and the latest financial / management statements and accounts.
- Future plans and objectives, including the Strategic Plan.

New trustees are invited to attend up to 3 Board meetings and take up a 'tour' of the organisation to meet employees and clients to familiarise themselves with the operational work prior to joining.

**Recruitment and Appointment of the Board of Trustees**

The directors of The Whitechapel Centre are also charity Trustees (and for the purposes of charity law and under the company's Articles are known as members of the Council of Management). Under the requirements of the Memorandum and the Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The Board of Trustees aims to ensure its members provide a good mix of skills, knowledge and experience in relation to providing governance and management for a charitable homeless organisation. In order to maintain this broad mix of skills, knowledge and experience, members on the Board of Trustees are requested to provide a list of their skills and experience. In the event of particular skills or experience being lost due to retirement, new candidates are approached to offer themselves for election to the Board.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTOR'S REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**Organisational Structure**

The Whitechapel Centre has a Board of Trustees (known as the Council of Management under the company's Articles) of up to 20 people who meet at least 4 times each year and are responsible for the strategic direction and policy of the charitable company. At present the Board of Trustees has nine members from a variety of different professional backgrounds relevant to the work of the company.

A scheme of delegation is in place and day to day responsibility for the delivery of services rest with the Senior Management Team (SMT), consisting of the Chief Executive Officer, four Services Managers, and the Fundraising Manager. The Senior Management Team is responsible for ensuring effective and efficient delivery of services specified, meeting key performance indicators, implementing stringent financial management, processes and procedures and overseeing day to day operational management of services including implementation of best practice, and staff supervision and development.

The Whitechapel Centre is a real Living Wage employer. The charity follows Local Government (NJC) pay scales. Each role within the organisation has a prescribed pay scale. This also applies to all management roles.

Pay awards, including incremental increases, are agreed by the Board of Trustees annually, and awarded if there are sufficient funds.

**Auditor**

In accordance with the company's articles, a resolution proposing that Mitchell Charlesworth (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting.

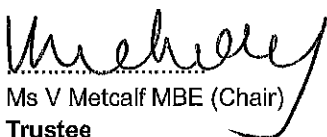
**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of trustees

  
Ms V Metcalf MBE (Chair)  
Trustee

Date: 12 December

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2025**

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The trustees, who are also the directors of The Whitechapel Centre for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT**

**TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Opinion**

We have audited the financial statements of The Whitechapel Centre (the 'charity') for the year ended 31 March 2025 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Mitchell Charlesworth (Audit) Limited*

**Anita Mason BA (Hons) BFP FCA (Senior Statutory Auditor)**

For and on behalf of Mitchell Charlesworth (Audit) Limited, Statutory Auditor

Accountants

Suites C,D,E, & F

14th Floor The Plaza

100 Old Hall Street

Liverpool

L3 9QJ

Date: ..... 17/12/25

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2025**

**Current financial year**

	Notes	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Total 2024 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	679,963	44,532	724,495	766,070
Charitable activities	4	6,670,966	2,243,485	8,914,451	7,616,557
Other trading activities	5	162,840	14,449	177,289	169,878
Investments	6	31,193	-	31,193	13,988
Other income	7	1,923	-	1,923	1,557
<b>Total income</b>		<b>7,546,885</b>	<b>2,302,466</b>	<b>9,849,351</b>	<b>8,568,050</b>
<b><u>Expenditure on:</u></b>					
Raising funds	8	312,511	69,489	382,000	401,181
Charitable activities	9	6,745,372	2,361,227	9,106,599	8,208,257
Other	14	1	-	1	-
<b>Total expenditure</b>		<b>7,057,884</b>	<b>2,430,716</b>	<b>9,488,600</b>	<b>8,609,438</b>
<b>Net income/(expenditure) before transfers</b>		<b>489,001</b>	<b>(128,250)</b>	<b>360,751</b>	<b>(41,388)</b>
Gross transfers between funds	22	(236,677)	236,677	-	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>252,324</b>	<b>108,427</b>	<b>360,751</b>	<b>(41,388)</b>
Fund balances at 1 April 2024		1,905,103	45,994	1,951,097	1,992,485
<b>Fund balances at 31 March 2025</b>		<b>2,157,427</b>	<b>154,421</b>	<b>2,311,848</b>	<b>1,951,097</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2025**

Prior financial year

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
	Notes			
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	721,291	44,779	766,070
Charitable activities	4	5,771,028	1,845,529	7,616,557
Other trading activities	5	169,878	-	169,878
Investments	6	13,988	-	13,988
Other income	7	1,557	-	1,557
<b>Total income</b>		<b>6,677,742</b>	<b>1,890,308</b>	<b>8,568,050</b>
<b><u>Expenditure on:</u></b>				
Raising funds	8	356,402	44,779	401,181
Charitable activities	9	6,209,124	1,999,133	8,208,257
<b>Total expenditure</b>		<b>6,565,526</b>	<b>2,043,912</b>	<b>8,609,438</b>
<b>Net income/(expenditure) before transfers</b>		<b>112,216</b>	<b>(153,604)</b>	<b>(41,388)</b>
Gross transfers between funds	22	(125,164)	125,164	-
<b>Net income/(expenditure) for the year/ Net movement in funds</b>		<b>(12,948)</b>	<b>(28,440)</b>	<b>(41,388)</b>
Fund balances at 1 April 2023		1,918,051	74,434	1,992,485
<b>Fund balances at 31 March 2024</b>		<b>1,905,103</b>	<b>45,994</b>	<b>1,951,097</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

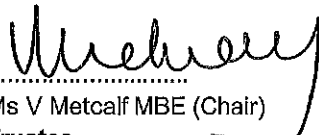
The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET**

**AS AT 31 MARCH 2025**

	Notes	2025		2024	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	15		60,749		1
Investments	16		561,969		540,987
			<u>622,718</u>		<u>540,988</u>
<b>Current assets</b>					
Debtors	18	1,291,355		1,341,410	
Cash at bank and in hand		1,155,816		774,778	
		<u>2,447,171</u>		<u>2,116,188</u>	
<b>Creditors: amounts falling due within one year</b>	19	(758,041)		(706,079)	
<b>Net current assets</b>			<u>1,689,130</u>		<u>1,410,109</u>
<b>Total assets less current liabilities</b>			<u>2,311,848</u>		<u>1,951,097</u>
<b>The funds of the charity</b>					
Restricted income funds	22		154,421		45,994
Unrestricted funds - general	23		1,007,427		755,103
Unrestricted funds - Designated	23		1,150,000		1,150,000
			<u>2,311,848</u>		<u>1,951,097</u>

The financial statements were approved by the trustees on 12/12/25

  
.....  
Ms V Metcalf MBE (Chair)  
Trustee

Company registration number 02623071 (England and Wales)

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £	£	2024 £	£
<b>Cash flows from operating activities</b>					
Cash generated from operations	26		386,369		99,403
<b>Investing activities</b>					
Purchase of tangible fixed assets		(15,542)		-	
Purchase of investments		(20,982)		(8,184)	
Investment income received		31,193		13,988	
<b>Net cash (used in)/generated from investing activities</b>			(5,331)		5,804
<b>Net cash generated from financing activities</b>			-		-
<b>Net increase in cash and cash equivalents</b>			381,038		105,207
Cash and cash equivalents at beginning of year			774,778		669,571
<b>Cash and cash equivalents at end of year</b>			1,155,816		774,778

# THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE

## NOTES TO THE FINANCIAL STATEMENTS

**FOR THE YEAR ENDED 31 MARCH 2025**

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### 1 Accounting policies

#### Charity information

The Whitechapel Centre is a private company limited by guarantee incorporated in England and Wales. The registered office is Langsdale Street, Liverpool, L3 8DT.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Funds held by the charity are:

*Unrestricted general funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

*Designated funds* - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes.

*Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

#### 1.4 Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from donations and legacies is included in full in the statement of financial activities when receivable.

Investment income is included when receivable.

Grants and contracts, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Assistance in the form of voluntary help is not quantifiable, and accordingly not dealt with in the accounts.

Clothing and other items donated for resale through the charity's shop are included as income within other trading activities and are recognised as income when they are sold.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

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**1 Accounting policies**

**(Continued)**

**1.5 Expenditure**

Expenditure reflects all amounts paid and accrued during the year. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

*Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

*Raising funds* comprise costs associated with attracting income and the costs of trading for fundraising purposes including the charity shop.

*Governance costs* represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

**1.6 Tangible fixed assets**

All assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	20% p.a. on cost
Computers	33% p.a on cost

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Fixed asset investments**

The trustees consider that monies held on long term deposit should be regarded as a fixed asset investment.

**1.8 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.9 Stocks**

Donated items for the charity shops sourced from both individuals and organisations are not included in the financial statements until they are sold at which point they are recognised as income.

**1.10 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2025**

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**1 Accounting policies**

**(Continued)**

**1.11 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.12 Taxation**

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid. The charity is not able to recover Value Added Tax. Expenditure is recorded in the accounts inclusive of VAT.

**1.13 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.14 Retirement benefits**

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. The annual contributions payable are charged to the statement of financial activities.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**1 Accounting policies**

**(Continued)**

**1.15 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to the statement of financial activities on a straight line basis over the term of the relevant lease.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

There were considered to be no critical accounting estimates or judgements applied in the preparation of these financial statements.

**3 Income from donations and legacies**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	679,963	44,532	724,495	721,291	44,779	766,070

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

4	Income from charitable activities	Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total		Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total	
		2025	£	2025	£	2025	£	2025	£	2025	£	2024	£	2024	£	2024	£
	Services provided under contract	911,571		1,880,692		3,878,703		6,670,966		763,504		1,781,567		3,230,957		5,776,028	
	Performance related grants	467,241		1,776,244		-		2,243,485		166,228		1,674,301		-		1,840,529	
		<u>1,378,812</u>		<u>3,656,936</u>		<u>3,878,703</u>		<u>8,914,451</u>		<u>929,732</u>		<u>3,455,868</u>		<u>3,230,957</u>		<u>7,616,557</u>	
	<b>Analysis by fund</b>																
	Unrestricted funds	911,571		1,880,692		3,878,703		6,670,966		763,504		1,781,567		3,225,957		5,771,028	
	Restricted funds	467,241		1,776,244		-		2,243,485		166,228		1,674,301		5,000		1,845,529	
		<u>1,378,812</u>		<u>3,656,936</u>		<u>3,878,703</u>		<u>8,914,451</u>		<u>929,732</u>		<u>3,455,868</u>		<u>3,230,957</u>		<u>7,616,557</u>	

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

4 Income from charitable activities		(Continued)					
Performance related grants analysis		2025		2024		2024	
		£	£	£	£	£	£
		Housing support and resettlement	Homeless, rough sleeping and street drinking	Total	Housing support and resettlement	Homeless, rough sleeping and street drinking	Total
Children & Young Persons Service		39,112	-	39,112	35,153	-	35,153
Domestic Abuse Grant		-	49,782	49,782	-	16,594	16,594
MOVE Project		11,082	-	11,082	10,000	-	10,000
Rapid Rehousing Service		-	628,224	628,224	-	652,080	652,080
Recovery Support Service		294,702	-	294,702	-	-	-
Hospital in-reach		-	259,885	259,885	-	228,696	228,696
New Beginnings		98,345	-	98,345	97,075	-	97,075
Pathways (Street Lifestyle Outreach)		-	429,103	429,103	-	449,740	449,740
City Region Intensive Support		-	332,911	332,911	-	327,191	327,191
Welfare Rights		24,000	-	24,000	24,000	-	24,000
Accommodation Rescue		-	76,339	76,339	-	-	-
		467,241	1,776,244	2,243,485	166,228	1,674,301	1,840,529

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**5 Income from other trading activities**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Fundraising events	-	14,449	14,449	-	-	-
Shop income	162,840	-	162,840	169,878	-	169,878
Other trading activities	162,840	14,449	177,289	169,878	-	169,878

**6 Income from investments**

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Interest receivable	31,193	13,988

**7 Other income**

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Other income	1,923	1,557

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**8 Raising funds**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds Restated 2024	Restricted funds 2024	Total Restated 2024
	2025 £	2025 £	2025 £	2024 £	2024 £	2024 £
<u>Fundraising and publicity</u>						
Capitalisation of prior period expenses	(23,465)	-	(23,465)	-	-	-
Other fundraising costs	7,278	44,041	51,319	6,630	44,779	51,409
Staff costs	141,626	23,224	164,850	155,568	-	155,568
Support costs	35,271	2,224	37,495	26,934	-	26,934
	<u>160,710</u>	<u>69,489</u>	<u>230,199</u>	<u>189,132</u>	<u>44,779</u>	<u>233,911</u>
<u>Trading costs</u>						
Capitalisation of prior period expenses	(23,465)	-	(23,465)	-	-	-
Other trading activities	55,987	-	55,987	59,685	-	59,685
Staff costs	86,155	-	86,155	89,700	-	89,700
Support costs	33,124	-	33,124	17,885	-	17,885
	<u>151,801</u>	<u>-</u>	<u>151,801</u>	<u>167,270</u>	<u>-</u>	<u>167,270</u>
	<u>312,511</u>	<u>69,489</u>	<u>382,000</u>	<u>356,402</u>	<u>44,779</u>	<u>401,181</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**9 Charitable activities**

	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2025	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2025	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2024	Total 2024 Restated
	2025	2025	2025	£	2025	2025	2025	£	2024	2024	2024	2024	£
Staff costs	1,129,646	2,586,189	2,034,075	5,749,910	1,027,793	2,290,967	1,724,640	5,043,400					
Project costs	136,264	810,255	526,802	1,473,321	46,620	804,590	536,287	1,387,497					
Travel expenses	14,250	44,188	2,997	61,435	13,153	44,100	2,959	60,212					
Bad debts	-	-	5,000	5,000	1,000	-	-	1,000					
Premises costs	87,305	131,968	1,422,631	1,641,904	83,179	139,019	1,303,496	1,525,694					
Capitalisation of prior period expenses	(11,867)	(20,774)	(8,159)	(40,800)	-	-	-	-					
	1,355,598	3,551,826	3,983,346	8,890,770	1,171,745	3,278,676	3,567,382	8,017,803					
Share of support costs (see note 10)	57,556	55,780	87,986	201,322	29,482	41,137	106,466	177,085					
Share of governance costs (see note 10)	4,546	8,980	981	14,507	3,548	9,055	766	13,369					
	1,417,700	3,616,586	4,072,313	9,106,599	1,204,775	3,328,868	3,674,614	8,208,257					
<b>Analysis by fund</b>													
Unrestricted funds	915,358	1,757,701	4,072,313	6,745,372	935,612	1,603,898	3,669,614	6,209,124					
Restricted funds	502,342	1,858,885	-	2,361,227	269,163	1,724,970	5,000	1,999,133					
	1,417,700	3,616,586	4,072,313	9,106,599	1,204,775	3,328,868	3,674,614	8,208,257					

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**10 Support costs allocated to activities**

	<b>2025</b>	<b>Restated 2024</b>
	£	£
Depreciation	32,732	-
Depreciation relating to prior years	44,718	-
Premises and other costs	207,306	197,501
Legal and professional fees	21,619	23,912
Capitalisation of prior year expenses	(34,927)	-
Governance costs	15,000	13,860
	<u>286,448</u>	<u>235,273</u>
<b>Analysed between:</b>		
Fundraising and trading	70,619	44,819
Housing support and resettlement	62,102	33,030
Homeless, rough sleeping and street drinking	64,760	50,192
Supported accommodation	88,967	107,232
	<u>286,448</u>	<u>235,273</u>
	<b>2025</b>	<b>2024</b>
	£	£
<b>Governance costs comprise:</b>		
Audit fees	7,320	6,180
Accountancy	7,680	7,680
	<u>15,000</u>	<u>13,860</u>

Support costs are reallocated to expenditure on a use of space/size of service basis.

**11 Auditor's remuneration**

	<b>2025</b>	<b>2024</b>
	£	£
Fees payable to the charity's auditor and associates:		
<b>For audit services</b>		
Audit of the financial statements of the charity	7,320	6,180
<b>For other services</b>		
All other non-audit services	7,680	7,680

**12 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year (2024-£nil), and no trustees were reimbursed expenses (2024- no trustees were reimbursed expenses).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**13 Employees**

The average monthly number of employees during the year was:

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
Fundraising	2	2
Shop	5	5
Charitable	186	170
	<hr/>	<hr/>
Total	193	177
	<hr/> <hr/>	<hr/> <hr/>

<b>Employment costs</b>	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	5,270,467	4,649,874
Social security costs	500,509	434,434
Other pension costs	229,939	204,360
	<hr/>	<hr/>
	6,000,915	5,288,668
	<hr/> <hr/>	<hr/> <hr/>

Average employee numbers excludes employees on zero hour contracts not paid in the month of which there were an additional 13 employees on average (2024 an additional 12 employees on average).

Included in wages and salaries are payments to subcontractors including people from other organisations seconded to or working in partnership with Whitechapel to deliver projects such as the Harm Reduction Service which is delivered in partnership with SHAP Ltd and the LCR Assertive Outreach Service which is delivered in partnership with Mersey Care NHS Foundation Trust. Partner agency workers amounted to £583,897 (2024: £590,226).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
£70,000 - £80,000	1	1
	<hr/>	<hr/>

Contributions totalling £4,768 (2024: £3,678) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

**Remuneration of key management personnel**

The remuneration of key management personnel was as follows:

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Aggregate compensation	84,880	86,273
	<hr/> <hr/>	<hr/> <hr/>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**13 Employees**

(Continued)

Trustees made donations of £1,200 (2024: £900) to the charity during the year.

There were no other related party transactions in the year.

**14 Other expenditure**

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Net loss on disposal of tangible fixed assets	1	-

**15 Tangible fixed assets**

	Fixtures, fittings & equipment £	Computers £	Total £
<b>Cost</b>			
At 1 April 2024	9,767	-	9,767
Additions	1,490	14,052	15,542
Disposals	(9,767)	-	(9,767)
Reclassification of prior year expenses	83,510	39,147	122,657
At 31 March 2025	85,000	53,199	138,199
<b>Depreciation and impairment</b>			
At 1 April 2024	9,766	-	9,766
Depreciation charged in the year	16,658	16,074	32,732
Eliminated in respect of disposals	(9,766)	-	(9,766)
Reclassification of prior year expenses	34,564	10,154	44,718
At 31 March 2025	51,222	26,228	77,450
<b>Carrying amount</b>			
At 31 March 2025	33,778	26,971	60,749
At 31 March 2024	1	-	1

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**16 Fixed asset investments**

	<b>Monies held on deposit £</b>
<b>Cost or valuation</b>	
At 1 April 2024	540,987
Additions	20,982
	<hr/>
At 31 March 2025	561,969
	<hr/>
<b>Carrying amount</b>	
At 31 March 2025	561,969
	<hr/> <hr/>
At 31 March 2024	540,987
	<hr/> <hr/>

**17 Financial instruments**

	<b>2025 £</b>	<b>2024 £</b>
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	2,447,171	2,116,188
Equity Instruments measured at cost less impairment	561,969	540,987
	<hr/>	<hr/>
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	405,596	326,171
	<hr/>	<hr/>

**18 Debtors**

	<b>2025 £</b>	<b>2024 £</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	1,217,664	1,256,862
Other debtors	1,758	-
Prepayments and accrued income	71,933	84,548
	<hr/>	<hr/>
	1,291,355	1,341,410
	<hr/> <hr/>	<hr/> <hr/>

**19 Creditors: amounts falling due within one year**

	<b>Notes</b>	<b>2025 £</b>	<b>2024 £</b>
Other taxation and social security		119,517	117,250
Deferred Income	<b>20</b>	232,928	262,658
Trade creditors		252,889	136,526
Other creditors		34,583	33,542
Accruals		118,124	156,103
		<hr/>	<hr/>
		758,041	706,079
		<hr/> <hr/>	<hr/> <hr/>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**20 Deferred income**

	<b>2025</b>	<b>2024</b>
	£	£
Other deferred income	232,928	262,658

Deferred income is included in the financial statements as follows:

	<b>2025</b>	<b>2024</b>
	£	£
Total deferred income at 1 April 2024	262,658	180,420
Amounts received in year	133,699	229,470
Amounts credited to statement of financial activities	(163,429)	(180,420)
Total deferred income at 31 March 2025	232,928	262,658

Included in deferred income are receipts which relate to a future accounting period and will be recognised to match the delivery of the service.

**21 Retirement benefit schemes**

**Defined contribution scheme**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £229,939 (2024 - £204,360). Total employee and employer contributions of £34,583 (2024 - £33,442) were payable to the fund at the balance sheet date and are included within creditors.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**22 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances:

	Balance at 1 April 2023 £	Movement in funds			Balance at 1 April 2024 £	Movement in funds			Balance at 31 March 2025 £
		Income £	Expenditure £	Transfers £		Income £	Expenditure £	Transfers £	
New Beginnings	-	97,075	(116,638)	19,563	-	98,345	(104,680)	6,335	-
Children & Young Persons Service	-	36,153	(42,496)	7,343	-	39,112	(43,091)	3,979	-
MOVE Project and Volunteers	-	10,000	(62,625)	52,625	-	11,081	(56,960)	45,879	-
Domestic Abuse Grant	-	16,594	(10,070)	-	6,524	49,783	(50,528)	-	5,779
Belvidere Family Centre - Get Out Get Active	-	5,000	(5,000)	-	-	-	-	-	-
Cost of Living Community Fund	-	39,625	(39,625)	-	-	-	-	-	-
Granby Childrens Centre	-	1,000	(1,000)	-	-	-	-	-	-
Older Persons Household Support Grant	5,579	-	-	(5,579)	-	-	-	-	-
Welfare Rights Service	-	24,000	(47,196)	23,196	-	24,000	(50,576)	26,576	-
Rapid Rehousing Pathway	45,808	652,080	(697,303)	-	585	672,756	(623,924)	-	49,417
Feeding Liverpool	-	4,154	(4,154)	-	-	14,449	(76,188)	61,739	-
Hospital in Reach (Out of Hospital)	-	228,696	(221,644)	-	7,052	259,885	(280,343)	13,406	-
Pathways (Street Lifestyle Outreach)	8,856	449,739	(426,762)	-	31,833	429,103	(423,865)	-	37,071
City Region Intensive Support	14,191	327,191	(369,398)	28,016	-	332,911	(411,674)	78,763	-
Recovery Support Service	-	-	-	-	-	294,702	(247,034)	-	47,668
Accommodation Rescue	-	-	-	-	-	76,339	(68,551)	-	7,788
	74,434	1,890,307	(2,043,911)	125,164	45,994	2,302,466	(2,437,414)	236,677	154,421

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**22 Restricted funds**

**(Continued)**

*New Beginnings (The Albert Gubay Charitable Foundation)*: This service delivers innovative and bespoke learning and enablement activities that promote well-being and help facilitate meaningful move on and personal development.

*Children & Young Persons Service (Steve Morgan Foundation)*: Our Children and Young Person's Service focuses on the well-being and development of children and young people. The Service ensures children experiencing homelessness are able to access appropriate health, education, play & leisure services and activities providing opportunities to improve health and wellbeing.

*MOVE Project & Volunteers (Community Resource Grant)*: Delivers high quality training programmes, along with the support, guidance and advice, to enable people to take up meaningful opportunities for voluntary employment, including mentoring. Funding helped cover the salary costs of the Volunteer Manager, along with volunteer and clients expenses. Along with this it helped provide essential food / services, including training courses, for homeless clients.

*Domestic Abuse Grant (Liverpool City Council)*: Through intensive support, the project seeks to address the housing and support needs of victims of domestic abuse who have a history of rough sleeping or difficulty in maintaining accommodation.

*Belvidere Family Centre - Get Out Get Active (Liverpool City Council)*: Supporting and encouraging families experiencing homelessness and residing in Belvidere Family Centre to overcome the fear and nervousness of starting a fitness activity, try new experience, gain an understanding of basic exercise techniques and improve health and well-being.

*Cost of Living Community Fund (National Lottery)*: Financial support to help cover the rising costs of emergency food provision as well as improve and increase the contents of weekly food parcels to people experiencing homelessness in Liverpool City Region.

*Granby Childrens Centre (Family Hub Fund)*: Support for young children & young people (0-18years) with transport costs and education such as calculators and workbooks.

*Older Persons Household Support Grant*: Provides financial support to vulnerable, older people experiencing homelessness. Includes help with gas, electricity, water and food costs.

*Welfare Rights Service (Freshfields)*: Provides welfare rights advice in order to achieve income maximisation, welfare benefits maximisation, and help to improve / increase financial literacy.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**22 Restricted funds**

**(Continued)**

*Rapid Rehousing Pathway:* Funded by the Ministry of Housing, Communities and Local Government's Rough Sleeping Prevention and Recovery Grant to provide housing advice, intensive support and additional night outreach services to help end rough sleeping in Liverpool.

*Feeding Liverpool:* Feeding Liverpool is the city of Liverpool's food alliance, connecting and equipping people and organisations to work towards good food for all. Feeding Liverpool worked with Liverpool City Council's to support the distribution of the Household Support Fund to emergency food providers, including organisations like Whitechapel, making crisis food provision available for individuals and families experiencing homelessness.

*Hospital In-Reach (Out of Hospital):* Funded by the Cheshire and Merseyside Integrated Care Board via the Better Care Fund to provide a multi-disciplinary homeless discharge team to provide clinically led specialist homeless primary care in-reach into hospital, specialist housing advice and support, along with personal care to ensure safe, co-ordinated discharge from hospital into appropriate accommodation for people experiencing homelessness.

*Pathways (Street Lifestyle Outreach):* Provides an assertive outreach service to support people with substance misuse issues away from living a street lifestyle into a more settled way of life by addressing addictions and other social issues. The service works in partnership with Mersey Care, We Are With You and Liverpool City Council to deliver co-ordinated, multi-agency support.

*City Region Intensive Support Service:* Funded by the Ministry of Housing, Communities and Local Government's Rough Sleeping Prevention and Recovery Grant, to provide assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Wirral, Knowsley, Halton and St Helens.

*Recovery Support Service:* Funded by the Housing Support Grant via Public Health supporting people with histories of drug and / or alcohol use problems who are at risk of homelessness. The service provides intensive, wrap around support to prevent homelessness

*Accommodation Rescue:* Funded by the Ministry of Housing, Communities and Local Government's Rough Sleeping Prevention and Recovery Grant, providing intensive support to people who have accommodation but feel unable to use it and are rough sleeping or at risk of rough sleeping. Intensive support helps people to return to their accommodation.

**Transfers of funds**

Fund providers have acknowledged that a portion of the funds provided are to be used for contingency and reserve costs which are necessarily incurred to enable these projects to proceed and to enable the trustees to provide an appropriate fund for the future development and financial stability of the Whitechapel Centre generally. Projects which show a deficit at 31 March 2025 require financial support to be given to those projects out of general reserves. The fund providers approve the use of surpluses arising on other projects funded to be used to support these areas.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**23 Unrestricted funds**

The unrestricted funds of the charity comprise the unexpended balances of donations and grants which are not subject to specific conditions by donors and grantors as to how they may be used. These include designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes.

	At 1 April 2024	Income	Expenditure	Transfers	At 31 March 2025
	£	£	£	£	£
Contingency fund	750,000	-	-	-	750,000
Premises fund	150,000	-	-	100,000	250,000
Development fund	250,000	-	-	-	250,000
General funds	755,103	7,546,885	(7,057,884)	(336,677)	907,427
	<u>1,905,103</u>	<u>7,546,885</u>	<u>(7,057,884)</u>	<u>(236,677)</u>	<u>2,157,427</u>
<b>Previous year:</b>	<b>At 1 April 2023</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>At 31 March 2024</b>
	£	£	£	£	£
Contingency fund	750,000	-	-	-	750,000
Premises fund	150,000	-	-	-	150,000
Development fund	250,000	-	-	-	250,000
General funds	768,051	6,677,742	(6,565,526)	(125,164)	755,103
	<u>1,918,051</u>	<u>6,677,742</u>	<u>(6,565,526)</u>	<u>(125,164)</u>	<u>1,905,103</u>

The *contingency fund* exists to

- Cover staff salaries and associated costs, redundancy payments and sick pay in the event of reduced grant funding.
- Help manage cash flow due to delays in receipt of grant funding. Sixty percent (60%) of the organisations grant income is paid quarterly, in arrears. Also, we have a number of contracts that involve payment by results, which causes further delays in payment schedules. The Contingency Fund helps ensure sufficient funds are available to manage this.
- Cover for unforeseen deficits that may arise on particular projects.

The *premises fund* relates to the associated costs and/or sourcing of alternative residential accommodation for clients and office premises for staff in the event of a disaster and / or the need to identify and move to alternative accommodation.

The *development fund* will make provision for seed funding for new services and ideas, funding to help transform existing services and funding to cover requirements for social impact bonds. This fund has been used to help develop new accommodation based services for homeless people. Also, it has been used to open a retail outlet that will generate a new income stream for the future.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

24 Analysis of net assets between funds

Fund balances at 31 March 2025 are represented by:

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Tangible assets	60,749	-	-	60,749	1	-	-	1
Investments	-	561,969	-	561,969	-	540,987	-	540,987
Current assets/(liabilities)	946,678	588,031	154,421	1,689,130	755,102	609,013	45,994	1,410,109
	<u>1,007,427</u>	<u>1,150,000</u>	<u>154,421</u>	<u>2,311,848</u>	<u>755,103</u>	<u>1,150,000</u>	<u>45,994</u>	<u>1,951,097</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2025**

**25 Operating lease commitments**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2025 £	2024 £
Within one year	48,111	42,552
Between two and five years	1,783	7,458
	<u>49,894</u>	<u>50,010</u>

**26 Cash generated from operations**

	2025 £	2024 £
Surplus/(deficit) for the year	360,751	(41,388)
<b>Adjustments for:</b>		
Investment income recognised in statement of financial activities	(31,193)	(13,988)
Depreciation of prior year capitalised expenses	44,719	-
Depreciation and impairment of tangible fixed assets	32,732	-
Prior-year capitalisation adjustment	(122,657)	-
<b>Movements in working capital:</b>		
Decrease in debtors	50,055	222,941
Increase/(decrease) in creditors	81,692	(150,400)
(Decrease)/increase in deferred income	(29,730)	82,238
<b>Cash generated from operations</b>	<u>386,369</u>	<u>99,403</u>

**27 Company limited by guarantee**

The Whitechapel Centre is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £1.

**WHITECHAPEL CENTRE**

England & Wales - Charity number 1013060

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# Accounts

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Charity Registration No. 1013060

Company Registration No. 02623071 (England and Wales)

**THE WHITECHAPEL CENTRE**  
**COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2024**



**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Honorary Life President</b>	Mr T Crolley
<b>Trustees</b>	Mr D Antrobus Ms A Brown (Treasurer) Mr S Collett Mr D Green OBE Ms V Metcalf MBE (Vice chair) Ms S Thomas (Chair) Ms M Woods Dr R Young Ms K Sheerin (Appointed 23 June 2023) Bro K Vance (Appointed 23 June 2023)
<b>Chief Executive</b>	Mr D Carter
<b>Secretary</b>	Mr D Carter
<b>Charity number</b>	1013060
<b>Company number</b>	02623071
<b>Registered office</b>	Langsdale Street Liverpool L3 8DT
<b>Auditor</b>	Mitchell Charlesworth (Audit) Limited Suite 5.1 Tempest 12 Tithebarn Street Liverpool L2 2DT
<b>Bankers</b>	National Westminster Bank Plc 5 Oxford Street Liverpool L7 7HL  Hampshire Trust Bank PO Box 74003 London EC2P 2QR  Furness Building Society 51 – 55 Duke Street Barrow-in-Furness Cumbria LA14 1RT

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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**Solicitors**

Brabners LLP  
Horton House  
Exchange Flags  
Liverpool  
L2 3YL

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2024**

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The trustees present their annual report and financial statements for the year ended 31 March 2024.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

**The Whitechapel Centre - Focus of Our Work**

**We believe that every individual should be given the opportunity to change their situation and achieve their potential.**

The Whitechapel Centre is a leading homeless and housing charity for the Liverpool City Region.

Since 1975 we've helped some of the most vulnerable and isolated people across the Liverpool City Region who are sleeping rough, living in hostels and supported accommodation, or struggling to manage and maintain their accommodation.

The volume of clients we are working with has increased significantly over the last 5 years, as has the range and complexity of clients' needs. We are responding to this by adapting our existing services and developing new ones that are innovative and meet the changing needs of our clients.

**Our Vision** is to be an excellent, independent local charity working in partnership to see an end to homelessness, social exclusion and housing poverty in our communities.

To achieve this, **our Mission** is:

- to prevent and resolve homelessness, social exclusion and housing poverty by providing practical, tailored support so that each person can find and sustain a home and achieve their potential.
- to develop and influence local and national homelessness strategies, policies and practice.

Our main objectives and activities for the year continued to focus upon the delivery of effective and innovative services which meet identified housing and related support needs of people who are homeless, socially excluded or experiencing housing poverty.

The strategies employed to meet these objectives included the following:

- Delivering immediate help, opportunity and support to enable and effect lasting change and solutions for people most in need.
- Providing targeted, person centred services.
- Contributing towards and influencing relevant local and national strategic initiatives, social policy and debates relating to homelessness and housing.
- Challenging exclusion in all aspects of people's lives, supporting initiatives that encourage inclusion, particularly in relation to housing, supported living, health, education, and employment.
- Developing joint partnership work with other agencies to ensure more comprehensive and effective service delivery.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**The Whitechapel Centre Services Today**

Recognising the diverse routes into and through homelessness, The Whitechapel Centre delivers a variety of services in different settings, which include:

- **Street Outreach Services** e.g. assertive street outreach for people rough sleeping.
- **Supported Accommodation-Based Services** e.g. Belvidere Family Centre, Yates Court, Phoenix House, Whitley House, Harm Reduction Service, Shared and Dispersed Accommodation
- **Homeless Resolution Services** e.g. Housing Advice & Assessment Hub, Hospital In-Reach Service, Intensive Support Service, Domestic Abuse Service and Welfare Rights Advice.
- **Homeless Prevention Services** e.g. Prevention & Resettlement Service, Floating Support, New Beginnings and Accommodation Rescue.

**Who do we help?**

- **People who are experiencing homelessness:** Single people, couples and families who are sleeping rough, staying with friends, or living in temporary accommodation.
- **People at risk of homelessness:** People threatened with homelessness due to eviction notices, repossession, rent / mortgage arrears, debt, problems with landlords, overcrowding, accommodation not fit for purpose, and so forth.
- **People in need of housing support:** people struggling to maintain their accommodation.

An overwhelming majority of people we support have additional and often multiple support needs, including mental health problems, substance use, alcohol use, physical health problems, offending histories and domestic abuse.

**Ensuring Our Work Delivers Our Aims**

We review our aims, objectives and activities every year. Each review includes a comparative analysis of outcomes and achievements against both organisational aims and objectives and wider contractual targets. This review helps inform our annual operational plan, as well as our longer term strategic plan. It ensures the organisation's services remain firmly focused on meeting our stated charitable aims and objectives and are of direct public benefit.

**How Our Activities Deliver Public Benefit**

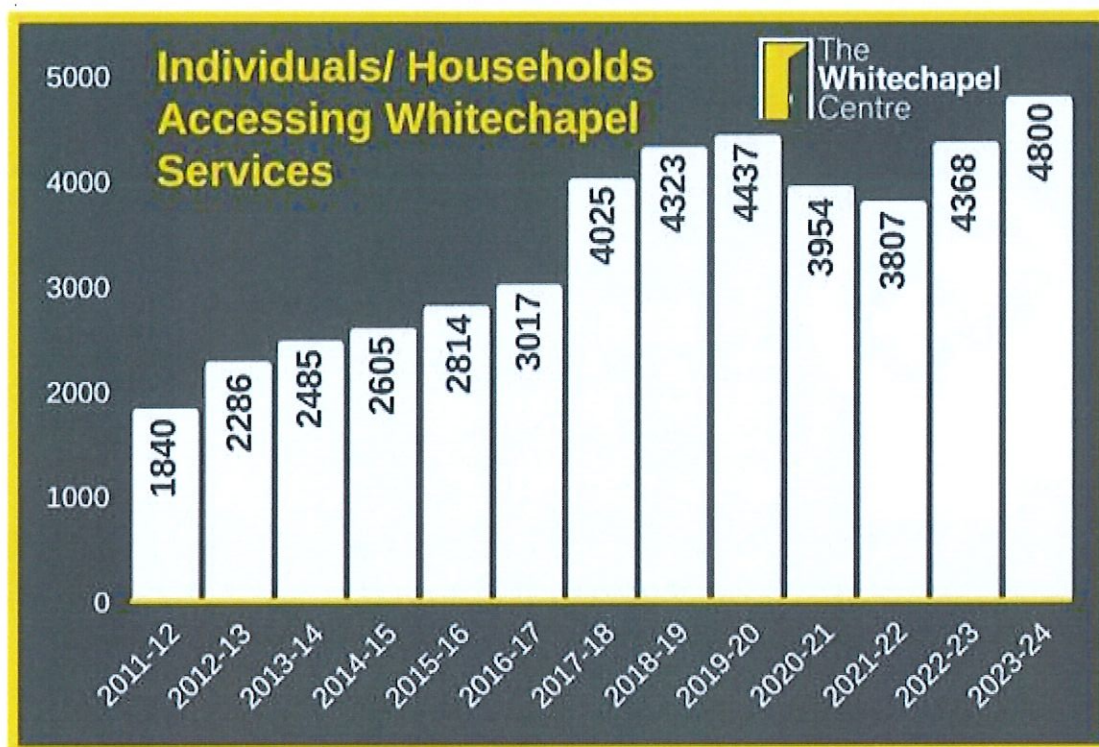
All our charitable activities focus on the provision of highly effective and innovative intervention-based services that meet the housing and support needs of people who are homeless or inadequately housed. These activities are undertaken to further our charitable purposes for the public benefit.

**Who We Work With**

As a result of the on-going housing crisis, which creates greater vulnerabilities amongst those living in poverty or precarious housing, Whitechapel's services continue to be needed more than ever, as demonstrated by the increasing number of unique individuals and households needing to access our services.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

During 2023/24 we worked with a total of **4,800** different individuals and households (couples and families) who were experiencing or at risk of homelessness. This is the highest number ever supported and is 432 more individuals and households than the number supported in 2022/23 and represents an increase of almost 10%, as shown in the chart below:



There are different types of homelessness. It can include:

- People sleeping rough
- People staying in emergency accommodation such as B&B
- People in commissioned, homeless supported accommodation e.g. hostels
- People with no fixed abode e.g. people staying with friends or family, sofa surfing
- People who have been served notice and asked to leave their accommodation within 56 days.

The increase in homelessness has not been uniform, it has impacted differently across the above cohorts. Sadly, the single biggest increase for people accessing Whitechapel's services is among the more acute and visible forms for homelessness, such as people rough sleeping.

Last year (2023/24), we worked with a total of 1,031 unique individuals who were seen bedded down, sleeping rough in the Liverpool City Region on one or more occasions. This represents 21% of all individuals / households accessing our services.

Of the 1,031 individuals, 748 were seen in Liverpool. This is 184 more individuals than the prior year, representing an increase of 33% - the single biggest percentage increase across all of our homeless cohorts.

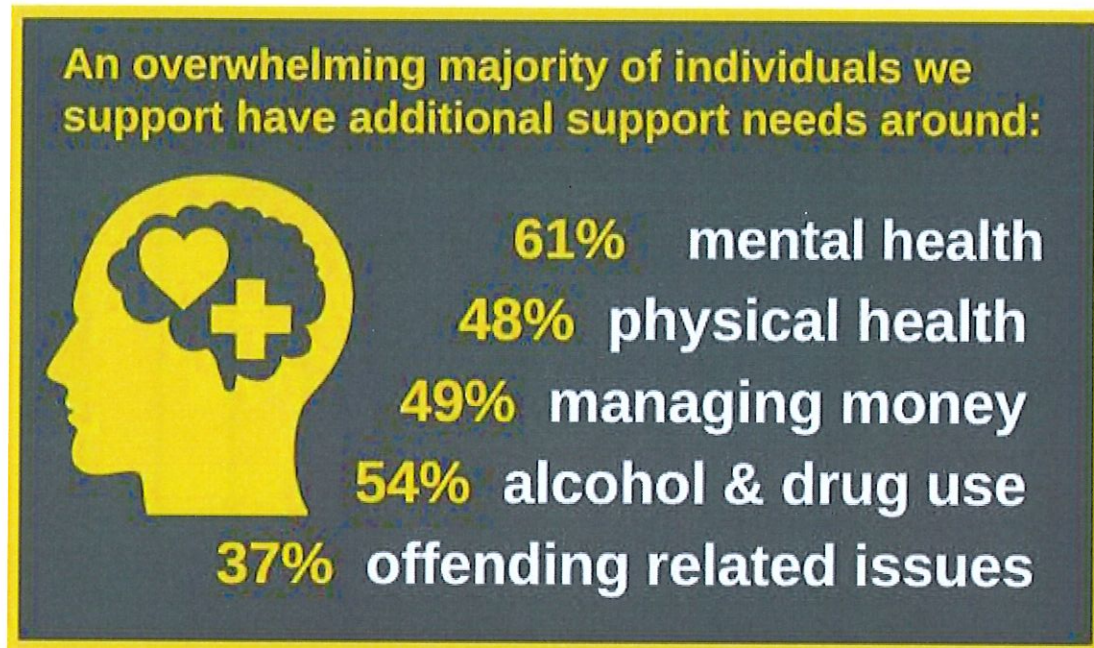
The main reasons for people needing to access our services include:

- Relationship breakdown, be this with a partner, family or friends.
- Domestic abuse.
- Ending of a private rented Assured Shorthold Tenancy. The cost and shortage of housing can make it very difficult for people to find new accommodation.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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A majority of the people accessing our services and experiencing homelessness have a range of support needs, which compound their housing situation. Homelessness is not the only issue people experience. The chart below provides a summary of the main support issues which impact on people's housing needs:



Recognising both the diverse causes of homelessness and the additional support needs of most of the individuals we support, Whitechapel has developed a variety of services that operate in different settings and provide different levels and types of support interventions and bring together an array of different partner agencies to work together to resolve homelessness and related needs. We understand that no single agency can resolve homelessness; for this reason we work in partnership with health, treatment, housing and social organisations, such as Mersey Care, Brownlow Health, We Are With You, registered providers of social housing (Housing Associations) & Supported Accommodation Providers, in order to deliver multi-faceted support that can meet people's needs.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Achievements and performance**

Through the range of services we deliver, we have continued to achieve high levels of success, providing the right interventions, at the right time, in order to deliver the following outcomes:



**Homeless Resolution**

Whitechapel provides a range of services that seek to ensure anyone who is experiencing homelessness is supported indoors into appropriate accommodation as soon as possible. This is achieved through the delivery of the following services:

- Housing Advice & Assessment Hub – providing assessment of individuals' housing needs and delivery of support and advice to enable people to find appropriate accommodation.
- Supported Accommodation – delivering a range of accommodation-based services with on-site, wrap around support to address causes and effects of homelessness and facilitate move-on into sustainable, independent accommodation. Services include Whitley House, Phoenix House, Belvidere Family Centre, Yates Court, Shared & Dispersed Accommodation.
- Street Outreach – provision of assertive street outreach including engagement, assessment and delivery of timely housing solutions.
- Hospital In-Reach Service - clinically led in-reach service providing housing advice, support and care to ensure safe, effective early discharge from hospital for individuals experiencing homelessness.

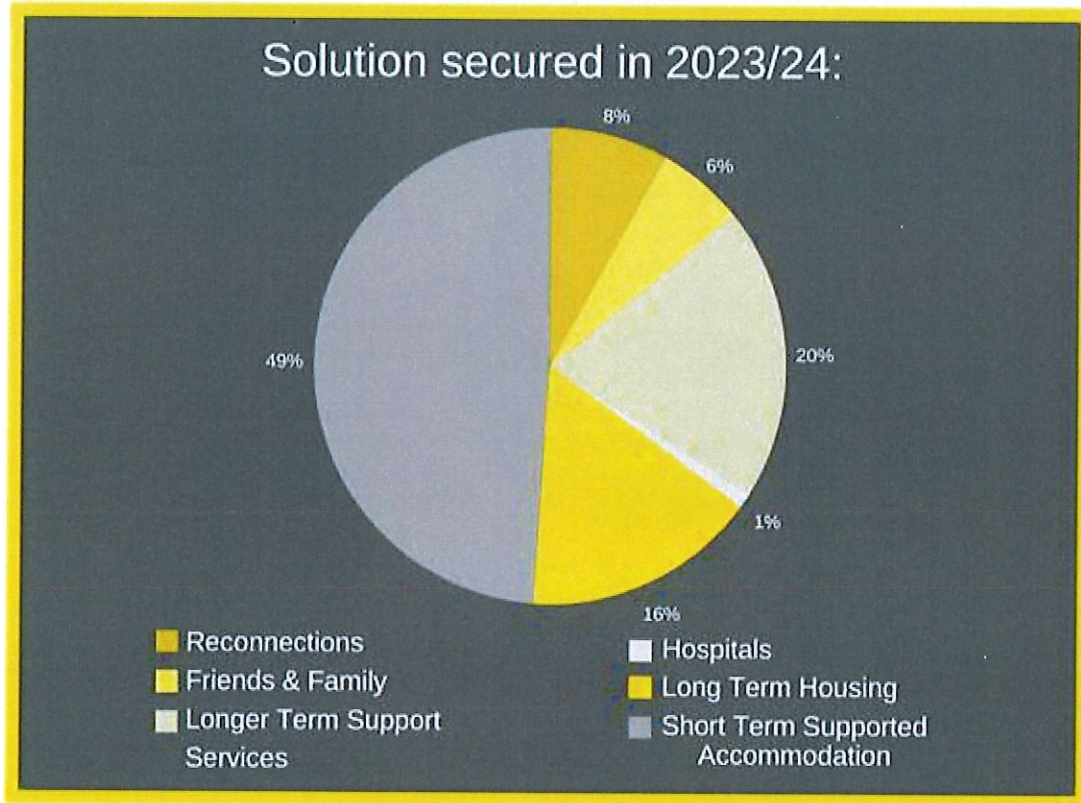
Through all of these services, we were successful in helping **2,092** unique individuals / households experiencing homelessness to access new accommodation that met their needs, thereby ending their homelessness.

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE  
 TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
 FOR THE YEAR ENDED 31 MARCH 2024**

Our Housing Advice & Assessment Hub worked with 908 of the above individuals / households. The Hub provides high quality housing and welfare rights advice, which is tailored to each individual's needs. The service has access to a range of immediate and longer-term solutions, including:

- Access to first step from the street and / or ring fenced beds
- Supported Accommodation
- Independent Accommodation – Housing Association or Private Rented Accommodation
- Resources to facilitate reconnection or personalised solutions.

The following chart provides a breakdown of the successful solutions secured by our Hub:



Our aim is to ensure sustainable accommodation solutions. One of the many ways in which we aim to achieve this is through the provision of wrap around, intensive support, delivered by services such as Pathways, Accommodation Rescue and Rapid Rehousing Navigator Services. This support helps address underlying causes of homelessness and helps equip individuals with the skills to sustain accommodation going forward.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Supported Accommodation Services**

In response to the current housing crisis and reduce homelessness we have sought to further expand our supported accommodation-based services consolidating new services such as Whitley House, completing the development of Phoenix House and further expanding our Shared and Dispersed Accommodation Services.

Today we manage 181 supported accommodation units, which include:

- **Phoenix House:** a 'first step from the street' supported accommodation service for men rough sleeping. The service provides on-site, 24/7 wrap-around intensive support and accommodation for 22 men who have been rough sleeping and have medium to high level support needs. The service provides person centred support to address housing and support needs and links individuals to relevant health and treatment services as well as training and related opportunities such as volunteering. Support enables individuals to develop skills and strategies to move on into long term accommodation.
- **Whitley House:** a second stage, supported accommodation service, with on-site support available 24 hours a day, 7 days a week for people preparing for independent living. The service offers 52 rooms with en-suite bathrooms. The layout is clusters with each landing consisting of a kitchen/sitting room which is shared between 5-8 residents. The service is for individuals with low to medium level support needs. Support enables individuals to develop skills and strategies to move-on into independent living.
- **Belvidere Family Centre:** self-contained, temporary emergency accommodation with support for families experiencing homelessness in Liverpool. With on-site support 24/7, the Service provides a safe environment for families, delivering a whole family approach to address support needs and facilitate timely access into permanent housing.
- **Yates Court:** self-contained, temporary emergency accommodation with support for families experiencing homelessness in Knowsley. With on-site support 24/7, the Service provides a safe environment for families, delivering a whole family service to address support needs and facilitate timely access into permanent housing.
- **Shared & Dispersed Accommodation:** supported, short-term accommodation for individuals experiencing homelessness who have low to medium level support needs who need an alternative to hostel-type accommodation or emergency B&B placement. The service manages 51 units of accommodation comprising 17 self-contained flats and 34 units in shared houses.
- **Harm Reduction Service:** a therapeutic accommodation-based, harm reduction service for men who need support to manage their alcohol and / or substance use who are not ready or wanting to stop using or to consider treatment programmes. Harm reduction provides wrap-around 24/7 support and personal care to keep people safe while in active addiction.

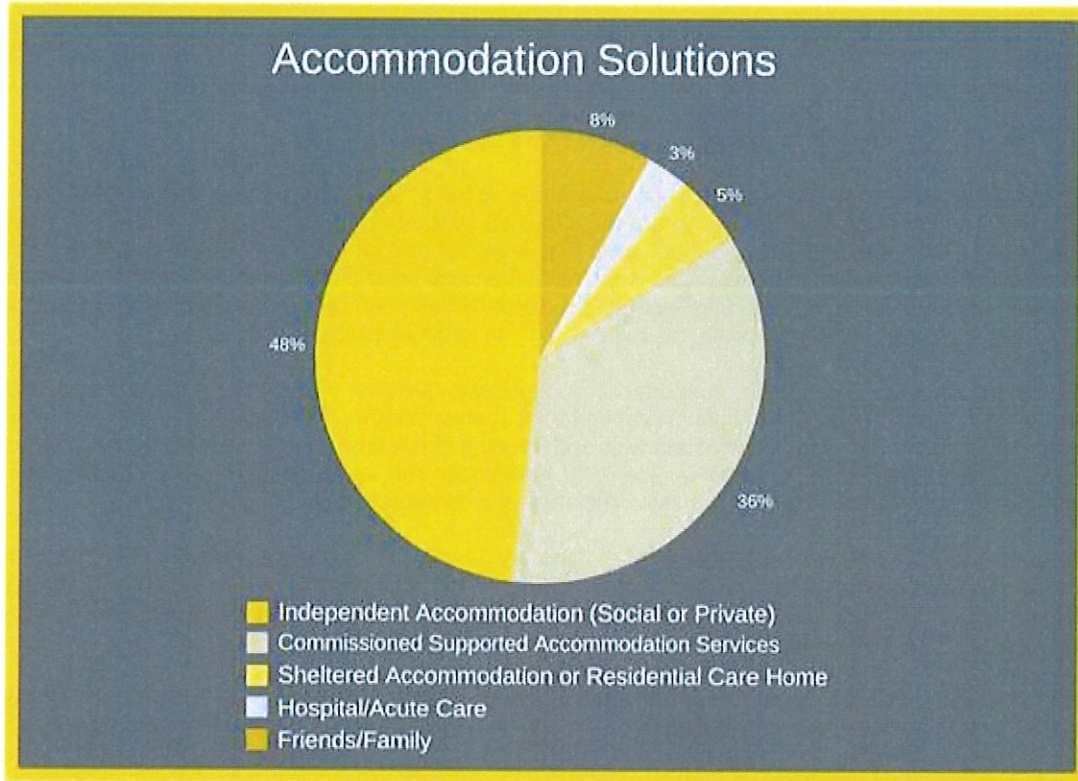
During 2023/24 these supported accommodation services successfully housed and met the needs of **368** unique individuals / households.

Through the provision of dedicated, wrap-around, on-site support we were able to address both the causes and effects of homelessness, equipping individuals with the skills and confidence to be able to move on into independent accommodation in the community. Of the 368 individuals / households housed in supported accommodation, **147** successfully moved on into independent, permanent accommodation / long-term accommodation solutions this year, while a further 181 continue to supported.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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The accommodation solutions included:



***Ishmael's Story – Shared & Dispersed Accommodation***

*Ishmael (name changed) came to the UK as an asylum seeker and was placed in accommodation managed by Serco in Liverpool while his asylum claim was considered. Ishmael's claim was successful and he was given leave to remain. This is what Ishmael wanted, but it did mean that he needed to move from his Serco accommodation at short notice. The Red Cross directed him to The Whitechapel Centre.*

*We assessed Ishmael as suitable for our Shared & Dispersed Accommodation Service. At this time Ishmael had very little English.*

*After first settling Ishmael into his new home, we supported him to claim Housing Benefit, helped him register with a GP, worked with him to secure the right benefits, and helped him access an ESOL (English Language) course. We supported Ishmael to register for Property Pool Plus and explained the process of how to bid.*

*We worked alongside Ishmael to maximise employment opportunities and Ishmael was successful in finding regular employment which gave him the opportunity to move on. We helped Ishmael search for a private rented property, liaise with the agent and complete paperwork and checks.*

*After viewing a property, Ishmael agreed with the Estate Agent a date of move in. Ishmael was given resettlement support. Ishmael is now settled in the property and is living without the support of others.*

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**Jean's Story – Whitley House**

*Jean (name changed) is a care leaver who has a long history of mental health issues, including a diagnosis of paranoid schizophrenia. Jean has a history of illicit substance misuse and alcohol dependency.*

*Prior to accessing Whitley House, Jean was a hospital in-patient. She had had multiple and repeat presentations in homeless services over the years, interspersed with periods of hospitalisation and custody.*

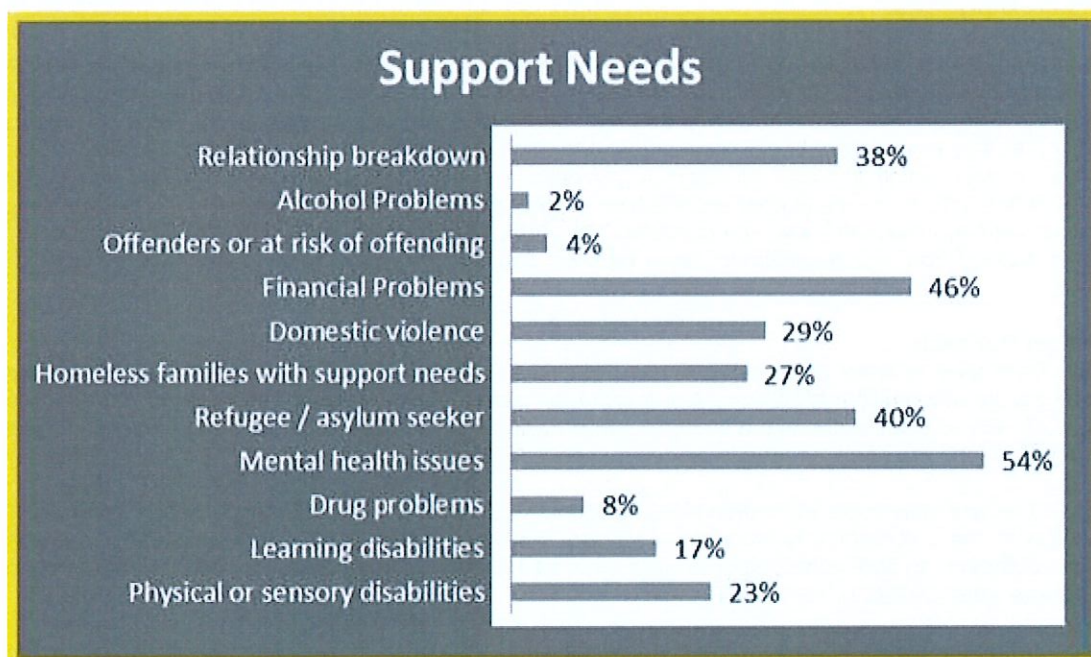
*Once referred to Whitley, Jean settled in quickly. Jean was adamant that she did not want to have to go through another period as an in-patient with mental health services. She wanted to be settled. In our support meetings we discussed positive ways she could improve her well-being, the importance of engaging with support networks and managing her medication. Jean embraced this support. She met with her Community Psychiatric Nurse and managed medication well. She kept busy going for walks in the park to feed the birds, attending cooking classes and our Woman's Group.*

*Progress for Jean was steady. Eventually we secured move-on accommodation. Jean was referred to our resettlement service for move-on support. Since moving, Jean has decorated her flat, continues to engage with the CPN and resettlement worker. She remains positive and confident.*

**Support for Homeless Families**

During 2023/24 we successfully supported 68 families experiencing homelessness into new accommodation via our Family Centres at Belvidere (Liverpool) and Yates Court (Knowsley) – this includes 87 adults and 188 children.

Identified factors contributing to family homelessness included:



Last year the average length of stay at Belvidere Family Centre was 179 days, which is much longer than intended. This is due to the housing crisis and dearth of move-on accommodation. Move-on options are even more difficult for families needing larger homes

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Safina's Story – Belvidere Family Centre**

*Safina (name changed) is a 34 year old woman from North Africa, who came to the hostel after escaping domestic abuse from her husband. Her husband is a UK resident and she had a spousal visa, allowing her to stay in the UK. Her husband was using the threat of deportation to control and frighten her, saying she would have to give up her son and return home. For this reason, she had endured a terrible, violent marriage, thinking she would lose everything if she left. Safina was in very poor mental health, and extremely isolated when she arrived.*

*Safina was referred to an immigration solicitor, to apply for leave to remain in the UK. This took 4 months to achieve but she was successful in getting her status, which was a huge relief.*

*We supported Safina to set up her benefits in her own name, rather than the joint Universal Credit claim with her ex-husband, so she had financial independence from him. We also had her Child Benefit put into her name.*

*We linked Safina in with Blackburne House to study English as a Second Language.*

*We referred Safina to Whitechapel's Meaningful Engagement Pathway, to help Safina develop a new social network, get to know the neighbourhood and build up new skills.*

*We supported Safina to access mental health services. This led to diagnoses of Post Traumatic Stress Disorder (PTSD) and Post Natal depression. She received support from the Women's Hospital and Talk Liverpool for this.*

*Safina gained confidence, friendships and her mental health so improved she set up and ran an Eid event for Muslim residents at Belvidere.*

*Safina found the process of applying for housing via Property Pool Plus, hard to deal with because of her mental health, particularly thinking that people did not have her best interests at heart. She found meeting with staff from Housing Options very difficult to cope with and was sometimes unjustifiably angry with Housing Options staff, believing that they had powers to get her a house and were deliberately blocking this and overlooking her. Staff were able to join Safina in these meetings to advocate for her but also support our Housing Options colleagues to do their job, by managing her expectations of their powers and the housing she could apply for in the city. Safina has been allocated what she considers the perfect home for her and her baby. She moved into her home with support from our resettlement team who will continue to support her until she feels ready for independence.*

**Assertive Street Outreach**

Our Outreach Team take services to the point of need, providing crisis intervention and resolution. The Team gets alongside people with multiple exclusions, working at their pace to build trust and relationships that motivate people to engage with services and make a change. We provide assertive outreach support to prevent and end rough sleeping, and support people to address issues that have led them to rough sleeping.

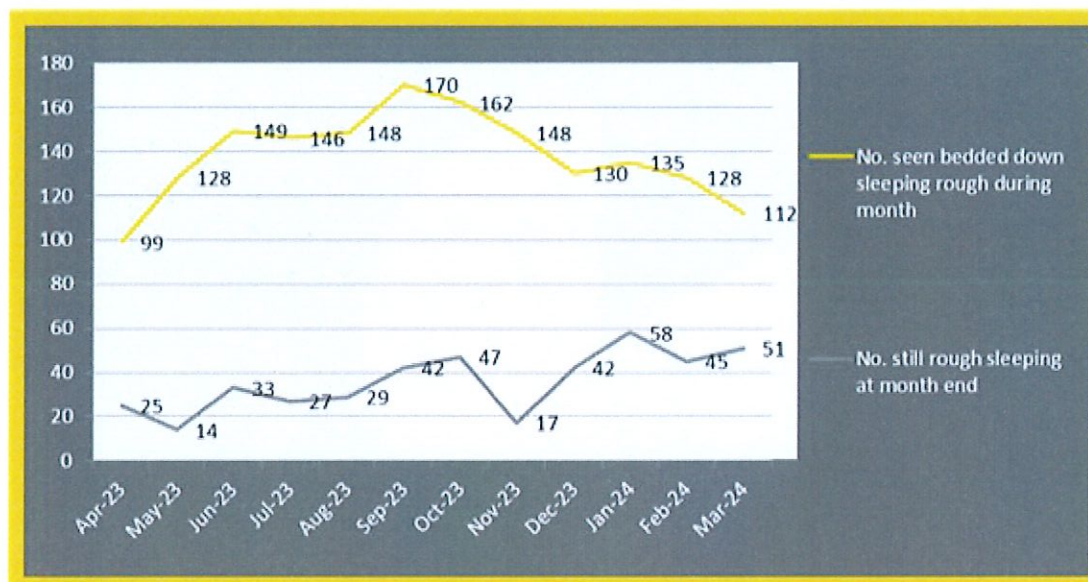
In 2023/24 1,031 unique individuals were seen sleeping rough on the streets by our Street Outreach Teams on 1 or more night(s) in the Liverpool City Region. Of these, 748 were seen bedded down sleeping rough in Liverpool. This compares to 564 individuals who were seen sleeping rough in Liverpool on at least one occasion during the previous year (2022/23), a staggering increase of 33%.

It is sad to report that the single biggest increase in homelessness has been among the most visible and acute form of homelessness which is rough sleeping.

The reasons for the increase are complex, but the main causes stem from the impact of poverty, increase in evictions, particularly within the private rented sector, a dearth of suitable and affordable accommodation options including move-on accommodation, and wider systemic barriers accessing solutions.

**THE WHITECHAPEL CENTRE  
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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

The graph below provides an overview of the number of individuals seen sleeping rough each month:



In January 2024, The Whitechapel Centre opened a 30-person Night Assessment Hub in Liverpool as a temporary measure in order to help cope with the high number of people presenting as newly homeless during the winter months. The purpose of the Night Assessment Hub was to complete assessments and referrals to Housing Options and accommodation providers. Once an assessment was completed, people for whom a same day accommodation solution couldn't be found, were able to spend the night at the Hub and able to return each night until a solution was sourced.

The service ran for 3 months and provided emergency shelter for 123 people, 65% of whom had a positive move-on into long term accommodation. As expected, the main challenge for the service was finding timely accommodation solutions for people. The aim was not to replicate a night shelter, but to provide a safe space and ease pressure on staff capacity during core hours.

The chart above, showing the number of people rough sleeping each month, provides a clear demonstration of the positive impact the temporary Night Assessment Hub had on the number of individuals on the streets i.e. the number of individuals seen rough sleeping reduced during the January to March 2024.

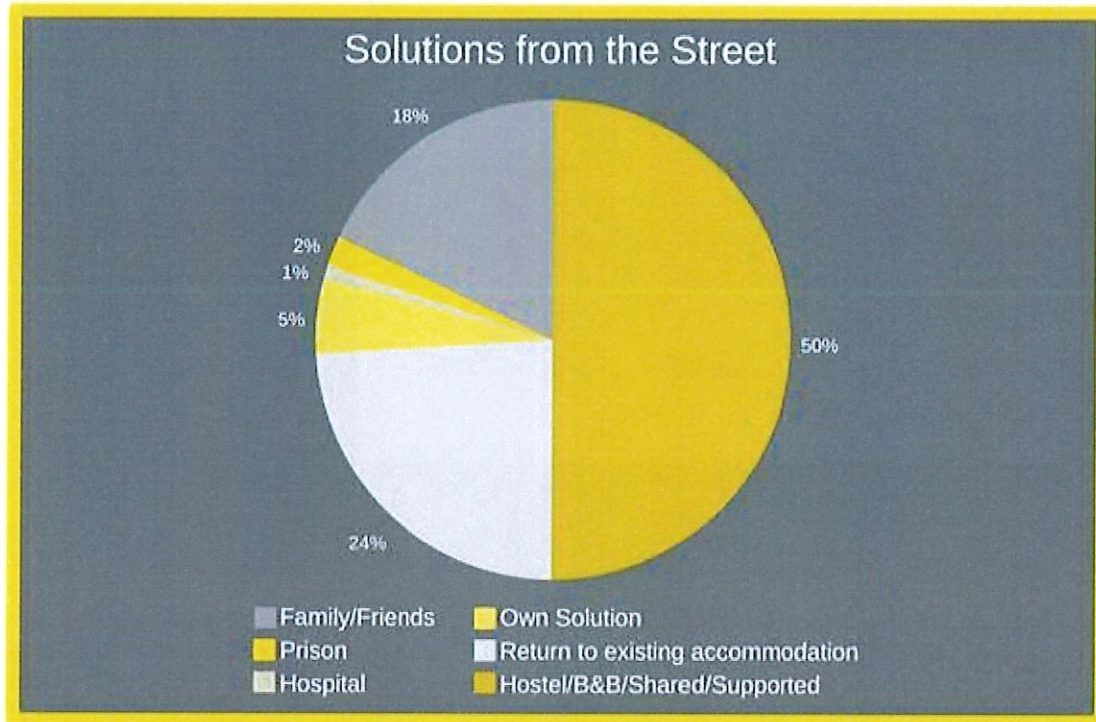
As at 31 March 2024, through the provision of multi-disciplinary support, housing advice, intensive support, primary health care, Treatment and Mental Health support, out of the 748 individuals seen rough sleeping in Liverpool, a total of 697 (93%) were successfully supported into new accommodation or returned to existing accommodation or offered another solution.

It should be noted that many individuals required more than one accommodation placement in order to find and access the right long-term solution. For most of the people sleeping rough, homelessness is caused by much more than simply a lack of accommodation. Almost all the people sleeping rough have additional support needs, such as substance use, mental health issues, offending histories and so forth so accessing the right accommodation with the right level of support is crucial. For some this necessitated a number of moves. In total, the Team successfully secured and supported people into a total of 1,223 accommodation placements.

**THE WHITECHAPEL CENTRE  
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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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A summary of the primary accommodation solutions is given below:



**Homeless Prevention and Resettlement**

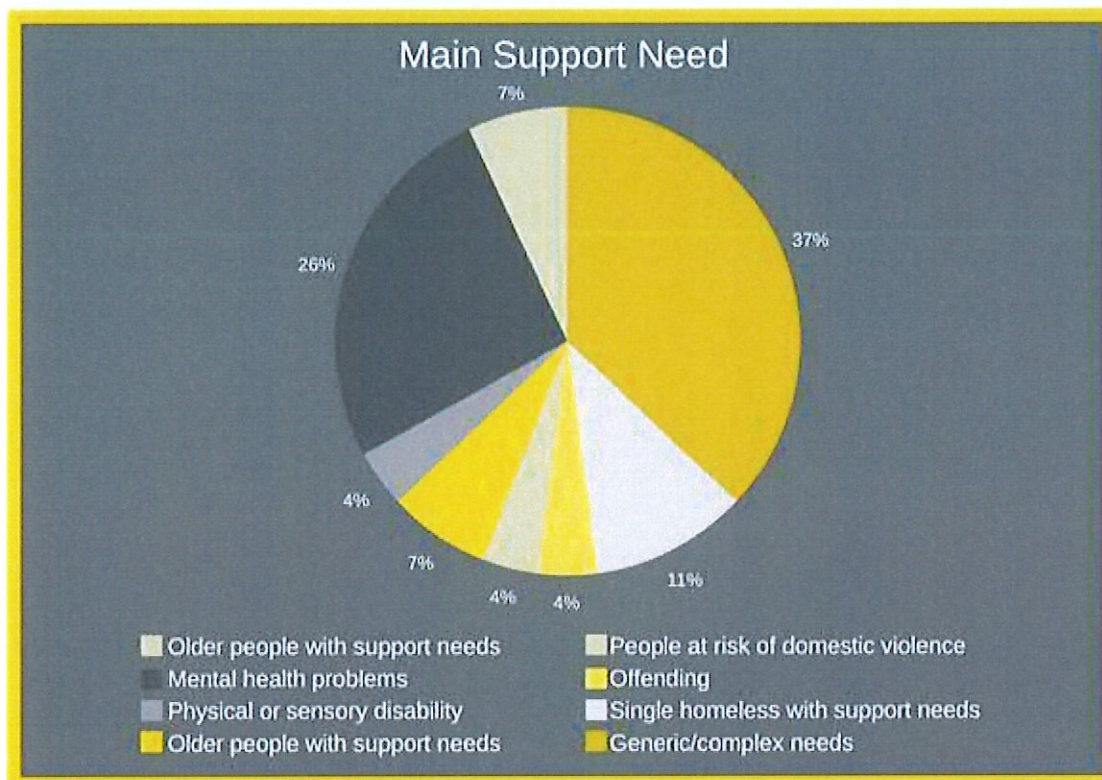
Homeless prevention is essential to achieving our Vision for ending homelessness. We understand the devastating impact of homelessness e.g. the average age of death of a woman experiencing homelessness is 43 and for a man is 46. It is essential that we prevent homelessness wherever possible so as to address health and wider inequalities arising from homelessness. However the global pandemic, housing crisis, poverty and increase in the volume of evictions / loss of tenancies within the private rented sector have all made homeless prevention more difficult to achieve.

Despite this, in 2023/24 our various Housing Support, Resettlement and Intensive Support Services successfully helped to prevent homelessness for a staggering **2,406** individuals / households by enabling people to avoid losing their home or to find and resettle in more suitable accommodation. This represents a substantial increase of 37% over the previous year's figures; a mammoth achievement and such a positive step toward achieving our mission which is to prevent homelessness wherever possible.

Three quarters of the individuals / households prevented from homelessness were supported by two key services, our Liverpool Housing Support & Resettlement Service and our Wirral Floating Support Service.

**THE WHITECHAPEL CENTRE  
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FOR THE YEAR ENDED 31 MARCH 2024**

While the individuals and households we support may seek help based on a particular issue, for most individuals there are underlying issues contributing to housing difficulty. The chart below shows the breadth of needs for clients supported through our Wirral Floating Support Service:



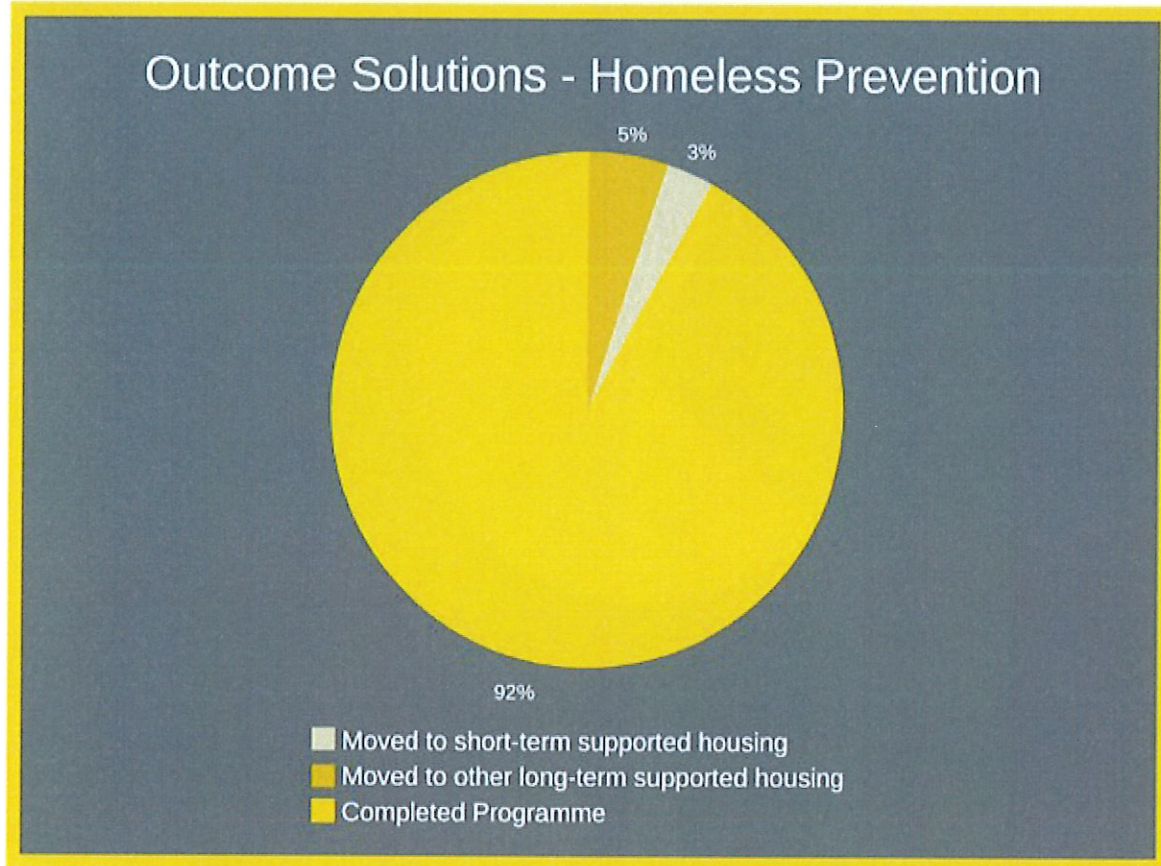
Our services provide accessible, flexible, person centred support, which is based on a thorough assessment of need and wishes, completed jointly with every individual. Our face-to-face housing-led support addresses:

- **Housing Needs:** Comprehensive housing and homelessness advice and support; engagement to support return to accommodation starting with a housing assessment e.g. to identify and map issues preventing sustainment of existing accommodation, along with steps to address these e.g. income maximisation, repayment plans, acceptable behaviour contracts, addressing anti-social behaviour, landlord negotiations, managing behaviour / risks; and access to longer-term support services. Support focuses on addressing both the causes and effects of homelessness.
- **Social Needs:** Support to improve money management skills; maximize income; improve decision making and increase self-esteem.
- **Coordination of Assessments** – e.g. in relation to care / mental health.
- **Substance Use:** Harm reduction / management interventions; awareness raising; advice regarding treatment options; and supported access into treatment. We utilise links to wider recovery capital e.g. via Mentors.
- **Mental Health:** Support to help manage mental health issues, navigate services, manage crises and access services and psychological therapies.
- **Physical Health:** Advice and advocacy regarding services and options, support to manage health issues and support to access services.
- **Exit Planning** – Planning for move-on from day one (informed by the assessment of need and regular support plan reviews).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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Through this support, 95% of individuals and households successfully completed the programme of support with a positive outcome, preventing homelessness. The range of outcomes included:



**Financial review**

Our fundraising target for 2023/24 remained cautious due to the financial climate. Fundraising events remained limited as home working and / or hybrid working arrangements (people working part of their time from home and office premises) continued to restrict the opportunity for full corporate fundraising activities such as cake sales, office dress down days, and so forth.

While we developed new services in 2023/24 which increased the overall proportion of income from local and central government for charitable activities, income from donations and trusts remained as important as ever. Donations and trust funding underpin almost all of The Whitechapel Centre's services and ensures we are able to go above and beyond contractual provision to deliver services with a higher level of success and to keep pace with, and meet, new demand.

Despite a cautious start, support for our organisation remained strong. Last year 12% of our overall income came from donations and / or trust funding.

As at 31 March 2024, the charity had reserves of £1,951,097 (2023: £1,992,485). Included within these reserves are £45,994 (2023: £74,434) of restricted funds (see note 21) and £1,150,000 (2023: £1,150,000) of designated funds (see note 22). As illustrated in note 23, designated funds are partly represented by investments totalling £540,987 (2023: £532,803). The charity had free reserves of £755,102 at 31 March 2024 (2023: £768,050).

# THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2024**

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## **Principal funding sources**

The principal sources of funding for The Whitechapel Centre during 2023/24 were by way of grant and contract income from Liverpool City Council, Knowsley Metropolitan Borough Council, St Helens Borough Council, Wirral Borough Council, Halton Council and Liverpool City Region Combined Authority. This income includes income from Adult Services, Public Health, Office of Health Improvement & Disparities and the Ministry of Housing, Communities and Local Government, Housing & Communities. Further income was received from the Albert Gubay Charitable Foundation, Freshfields and Steve Morgan Foundation.

The Whitechapel Centre also relies on public fundraising, such as events, individual and corporate donations, which is used to underpin essential services such as our volunteer programme, rough sleeper outreach services, the delivery of Whitechapel's food services and essential client expenses.

## **Reserves Policy**

The Board of Trustees has examined the company's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible assets held by the company should be between 3 and 6 months of expenditure, in line with Charity Commission guidance. Budgeted expenditure for 2024/25 is £9,409,997 therefore the target is £2,352,499 to £4,704,999 in general funds. At this level the Board of Trustees feel that they would be able to carry on the company's activities in the event of a significant drop in funding.

At present the total unrestricted reserves fall below the lower end of this target.

The Board of Trustees understands the increased pressure on cash flow resulting from payment in arrears for most contracts. Close financial management continues to be required to prevent cash flow problems.

The Board of Trustees wish to create free reserves, but understands the current economic difficulties and the current housing crisis. Creating free reserves would enable them to provide seed funding for new projects, as well as underpin existing services and meet key needs. For example, the company continues to see an increase in the number of people sleeping rough, including people with no recourse to public funds. While the company continues to seek resources to maximise assertive outreach response provision, taking services out on to the street to deliver instant solutions to homelessness, seed funding would enable us to pilot new and different services and / or methods of working e.g. to develop new accommodation pathways and options, cover rent and accommodation costs for people with no recourse to public funds and those who are seeking employment.

The Board of Trustees is committed to applying principles of full cost recovery to all posts and services within the organisation to help reduce potential risks in the event of losing individual contracts, as well as being mindful of potential pressures to draw upon reserves during the forthcoming year.

## **Risk management**

A review of major risks is undertaken annually by the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks The Whitechapel Centre faces. Where appropriate, the identified risks have been incorporated into the company's Strategic Plan. For example, identified external risks to funding have led to a full review of funding and budgets, and the development of a comprehensive Fundraising Strategy.

An internal framework for risk management ensures risks are identified and mitigated through a policy of regular scrutiny by the Board, the implementation of policies and procedures and the appropriate authorisation of all transactions and projects. A comprehensive suite of internal policies and procedures ensure compliance with relevant legislation and recognised best practice in relation to governance, health and safety, financial management, service delivery and business operations. These policies and procedures relate to all staff, volunteers, clients and stakeholders and are reviewed regularly to ensure that they continue to meet the needs of the organisation.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Plans for Future Periods**

The principal aims outlined in the organisation's Strategic Plan are to:

- Ensure the organisation is financially secure and appropriately resourced.
- Assure the long-term financial viability of the organisation by strengthening our Fundraising Strategy, diversifying income streams and securing new contracts
- Help address the current housing and homelessness crisis by:
  - Working in collaboration with local authorities and partner providers to expand existing services and develop new ones so as to maximise opportunities for housing solutions for individuals and households experiencing homelessness.
  - Maximise homeless prevention interventions through effective housing support and advice that works in partnership with the local authority
  - Resolving homelessness, ensuring same day solutions that bring people indoors on the day they become homeless
  - Providing the right multi-agency wrap around support and advice that meets peoples' support needs so as to prevent recurring homelessness
- Ensure The Whitechapel Centre remains an excellent employer and is recognised as an employer of choice
- Secure suitable and fit-for-purpose premises
- Expand opportunities for meaningful engagement in relation to education, training, development and employment for clients so as to maximise opportunities for long-term resettlement.

**Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 19 March 1990 and registered as a charity on 21 June 1991. The charity was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association. The term "the company" includes reference to the registered charity, where appropriate.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr D Antrobus  
Ms A Brown (Treasurer)  
Mr S Collett  
Mr D Green OBE  
Mr B Kearsley OBE (Resigned 21 April 2023)  
Mrs C McGuire (Resigned 1 November 2023)  
Ms V Metcalf MBE (Vice chair)  
Ms S Thomas (Chair)  
Ms M Woods  
Dr R Young  
Ms K Sheerin (Appointed 23 June 2023)  
Bro K Vance (Appointed 23 June 2023)

Mr T Crolley Honorary Life President and Ambassador

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Recruitment and Appointment of the Board of Trustees**

The directors of The Whitechapel Centre are also charity Trustees (and for the purposes of charity law and under the company's Articles are known as members of the Council of Management). Under the requirements of the Memorandum and the Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The Board of Trustees aims to ensure its members provide a good mix of skills, knowledge and experience in relation to providing governance and management for a charitable homeless organisation. In order to maintain this broad mix of skills, knowledge and experience, members on the Board of Trustees are requested to provide a list of their skills and experience. In the event of particular skills or experience being lost due to retirement, new candidates are approached to offer themselves for election to the Board.

**Trustee Induction and Training**

New Trustees receive a copy of their job description and an information pack about the organisation. In addition each trustee receives an induction, which includes invitation and encouragement to attend short training sessions to familiarise themselves with the charitable company and the context within which it operates. These sessions cover:

- The obligations of the Board of Trustees members.
- The main documents which set out the operational framework for the charitable company including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts and the latest financial / management statements and accounts.
- Future plans and objectives, including the Strategic Plan.

New trustees are invited to attend up to 3 Board meetings and take up a 'tour' of the organisation to meet employees and clients to familiarise themselves with the operational work prior to joining.

**Organisational Structure**

The Whitechapel Centre has a Board of Trustees (known as the Council of Management under the company's Articles) of up to 20 people who meet at least 4 times each year and are responsible for the strategic direction and policy of the charitable company. At present the Board of Trustees has ten members from a variety of different professional backgrounds relevant to the work of the company.

A scheme of delegation is in place and day to day responsibility for the delivery of services rest with the Senior Management Team (SMT), consisting of the Chief Executive Officer, four Services Managers, and the Fundraising Manager. The Senior Management Team is responsible for ensuring effective and efficient delivery of services specified, meeting key performance indicators, implementing stringent financial management, processes and procedures and overseeing day to day operational management of services including implementation of best practice, and staff supervision and development.

The Whitechapel Centre is a real Living Wage employer. The charity follows Local Government (NJC) pay scales. Each role within the organisation has a prescribed pay scale. This also applies to all management roles.

Pay awards, including incremental increases, are agreed by the Board of Trustees annually, and awarded if there are sufficient funds.

**Auditor**

In accordance with the company's articles, a resolution proposing that Mitchell Charlesworth (Audit) Limited be reappointed as auditor of the company will be put at a General Meeting.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of trustees



**Ms S Thomas (Chair)**

Trustee

Dated: ...Dec 6<sup>th</sup> 2024

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2024**

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The trustees, who are also the directors of The Whitechapel Centre for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Opinion**

We have audited the financial statements of The Whitechapel Centre (the 'charity') for the year ended 31 March 2024 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2024 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Mitchell Charlesworth (Audit) Limited*

Louise Casey ACA (Senior Statutory Auditor)  
for and on behalf of Mitchell Charlesworth (Audit) Limited

*12 December 2024*

**Accountants  
Statutory Auditor**

Suite 5.1  
Tempest  
12 Tithebarn Street  
Liverpool  
L2 2DT

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2024**

**Current financial year**

	Notes	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Total 2023 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	721,291	44,779	766,070	627,560
Charitable activities	4	5,771,028	1,845,529	7,616,557	5,972,193
Other trading activities	5	169,878	-	169,878	154,678
Investments	6	13,988	-	13,988	1,478
Other income	7	1,557	-	1,557	3,770
<b>Total income</b>		<b>6,677,742</b>	<b>1,890,308</b>	<b>8,568,050</b>	<b>6,759,679</b>
<b><u>Expenditure on:</u></b>					
Raising funds	8	356,402	44,779	401,181	316,264
Charitable activities	9	6,209,124	1,999,133	8,208,257	6,330,760
<b>Total expenditure</b>		<b>6,565,526</b>	<b>2,043,912</b>	<b>8,609,438</b>	<b>6,647,024</b>
<b>Net income/(expenditure) before transfers</b>		<b>112,216</b>	<b>(153,604)</b>	<b>(41,388)</b>	<b>112,655</b>
Gross transfers between funds	21	(125,164)	125,164	-	-
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>(12,948)</b>	<b>(28,440)</b>	<b>(41,388)</b>	<b>112,655</b>
Fund balances at 1 April 2023		1,918,051	74,434	1,992,485	1,879,830
<b>Fund balances at 31 March 2024</b>		<b>1,905,103</b>	<b>45,994</b>	<b>1,951,097</b>	<b>1,992,485</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2024**

Prior financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	627,560	-	627,560
Charitable activities	4	4,196,564	1,775,629	5,972,193
Other trading activities	5	154,678	-	154,678
Investments	6	1,478	-	1,478
Other income	7	3,770	-	3,770
<b>Total income</b>		<b>4,984,050</b>	<b>1,775,629</b>	<b>6,759,679</b>
<b><u>Expenditure on:</u></b>				
Raising funds	8	316,264	-	316,264
Charitable activities	9	4,464,697	1,866,063	6,330,760
<b>Total expenditure</b>		<b>4,780,961</b>	<b>1,866,063</b>	<b>6,647,024</b>
<b>Net income/(expenditure) before transfers</b>		<b>203,089</b>	<b>(90,434)</b>	<b>112,655</b>
Gross transfers between funds	21	(120,583)	120,583	-
<b>Net (expenditure)/income for the year/ Net movement in funds</b>		<b>82,506</b>	<b>30,149</b>	<b>112,655</b>
Fund balances at 1 April 2022		1,835,545	44,285	1,879,830
<b>Fund balances at 31 March 2023</b>		<b>1,918,051</b>	<b>74,434</b>	<b>1,992,485</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET**

**AS AT 31 MARCH 2024**

	Notes	2024		2023	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		1		1
Investments	15		540,987		532,803
			<u>540,988</u>		<u>532,804</u>
<b>Current assets</b>					
Debtors	17	1,341,410		1,564,351	
Cash at bank and in hand		774,778		669,571	
		<u>2,116,188</u>		<u>2,233,922</u>	
<b>Creditors: amounts falling due within one year</b>	18	<u>(706,079)</u>		<u>(774,241)</u>	
Net current assets			<u>1,410,109</u>		<u>1,459,681</u>
<b>Total assets less current liabilities</b>			<u><u>1,951,097</u></u>		<u><u>1,992,485</u></u>
<b>Income funds</b>					
Restricted funds	21		45,994		74,434
<u>Unrestricted funds</u>					
Designated funds	22	1,150,000		1,150,000	
General unrestricted funds		755,103		768,051	
			<u>1,905,103</u>		<u>1,918,051</u>
			<u><u>1,951,097</u></u>		<u><u>1,992,485</u></u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on Dec 6<sup>th</sup> 2024

  
Ms S Thomas (Chair)  
Trustee

Company registration number 02623071

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	2024 £	£	2023 £	£
<b>Cash flows from operating activities</b>					
Cash generated from/(absorbed by) operations	26		99,403		(85,617)
<b>Investing activities</b>					
Purchase of investments		(8,184)		-	
Investment income received		13,988		1,478	
<b>Net cash generated from investing activities</b>			5,804		1,478
<b>Net cash used in financing activities</b>			-		-
<b>Net increase/(decrease) in cash and cash equivalents</b>			105,207		(84,139)
Cash and cash equivalents at beginning of year			669,571		753,710
<b>Cash and cash equivalents at end of year</b>			<u>774,778</u>		<u>669,571</u>

# THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE

## NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

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### 1 Accounting policies

#### Charity information

The Whitechapel Centre is a private company limited by guarantee incorporated in England and Wales. The registered office is Langsdale Street, Liverpool, L3 8DT.

#### 1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### 1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

#### 1.3 Charitable funds

Funds held by the charity are:

*Unrestricted general funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

*Designated funds* - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes.

*Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

#### 1.4 Income

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from donations and legacies is included in full in the statement of financial activities when receivable.

Investment income is included when receivable.

Grants and contracts, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Assistance in the form of voluntary help is not quantifiable, and accordingly not dealt with in the accounts.

Clothing and other items donated for resale through the charity's shop are included as income within other trading activities and are recognised as income when they are sold.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

---

**1 Accounting policies**

**(Continued)**

**1.5 Expenditure**

Expenditure reflects all amounts paid and accrued during the year. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

*Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

*Raising funds* comprise costs associated with attracting income and the costs of trading for fundraising purposes including the charity shop.

*Governance costs* represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

**1.6 Tangible fixed assets**

All assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	20% p.a. on cost
--------------------------------	------------------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Fixed asset investments**

The trustees consider that monies held on long term deposit should be regarded as a fixed asset investment.

**1.8 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.9 Stocks**

Donated items for the charity shops sourced from both individuals and organisations are not included in the financial statements until they are sold at which point they are recognised as income.

**1.10 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

**1.11 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

---

**1 Accounting policies**

**(Continued)**

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.12 Taxation**

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid. The charity is not able to recover Value Added Tax. Expenditure is recorded in the accounts inclusive of VAT.

**1.13 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.14 Retirement benefits**

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. The annual contributions payable are charged to the statement of financial activities.

**1.15 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to the statement of financial activities on a straight line basis over the term of the relevant lease.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

There were considered to be no critical accounting estimates or judgements applied in the preparation of these financial statements.

**3 Donations and legacies**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total Unrestricted funds</b>	
	<b>2024</b>	<b>2024</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Donations and gifts	721,291	44,779	766,070	627,560
	<u>721,291</u>	<u>44,779</u>	<u>766,070</u>	<u>627,560</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

4 Charitable activities	2024		2024		2024		2023		2023	
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2024	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2023	Housing support and resettlement	Homeless, rough sleeping and street drinking
	£	£	£	£	£	£	£	£	£	£
Services provided under contract	763,504	1,781,567	3,230,957	5,776,028	870,794	1,285,560	2,040,210	4,196,564		
Performance related grants	166,228	1,674,301	-	1,840,529	201,061	1,574,568	-	1,775,629		
	<u>929,732</u>	<u>3,455,868</u>	<u>3,230,957</u>	<u>7,616,557</u>	<u>1,071,855</u>	<u>2,860,128</u>	<u>2,040,210</u>	<u>5,972,193</u>		
Analysis by fund										
Unrestricted funds	763,504	1,781,567	3,225,957	5,771,028	870,794	1,285,560	2,040,210	4,196,564		
Restricted funds	166,228	1,674,301	5,000	1,845,529	201,061	1,574,568	-	1,775,629		
	<u>929,732</u>	<u>3,455,868</u>	<u>3,230,957</u>	<u>7,616,557</u>	<u>1,071,855</u>	<u>2,860,128</u>	<u>2,040,210</u>	<u>5,972,193</u>		

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

4 Charitable activities	(Continued)											
	2024		2024		2024		2023		2023		Total 2023	
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2024	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2023	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2023
	£	£	£	£	£	£	£	£	£	£	£	£
<b>Performance related grants</b>												
Children in Need	35,153	-	-	35,153	21,231	-	-	21,231	-	-	-	21,231
Domestic Abuse Grant	-	16,594	-	16,594	-	-	-	-	-	-	-	-
MOVE Project	10,000	-	-	10,000	10,000	-	-	10,000	-	-	-	10,000
Older Persons Household Support grant	-	-	-	-	50,000	-	-	50,000	-	-	-	50,000
New Beginnings	97,075	-	-	97,075	95,830	-	-	95,830	-	-	-	95,830
City Region Intensive Support	-	327,191	-	327,191	-	345,256	-	345,256	-	-	-	345,256
Welfare Rights	24,000	-	-	24,000	24,000	-	-	24,000	-	-	-	24,000
Rapid Rehousing Service	-	652,080	-	652,080	-	780,030	-	780,030	-	-	-	780,030
Hospital in-reach	-	228,696	-	228,696	-	150,926	-	150,926	-	-	-	150,926
Pathways (Street Lifestyle Outreach)	-	449,740	-	449,740	-	298,356	-	298,356	-	-	-	298,356
	166,228	1,674,301	-	1,840,529	201,061	1,574,568	-	1,775,629	-	-	-	1,775,629

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

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**5 Other trading activities**

	Unrestricted funds	Unrestricted funds
	2024 £	2023 £
Shop income	169,878	154,678
	<u>          </u>	<u>          </u>

**6 Investments**

	Unrestricted funds	Unrestricted funds
	2024 £	2023 £
Interest receivable	13,988	1,478
	<u>          </u>	<u>          </u>

**7 Other income**

	Unrestricted funds	Unrestricted funds
	2024 £	2023 £
Other income	1,557	3,770
	<u>          </u>	<u>          </u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**8 Raising funds**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2024	2024	2024	2023
	£	£	£	£
<u>Fundraising and publicity</u>				
Other fundraising costs	301	44,779	45,080	42,992
Staff costs	155,568	-	155,568	99,706
Support costs	33,263	-	33,263	24,369
	<u>189,132</u>	<u>44,779</u>	<u>233,911</u>	<u>167,067</u>
<u>Trading costs</u>				
Other trading activities	1,480	-	1,480	473
Staff costs	89,700	-	89,700	78,411
Support costs	76,090	-	76,090	70,313
	<u>167,270</u>	<u>-</u>	<u>167,270</u>	<u>149,197</u>
	<u>356,402</u>	<u>44,779</u>	<u>401,181</u>	<u>316,264</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**9 Charitable activities**

	2024	2024	2024	2024	2024	2023	2023	2023	2023
	£	£	£	£	£	£	£	£	£
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2024 support and resettlement	Homeless, rough sleeping and street drinking	Housing support and resettlement	Supported accommodation	Total 2023 support and resettlement	Total 2023
Staff costs	1,027,793	2,290,967	1,724,640	5,043,400	1,991,455	1,028,175	1,090,595	4,110,225	4,110,225
Project costs	46,620	804,590	536,287	1,387,497	627,134	358,628	200,065	1,185,827	1,185,827
Travel expenses	13,153	44,100	2,959	60,212	32,894	14,849	2,600	50,343	50,343
Bad debts	1,000	-	-	1,000	-	-	-	-	-
	<u>1,088,566</u>	<u>3,139,657</u>	<u>2,263,886</u>	<u>6,492,109</u>	<u>2,651,483</u>	<u>1,401,652</u>	<u>1,293,260</u>	<u>5,346,395</u>	<u>5,346,395</u>
Share of support costs (see note 10)	112,661	180,156	1,409,962	1,702,779	212,527	135,266	622,762	970,555	970,555
Share of governance costs (see note 10)	3,548	9,055	766	13,369	8,759	4,240	811	13,810	13,810
	<u>1,204,775</u>	<u>3,328,868</u>	<u>3,674,614</u>	<u>8,208,257</u>	<u>2,872,769</u>	<u>1,541,158</u>	<u>1,916,833</u>	<u>6,330,760</u>	<u>6,330,760</u>
<b>Analysis by fund</b>									
Unrestricted funds	935,612	1,603,898	3,669,614	6,209,124	1,301,850	1,246,014	1,916,833	4,464,697	4,464,697
Restricted funds	269,163	1,724,970	5,000	1,999,133	1,570,919	295,144	-	1,866,063	1,866,063
	<u>1,204,775</u>	<u>3,328,868</u>	<u>3,674,614</u>	<u>8,208,257</u>	<u>2,872,769</u>	<u>1,541,158</u>	<u>1,916,833</u>	<u>6,330,760</u>	<u>6,330,760</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**10 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2024</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Premises and other costs	1,787,729	-	1,787,729	1,049,333	-	1,049,333
Legal and professional fees	23,912	-	23,912	15,355	-	15,355
Audit fees	-	6,180	6,180	-	5,884	5,884
Accountancy	-	7,680	7,680	-	8,475	8,475
	<u>1,811,641</u>	<u>13,860</u>	<u>1,825,501</u>	<u>1,064,688</u>	<u>14,359</u>	<u>1,079,047</u>
Analysed between						
Fundraising	33,263	-	33,263	24,369	-	24,369
Trading	75,599	491	76,090	69,764	549	70,313
Charitable activities	1,702,779	13,369	1,716,148	970,555	13,810	984,365
	<u>1,811,641</u>	<u>13,860</u>	<u>1,825,501</u>	<u>1,064,688</u>	<u>14,359</u>	<u>1,079,047</u>

The increase in premises and other costs is due to the development and management of new accommodation based services for homeless people, including Yates Court and Shared Accommodation Project.

Support costs are reallocated to expenditure on a use of space/size of service basis.

**11 Auditor's remuneration**

<b>Fees payable to the charity's auditor and associates:</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Audit of the charity's annual accounts	6,180	5,884
<b>Non-audit services</b>		
All other non-audit services	7,680	8,475

**12 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year (2023-£nil), and no trustees were reimbursed expenses (2023- no trustees were reimbursed expenses).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**13 Employees**

The average monthly number of employees during the year was:

	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
Fundraising	2	2
Shop	5	5
Charitable	170	149
	<hr/>	<hr/>
Total	177	156
	<hr/> <hr/>	<hr/> <hr/>

<b>Employment costs</b>	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Wages and salaries	4,649,874	3,770,657
Social security costs	434,434	351,683
Other pension costs	204,360	166,002
	<hr/>	<hr/>
	5,288,668	4,288,342
	<hr/> <hr/>	<hr/> <hr/>

Average employee numbers excludes employees on zero hour contracts not paid in the month of which there were an additional 12 employees on average (2023 an additional 11 employees on average).

Included in wages and salaries are payments to subcontractors including people from other organisations seconded to or working in partnership with Whitechapel to deliver projects such as the Harm Reduction Service which is delivered in partnership with SHAP Ltd and the LCR Assertive Outreach Service which is delivered in partnership with Mersey Care NHS Foundation Trust. Partner agency workers amounted to £590,226 (2023: £344,013).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	<b>2024</b>	<b>2023</b>
	<b>Number</b>	<b>Number</b>
£70,000 - £80,000	1	1
	<hr/> <hr/>	<hr/> <hr/>

Contributions totalling £3,678 (2023: £3,567) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2024**

**14 Tangible fixed assets**

**Fixtures, fittings & equipment**  
**£**

**Cost**

At 1 April 2023

9,767

At 31 March 2024

9,767

**Depreciation and impairment**

At 1 April 2023

9,766

At 31 March 2024

9,766

**Carrying amount**

At 31 March 2024

1

At 31 March 2023

1

**15 Fixed asset investments**

**Monies held on  
deposit**  
**£**

**Cost or valuation**

At 1 April 2023

532,803

Additions

8,184

At 31 March 2024

540,987

**Carrying amount**

At 31 March 2024

540,987

At 31 March 2023

532,803

**16 Financial instruments**

**2024**  
**£**

**2023**  
**£**

**Carrying amount of financial assets**

Debt instruments measured at amortised cost

2,116,188

2,233,922

Equity instruments measured at cost less impairment

540,987

532,803

**Carrying amount of financial liabilities**

Measured at amortised cost

326,171

499,977

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

<b>17 Debtors</b>		<b>2024</b>	<b>2023</b>
		<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>			
Trade debtors		1,256,862	942,224
Other debtors		-	6,732
Prepayments and accrued income		84,548	615,395
		<u>1,341,410</u>	<u>1,564,351</u>

<b>18 Creditors: amounts falling due within one year</b>		<b>2024</b>	<b>2023</b>
		<b>£</b>	<b>£</b>
	<b>Notes</b>		
Other taxation and social security		117,250	93,844
Deferred income	<b>19</b>	262,658	180,420
Trade creditors		136,526	127,726
Other creditors		33,542	28,749
Accruals		156,103	343,502
		<u>706,079</u>	<u>774,241</u>

<b>19 Deferred income</b>		<b>2024</b>	<b>2023</b>
		<b>£</b>	<b>£</b>
Other deferred income		<u>262,658</u>	<u>180,420</u>

Deferred income is included in the financial statements as follows:

	<b>2024</b>	<b>2023</b>
	<b>£</b>	<b>£</b>
Total deferred income at 1 April 2023	180,420	225,990
Amounts received in year	229,470	180,420
Amounts credited to statement of financial activities	(180,420)	(225,990)
Total deferred income at 31 March 2024	<u>262,658</u>	<u>180,420</u>

Included in deferred income are receipts which relate to a future accounting period and will be recognised to match the delivery of the service.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

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**20 Retirement benefit schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £204,360 (2023 - £166,002). Total employee and employer contributions of £33,442 (2023 - £27,060) were payable to the fund at the balance sheet date and are included within creditors.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**21 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances:

	Balance at 1 April 2022		Movement in funds		Transfers		Balance at 1 April 2023		Movement in funds		Transfers		Balance at 31 March 2024	
	£	£	Income	Expenditure	£	£	£	£	Income	Expenditure	£	£	£	£
New Beginnings	-	95,830	-	(107,724)	11,894	-	-	97,075	(116,638)	19,563	-	-	-	-
Children & Young Persons Service	-	-	-	-	-	-	-	35,153	(42,496)	7,343	-	-	-	-
MOVE Project and Volunteers	-	10,000	-	(59,855)	49,855	-	-	10,000	(62,625)	52,625	-	-	-	-
Domestic Abuse Grant	-	-	-	-	-	-	-	16,594	(10,070)	-	-	-	6,524	-
Belvidere Family Centre - Get Out Get Active	-	-	-	-	-	-	-	5,000	(5,000)	-	-	-	-	-
Cost of Living Community Fund	-	-	-	-	-	-	-	39,625	(39,625)	-	-	-	-	-
Granby Childrens Centre	-	-	-	-	-	-	-	1,000	(1,000)	-	-	-	-	-
Children in Need	-	21,231	-	(40,506)	19,275	-	-	-	-	-	-	-	-	-
Older Persons Household Support Grant	-	50,000	-	(44,421)	-	-	5,579	-	-	(5,579)	-	-	-	-
Welfare Rights Service	-	24,000	-	(42,637)	18,637	-	-	24,000	(47,196)	23,196	-	-	-	-
Rapid Rehousing Pathway	41,129	780,030	-	(775,351)	-	-	45,808	652,080	(697,303)	-	-	-	585	-
Feeding Liverpool	-	-	-	-	-	-	-	4,154	(4,154)	-	-	-	-	-
Hospital in Reach (Out of Hospital)	3,156	150,926	-	(175,004)	20,922	-	-	228,696	(221,644)	-	-	-	7,052	-
Pathways (Street Lifestyle Outreach)	-	298,356	-	(289,500)	-	-	8,856	449,739	(426,762)	-	-	-	31,833	-
City Region Intensive Support	-	345,256	-	(331,065)	-	-	14,191	327,191	(369,398)	28,016	-	-	-	-
	44,285	1,775,629	(1,866,063)		120,583	74,434	1,890,307	(2,043,911)		125,164	45,994			

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**21 Restricted funds**

**(Continued)**

*New Beginnings (The Albert Gubay Charitable Foundation)*: This service delivers innovative and bespoke learning and enablement activities that promote well-being and help facilitate meaningful move on and personal development.

*Children & Young Persons Service (Steve Morgan Foundation)*: Our Children and Young Person's Service focuses on the well-being and development of children and young people. The Service ensures children experiencing homelessness are able to access appropriate health, education, play & leisure services and activities providing opportunities to improve health and wellbeing.

*MOVE Project & Volunteers: (Community Resource Grant)*: Delivers high quality training programmes, along with the support, guidance and advice, to enable people to take up meaningful opportunities for voluntary employment, including mentoring. Funding helped cover the salary costs of the Volunteer Manager, along with volunteer and clients expenses. Along with this it helped provide essential food / services, including training courses, for homeless clients.

*Domestic Abuse Grant (Liverpool City Council)*: Through intensive support, the project seeks to address the housing and support needs of victims of domestic abuse who have a history of rough sleeping or difficulty in maintaining accommodation.

*Belvidere Family Centre - Get Out Get Active (Liverpool City Council)*: Supporting and encouraging families experiencing homelessness and residing in Belvidere Family Centre to overcome the fear and nervousness of starting a fitness activity, try new experience, gain an understanding of basic exercise techniques and improve health and well-being.

*Cost of Living Community Fund (National Lottery)*: Financial support to help cover the rising costs of emergency food provision as well as improve and increase the contents of weekly food parcels to people experiencing homelessness in Liverpool City Region.

*Granby Childrens Centre (Family Hub Fund)*: Support for young children & young people (0-18years) with transport costs and education such as calculators and workbooks.

*Children in Need*: Our Children and Young Person's Service focuses on the well-being and development of children and young people. The Service ensures homeless children are able to access appropriate health, education, play & leisure services and activities providing opportunities to improve health and wellbeing. The Service provides support to families to move on into their own accommodation to help them resettle. Funding from Children in Need ended in December 2022.

*Older Persons Household Support Grant*: Provides financial support to vulnerable, older people experiencing homelessness. Includes help with gas, electricity, water and food costs.

*Welfare Rights Service (Freshfields)*: Provides welfare rights advice in order to achieve income maximisation, welfare benefits maximisation, and help to improve / increase financial literacy.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**21 Restricted funds**

**(Continued)**

*Rapid Rehousing Pathway:* Funded by the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grant to provide housing advice, intensive support and additional night outreach services to help end rough sleeping in Liverpool.

*Feeding Liverpool:* Feeding Liverpool is the city of Liverpool's food alliance, connecting and equipping people and organisations to work towards good food for all. Feeding Liverpool worked with Liverpool City Council's to support the distribution of the Household Support Fund to emergency food providers, including organisations like Whitechapel, making crisis food provision available for individuals and families experiencing homelessness.

*Hospital In-Reach (Out of Hospital):* Funded by the Department of Health & Social Care to provide a multi-disciplinary homeless discharge team to provide clinically led specialist homeless primary care in-reach into hospital, specialist housing and advice and support, along with personal care to ensure safe, co-ordinated discharge from hospital into appropriate accommodation for people experiencing homelessness.

*Pathways (Street Lifestyle Outreach):* Provides an assertive outreach service to support people with substance misuse issues away from living a street lifestyle into a more settled way of life by addressing addictions and other social issues. The service works in partnership with Mersey Care, We Are With You and Liverpool City Council to deliver co-ordinated, multi-agency support.

*City Region Intensive Support Service:* Funded by the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grant to provide assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Wirral, Knowsley, Halton and St Helens.

**Transfers of funds**

Fund providers have acknowledged that a portion of the funds provided are to be used for contingency and reserve costs which are necessarily incurred to enable these projects to proceed and to enable the trustees to provide an appropriate fund for the future development and financial stability of the Whitechapel Centre generally. Projects which show a deficit at 31 March 2024 require financial support to be given to those projects out of general reserves. The fund providers approve the use of surpluses arising on other projects funded to be used to support these areas.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**22 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds		Movement in funds		
	Balance at 1 April 2022	Income	Balance at 1 April 2023	Income	Balance at 31 March 2024
	£	£	£	£	£
Contingency fund	750,000	-	750,000	-	750,000
Premises fund	150,000	-	150,000	-	150,000
Development fund	250,000	-	250,000	-	250,000
	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>

The *contingency fund* exists to

- Cover staff salaries and associated costs, redundancy payments and sick pay in the event of reduced grant funding
- Help manage cash flow due to delays in receipt of grant funding. Sixty percent (60%) of the organisations grant income is paid quarterly, in arrears. Also, we have a number of contracts that involve payment by results, which causes further delays in payment schedules. The Contingency Fund helps ensure sufficient funds are available to manage this.
- Cover for unforeseen deficits that may arise on particular projects.

The *premises fund* relates to the associated costs and/or sourcing of alternative residential accommodation for clients and office premises for staff in the event of a disaster affecting one or more of our supported accommodation services or service hubs.

The *development fund* will make provision for seed funding for new services and ideas, funding to help transform existing services and funding to cover requirements for social impact bonds. This fund has been used to help develop new accommodation based services for homeless people. Also, it has been used to open a retail outlet that will generate a new income stream for the future.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

23 Analysis of net assets between funds	Unrestricted funds		Designated funds		Restricted funds		Total	
	2024	£	2024	£	2024	£	2023	£
Fund balances at 31 March 2024 are represented by:								
Tangible assets	1	-	-	-	1	-	-	1
Investments	-	540,987	-	-	-	532,803	-	532,803
Current assets/(liabilities)	755,102	609,013	45,994	1,410,109	768,050	617,197	74,434	1,459,681
	<u>755,103</u>	<u>1,150,000</u>	<u>45,994</u>	<u>1,951,097</u>	<u>768,051</u>	<u>1,150,000</u>	<u>74,434</u>	<u>1,992,485</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2024**

**24 Operating lease commitments**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2024</b>	<b>2023</b>
	£	£
Within one year	42,552	51,801
Between two and five years	7,458	46,290
	<u>50,010</u>	<u>98,091</u>

**25 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	<b>2024</b>	<b>2023</b>
	£	£
Aggregate remuneration	<u>86,273</u>	<u>84,056</u>

Trustees made donations of £900 (2023: £900) to the charity during the year.

There were no other related party transactions in the year.

No guarantees have been given or received.

**26 Cash generated from operations**

	<b>2024</b>	<b>2023</b>
	£	£
(Deficit)/surplus for the year	(41,388)	112,655
Adjustments for:		
Investment income recognised in statement of financial activities	(13,988)	(1,478)
Movements in working capital:		
Decrease/(increase) in debtors	222,941	(268,999)
(Decrease)/increase in creditors	(150,400)	117,775
Increase/(decrease) in deferred income	82,238	(45,570)
<b>Cash generated from/(absorbed by) operations</b>	<u>99,403</u>	<u>(85,617)</u>

**27 Company limited by guarantee**

The Whitechapel Centre is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £1.

## Document Activity Report

**Document Sent**

Tue, 17 Dec 2024 16:18:31 GMT

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**WHITECHAPEL CENTRE**

England & Wales - Charity number 1013060

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# Accounts

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Charity Registration No. 1013060

Company Registration No. 02623071 (England and Wales)

**THE WHITECHAPEL CENTRE**  
**COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2023**



**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Honorary Life President</b>	Mr T Crolley	
<b>Trustees</b>	Mr D Antrobus Ms A Brown (Treasurer) Mr S Collett Mr D Green OBE Mrs C McGuire Ms V Metcalf MBE (Vice chair) Ms S Thomas (Chair) Ms M Woods Dr R Young Ms K Sheerin Br K Vance	(Appointed 20 May 2022) (Appointed 23 June 2023) (Appointed 23 June 2023)
<b>Chief Executive</b>	Mr D Carter	
<b>Secretary</b>	Mr D Carter	
<b>Charity number</b>	1013060	
<b>Company number</b>	02623071	
<b>Registered office</b>	Langsdale Street Liverpool L3 8DT	
<b>Auditor</b>	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT	
<b>Bankers</b>	National Westminster Bank Plc 5 Oxford Street Liverpool L7 7HL  Hampshire Trust Bank PO Box 74003 London EC2P 2QR  Furness Building Society 51 – 55 Duke Street Barrow-in-Furness Cumbria LA14 1RT	

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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**Solicitors**

Brabners LLP  
Horton House  
Exchange Flags  
Liverpool  
L2 3YL

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
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Statement of trustees' responsibilities	18
Independent auditor's report	19 - 21
Statement of financial activities	22 - 23
Balance sheet	24
Statement of cash flows	25
Notes to the financial statements	26 - 45

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2023**

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The trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

**The Whitechapel Centre - Focus of Our Work**

**We believe that every individual should be given the opportunity to change their situation and achieve their potential.**

The Whitechapel Centre is a leading homeless and housing charity for the Liverpool City Region.

Since 1975 we've helped some of the most vulnerable and isolated people across the Liverpool City Region who are sleeping rough, living in hostels and supported accommodation, or struggling to manage and maintain their accommodation.

The volume of clients we are working with has increased significantly over the last 5 years, as has the range and complexity of clients' needs. We are responding to this by adapting our existing services and developing new ones that are innovative and meet the changing needs and demands of our clients.

**Our Vision** is to be an excellent, independent local charity working in partnership to see an end to homelessness, social exclusion and housing poverty in our communities.

To achieve this, **our Mission** is:

- to prevent and resolve homelessness, social exclusion and housing poverty by providing practical, tailored support so that each person can find and sustain a home and achieve their potential.
- to develop and influence local and national homelessness strategies, policies and practice.

Our main objectives and activities for the year continued to focus upon the delivery of effective and innovative services which meet identified housing and related support needs of people who are homeless, socially excluded or experiencing housing poverty.

The strategies employed to meet these objectives included the following:

- Delivering immediate help, opportunity and support to enable and effect lasting change and solutions for people most in need.
- Providing targeted, person centred services.
- Contributing towards and influencing relevant local and national strategic initiatives, social policy and debates relating to homelessness and housing.
- Challenging exclusion in all aspects of people's lives, supporting initiatives that encourage inclusion, particularly in relation to housing, supported living, health, education, and employment.
- Developing joint partnership work with other agencies to ensure more comprehensive and effective service delivery.

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE  
 TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
 FOR THE YEAR ENDED 31 MARCH 2023**

**The Whitechapel Centre Services Today**

Recognising the diverse routes into and through homelessness The Whitechapel Centre delivers a variety of services in different settings, as shown in the diagram below:



**Who do we help?**

- **People who are experiencing homeless:** Single people and families who are sleeping rough, staying with friends, or living in temporary accommodation.
- **People at risk of homelessness:** People threatened with homelessness due to eviction notices, repossession, rent / mortgage arrears, debt, problems with landlords, overcrowding, accommodation not fit for purpose, and so forth.
- **People in need of housing support:** people struggling to maintain their accommodation.

An overwhelming majority of people we support have additional and often multiple support needs, including mental health problems, substance use, alcohol use, physical health problems, offending histories and domestic abuse.

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE  
 TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
 FOR THE YEAR ENDED 31 MARCH 2023**

**Ensuring Our Work Delivers Our Aims**

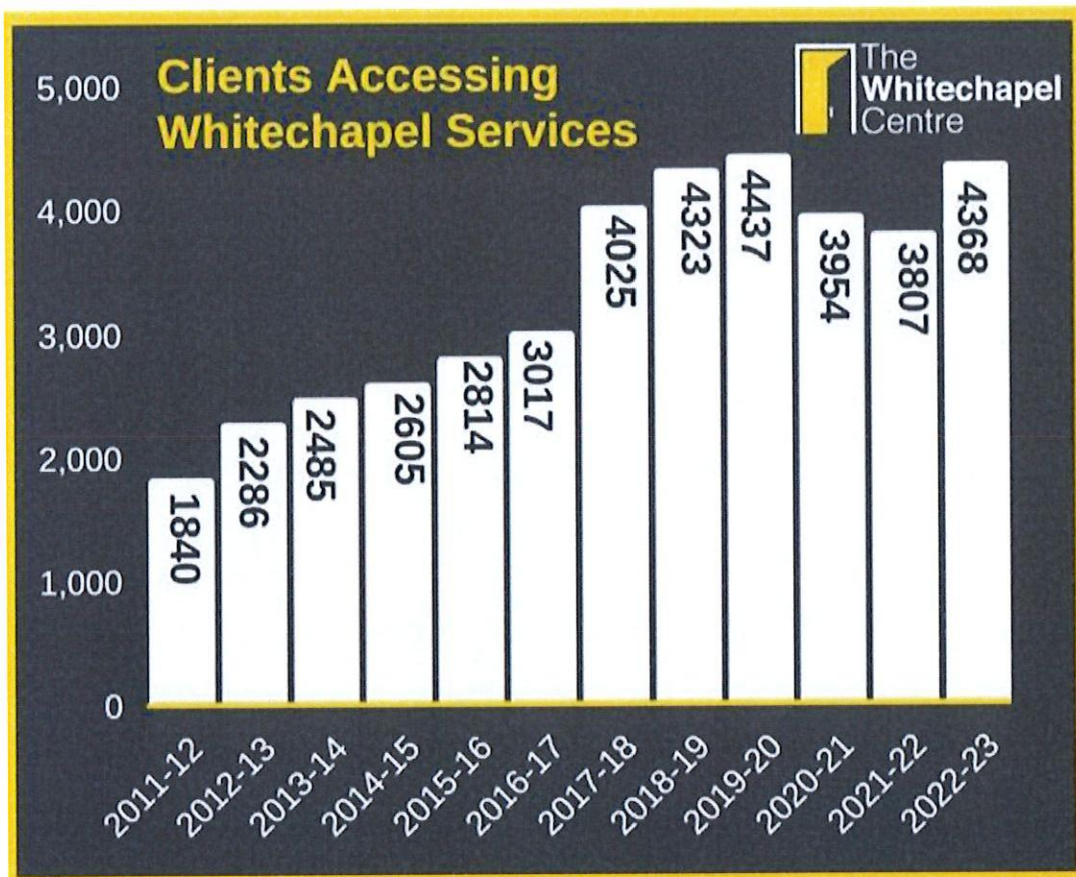
We review our aims, objectives and activities every year. Each review includes a comparative analysis of outcomes and achievements against both organisational aims and objectives and wider contractual targets. This review helps inform our annual operational plan, as well as our longer term strategic plan. It ensures the organisation's services remain firmly focused on meeting our stated charitable aims and objectives and are of direct public benefit.

**How Our Activities Deliver Public Benefit**

All our charitable activities focus on the provision of highly effective and innovative intervention based services that meet the housing and support needs of people who are homeless or inadequately housed. These activities are undertaken to further our charitable purposes for the public benefit.

**Who We Work With**

Whitechapel's services are needed more than ever, as demonstrated by the number of unique clients / households supported during the last 12 months. During 2022/23 we worked with a total of **4,368** different households (individuals, couples and families) who were experiencing or at risk of homelessness. This is 561 more households than the number supported in 2021/22 and represents an increase of almost 15%, as shown in the chart below:



The reasons for the increase in the number of people accessing our services during the last 12 months are complex and varied.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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An overwhelming majority of people continue to access our services following a loss of accommodation. This can arise from:

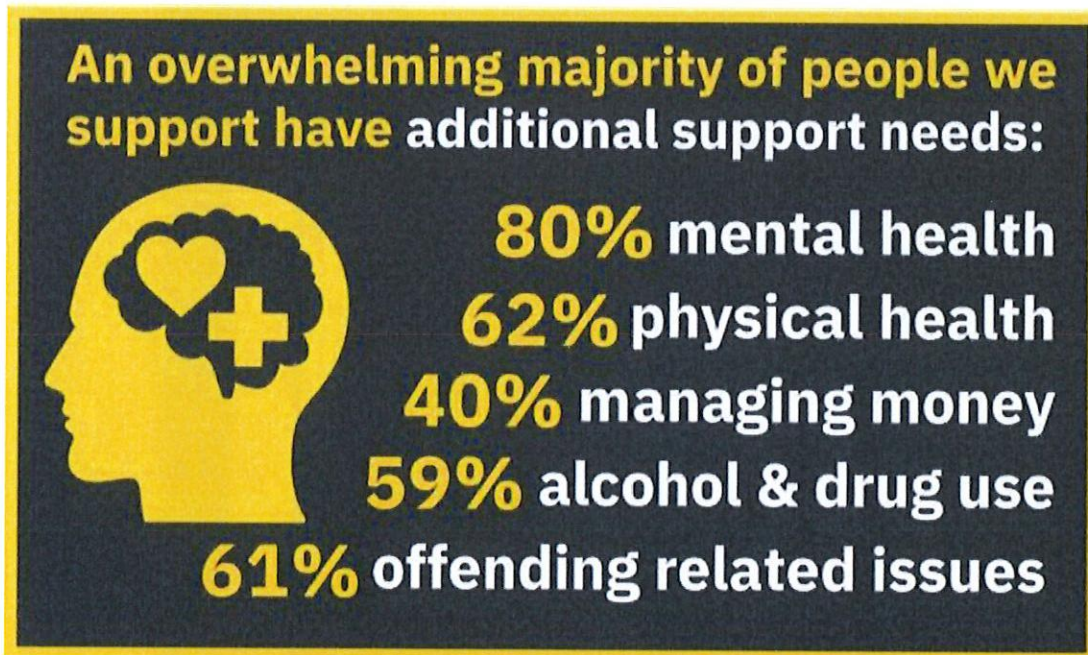
- A relationship breakdown, be this with a partner, family or friends.
- The end of a private rented Assured Shorthold Tenancy. The cost and shortage of housing can make it very difficult for people to find new accommodation.

Alongside the loss of accommodation there can be a range of structural or individual issues, which can make some people more vulnerable to homelessness. These can include:

- Individual Circumstances: Including additional health and support needs such as poor physical health, mental health problems, substance use and offending histories.
- Structural Issues: Factors such as poverty, unemployment, welfare reform policies and housing supply can impact on and reduce opportunities in relation to housing.

Structural issues can impact on individual circumstances and vice-versa. For example, personal or family relationships can be affected by unemployment, debt and poverty. They may exacerbate relationship issues.

The chart below provides a summary of the main support issues which impact on people's housing needs:



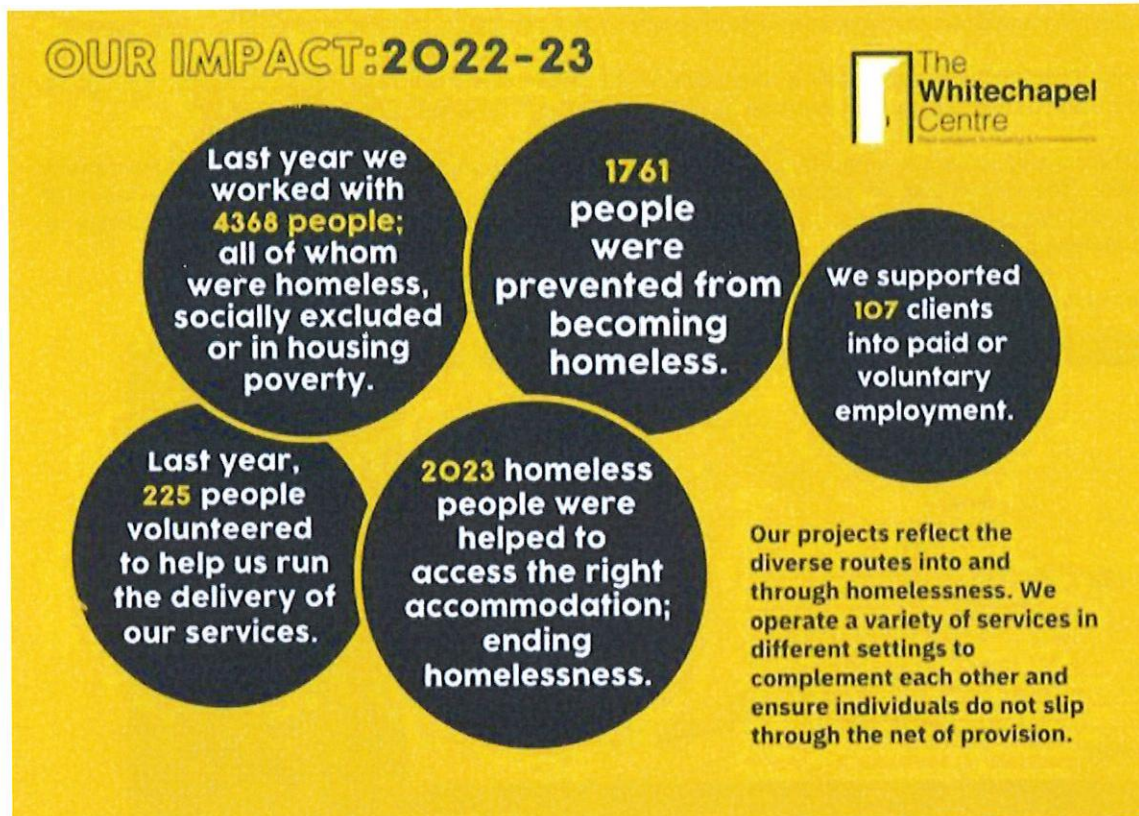
Recognising both the diverse causes of homelessness and the additional support needs of most of our clients, Whitechapel has developed a variety of services that operate in different settings and provide different levels and types of support interventions and bring together an array of different partner agencies to work together to resolve homelessness and related needs. We understand that no single agency can resolve homelessness; for this reason we work in partnership with health, treatment, housing and social organisations, such as Mersey Care, Brownlow Health, We Are With You, registered providers of social housing (Housing Associations) & Supported Accommodation Providers, in order to deliver multi-faceted support that can meet people's needs.

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**Achievements and performance**

Through the range of services we deliver, we have continued to achieve high levels of success, providing the right interventions, at the right time, in order to ensure the following outcomes:



**Homeless Resolution**

Whitechapel provides a range of services that seek to ensure anyone who is experiencing homelessness such as sleeping rough or at risk of rough sleeping or immediate homelessness, is supported indoors into appropriate accommodation. This is achieved through the following services:

- Housing Assessment, Advice & Resettlement - assessment of people's housing needs and delivery of support and advice to enable people to find appropriate accommodation.
- Supported Accommodation – development and delivery of new and existing supported accommodation services for people experiencing homelessness e.g. Whitely House, Phoenix House, Belvidere Family Centre, Yates Court & Dispersed Accommodation.
- Street Outreach – provision of assertive street outreach including engagement, assessment and delivery of housing solutions.
- Hospital In-Reach Service - clinically led in-reach service providing housing advice, support and care to ensure safe, effective early discharge from hospital for people experiencing homelessness.

Through these services we were successful in helping **2,023** clients experiencing homelessness to access new accommodation, thereby ending their homelessness.

As the volume of clients seeking help to secure new accommodation continued to increase, the length of time people were required to wait for the right accommodation also increased, necessitating further changes to homelessness services.

Our aim is to ensure sustainable accommodation solutions. One of the many ways in which we aim to achieve this is through the provision of wrap around, intensive support, delivered by services such as Pathways and our Rapid Rehousing Navigator Service.

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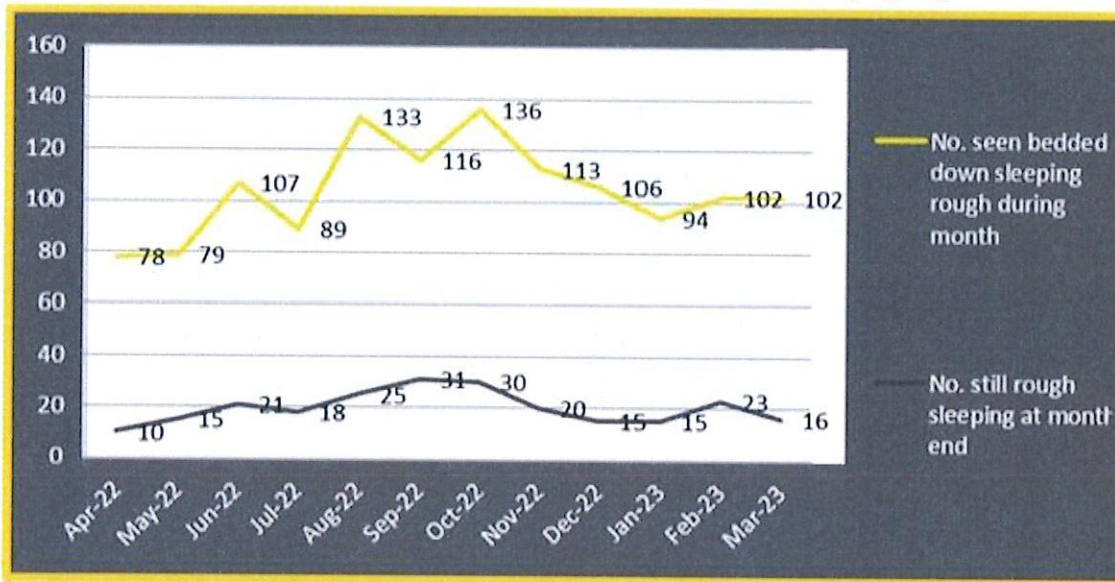
**Assertive Street Outreach (Liverpool)**

Our Street Outreach Teams take services to the point of need providing crisis intervention and resolution. The Team gets alongside people with multiple exclusions, working at their pace to build trust and relationships that motivate people to engage in services and make a change. We provide assertive outreach support to prevent and end rough sleeping and street drinking, and support people to address issues that have led them to rough sleeping.

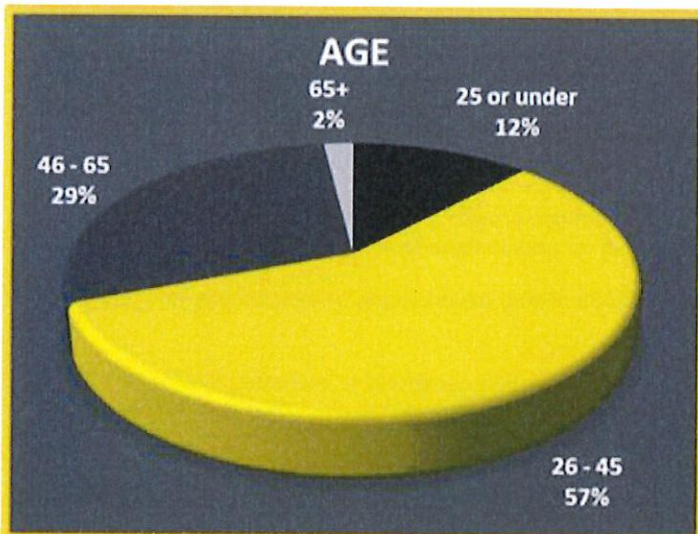
In 2022/23 the Liverpool Outreach Team worked with a total of 564 clients who were seen sleeping rough on at least one occasion during the year, an increase of 120 individuals (27%) when compared to 2021/22.

The reasons for the increase are complex, but the main causes stem from the impact of poverty and the current housing crisis. The increase in evictions particularly within the private rented sector, coupled with a dearth of suitable and affordable accommodation options including move-on accommodation is forcing growing number of people into homelessness.

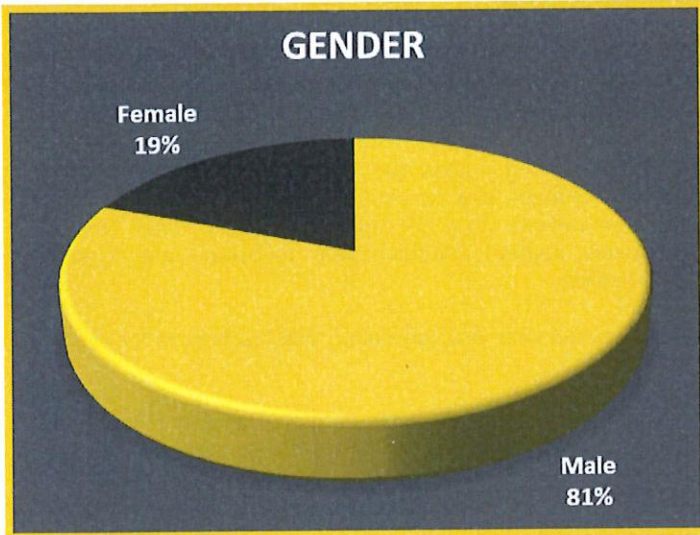
The diagram below provides an overview of the number of individuals seen sleeping rough each month:



The average age of people seen rough sleeping was 40:



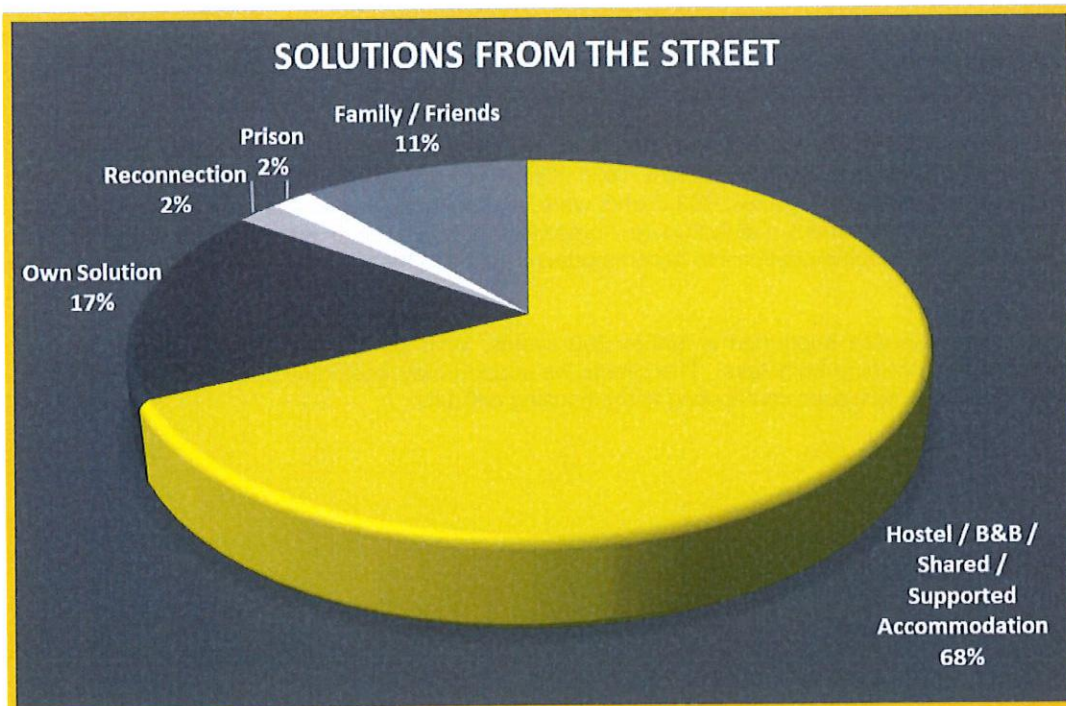
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As at 31 March 2023, through the provision of multi-disciplinary support, housing advice, intensive support, primary health care, Treatment and Mental Health support, a total of 548 clients (97% of those seen sleeping rough) had been successfully supported into new accommodation or returned to existing accommodation or offered other solutions.

It should be noted that many clients required more than 1 accommodation placement in order to find and access the right long-term solution. For most of the people sleeping rough homelessness is caused by much more than simply a lack of accommodation. Almost all the people sleeping rough have additional support needs, such as substance use, mental health issues, offending histories and so forth so accessing the right accommodation with the right level of support is crucial. For some this necessitated a number of moves. In total the Team successfully secured and supported people into a total of 1,011 accommodation placements.

A summary of the primary accommodation solutions is given below:



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**Hospital In-Reach Service**

The Hospital In-Reach Team provide a clinically led, specialist primary care service which co-ordinates the effective, safe and timely discharge from hospital of people experiencing homelessness.

The Service brings together multi-disciplinary partnership working across the Liverpool University Hospital Foundation Trust in order to better co-ordinate hospital discharges and provide continuation of care into the community through the provision of clinical advice and interventions via a GP and Homeless In-Reach Nurses (Brownlow Health), specialist housing advice & intensive support (Whitechapel), personal care (Caring Connections) and step-down reablement beds (YMCA Together).

During the last 12 months the Hospital In-Reach Service worked with, and facilitated, 755 discharges for clients experiencing homelessness.

691 of these clients (92%) were successfully supported into accommodation/emergency accommodation or supported to return to former accommodation as part of a planned and co-ordinated discharge pathway, thereby reducing homelessness

86% of the clients had a review by a nurse or GP after discharge ensuring continuity of care / engagement in treatment plan. Based on the review 74% of these were then followed up in the community.

During the last 12 months 70 clients were sleeping rough immediately prior to their stay in hospital. 45 were supported into accommodation on discharge; 25 continued to sleep rough (majority self-discharged). Whitechapel has continued to work with and support these clients – at the year end a further 19 (of the remaining 25) had been supported indoors.

**Homeless Prevention and Resettlement**

Homeless prevention is essential to achieving our Vision for ending homelessness. We understand the devastating impact of homelessness e.g. the average age of death of a woman experiencing homelessness is 42 and for a man is 46. It is essential that we prevent homelessness wherever possible so as to address health and wider inequalities arising from homelessness. However, the global pandemic, housing crisis, poverty and increase in the volume of evictions / loss of tenancies within the private rented sector have all made homeless prevention more difficult to achieve.

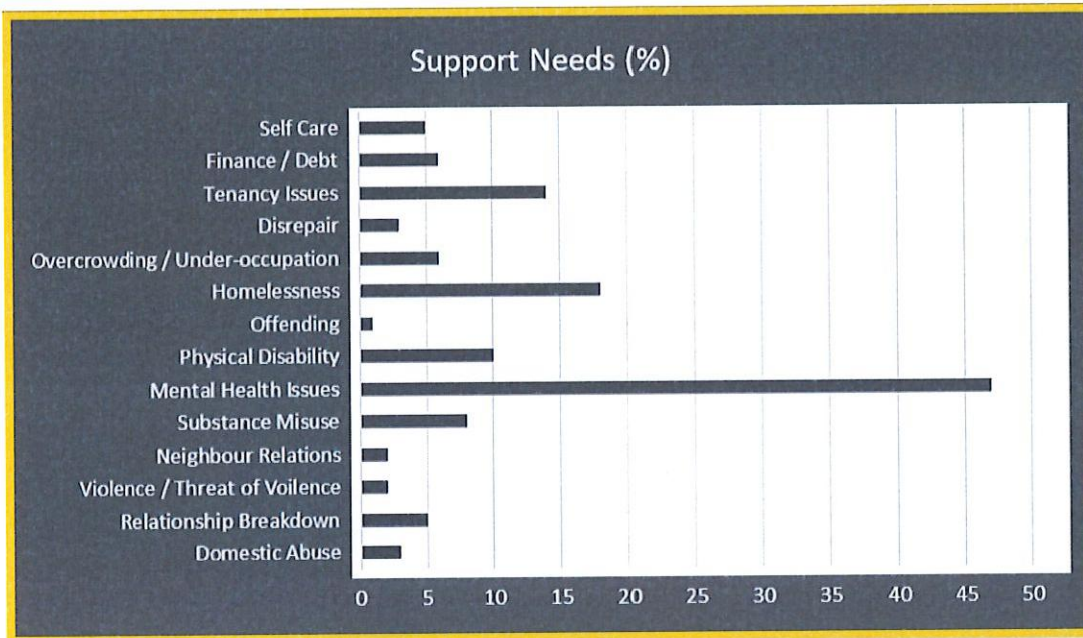
Despite this, in 2022/23 our various Housing Support and Resettlement Services successfully helped to prevent homelessness for **1,761** clients by enabling people to avoid losing their home or to find and resettle in more suitable accommodation. This represents a substantial increase of 22% over the previous year's figures.

Our Liverpool Housing Support & Resettlement Service supported 806 clients during the last 12 months, compared to 675 during 2021/22, representing an increase of 19%. 465 clients were supported at 'Tier One' – short term interventions delivered mainly through surgeries; 153 clients were supported at 'Tier 2' – interventions aimed at homeless prevention / tenancy sustainment, mainly through home visits; and 229 clients were supported to resettle from temporary or inappropriate accommodation into accommodation suited to their needs, again delivered mainly through floating support.

Our Wirral Floating Support Service supported a further 500 clients. With our support 94% of clients were successfully prevented from becoming homeless. The clients we support may seek help based on a particular issue but often there are underlying issues contributing to the housing difficulty.

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The chart below shows the breadth of needs for clients supported through floating support:



Our support working with John:

*John (name changed) suffers from epilepsy after a brain aneurism in his teens and has severe anxiety and depression, which has meant that he has been unable to work for over 15 years. John had anxieties around meeting strangers and talking over the phone. As a result, a number of issues around his housing and wellbeing had been left unresolved.*

*John lived in a private rented property which was damp and in poor condition. John's support worker started by contacting the landlord to state the repairs that were needed, sending photos, arranging for contractors to see the property and also a manager from the management company to visit. As a result, a number of repairs were carried out including a new damp course, new kitchen and decoration in 3 rooms effected. A new oven, fridge freezer and washing machine were ordered. These improvements gave John a better living environment and were good for his various health conditions.*

*His support worker also helped John to engage with his GP, using the e-consult service to begin with so that he could avoid the anxiety of a face to face appointment or speaking on the phone. John's support worker was present during calls from the doctor to support John with his answers as his anxiety would cause him to forget and lose his words. This culminated in a long face to face meeting with his GP so that he could speak about the things that were a concern to him. This in turn started to restore his faith in the GP which could then be built upon in the future.*

*When we began to work with John he was receiving Job Seekers Allowance despite being unable to work for 15+ years. After discussing his needs and building up trust his worker made a referral to the Benefit Maximisation Team who offered a face to face appointment, and together we helped him to complete forms for Universal Credit.*

*Upon finishing support with John, he has a better quality of life, vastly improved living conditions (but also registered on PPP if he wants to move in the future) and he is now on the correct income for his health conditions meaning that he can afford to use his heating when it is cold.*

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**Accommodation Based Services**

**Support for Single People**

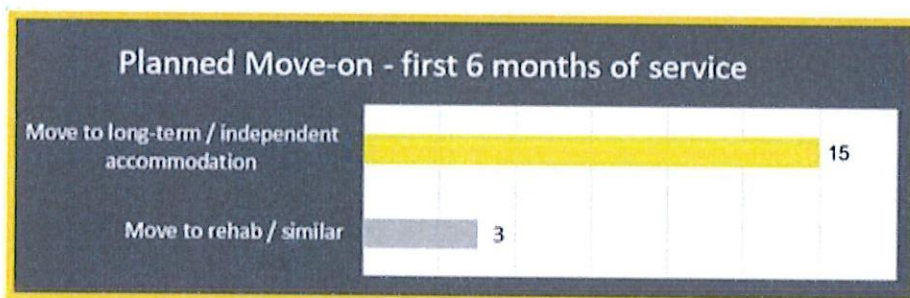
As part of the drive to reduce homelessness during 2022/23 we expanded our supported accommodation-based services with the development of new services such as Whitley House, Phoenix House and expansion of our Dispersed Accommodation Service.

Whitley House is a step-down supported accommodation service, with on-site support available 24 hours per day, 7 days per week. The building consists of 52 rooms with en-suite bathrooms. The layout is clusters with each landing consisting of a kitchen/sitting room which is shared between 5-8 residents. Each cluster is gender specific.

The service is for people with low/medium level support needs who are preparing for a move into independent accommodation. Whitley House provides person centred support to address housing and support needs and links clients to relevant health and treatment services as well as training and related opportunities such as volunteering. Support aims to enable people to develop skills and strategies to achieve independent living.

The Service has been developed in partnership with Onward Homes (landlord) and Liverpool City Council.

During the first 6 months of service provision, we have supported 73 clients at Whitley house, consisting of 47 males and 26 women. Eighteen (18) clients were able to move-on as part of a planned programme of support, with 84% successfully moving into new accommodation or long-term support options, as shown below:



**Simon's Story:**

*Simon was referred to Whitley House by Liverpool's Housing Options Service after he became homeless following a relationship breakdown. Simon has 4 young children and had a very turbulent relationship with his ex-partner. He'd had a traumatic, turbulent past. He had suffered several bouts of anxiety and depression due to the relationship breakdown. Additionally, he had attempted suicide resulting in a placement in a psychiatric hospital following the most recent attempt.*

*Simon was very anxious on our first meeting and subdued. He was painfully thin and pale. Initially, he kept himself to himself and didn't have much interaction with the other residents. We had a long discussion to explain what support could be provided, what he needed and wanted to help him move-on.*

*We ensured Simon was in receipt of the correct benefits, registered him with a local GP service, referred him and supported him to access counselling, facilitated access and engagement with learning activities provided by New Beginnings, and began work for move-on. We assisted Simon with paperwork and forms including Property Pool Plus.*

*Simon had a Court case pending that was really affecting his mental health. He felt that he wouldn't be able to cope if he were not permitted to see his children and took an overdose resulting in him being admitted to hospital. We supported him to engage with Mersey Care Crisis Team and longer term follow up support on his return to Whitley. On-site support was increased through daily meetings and monitoring. Simon's well-being improved.*

*Simon was supported to prepare for and attend court. He was granted custody of his children.*

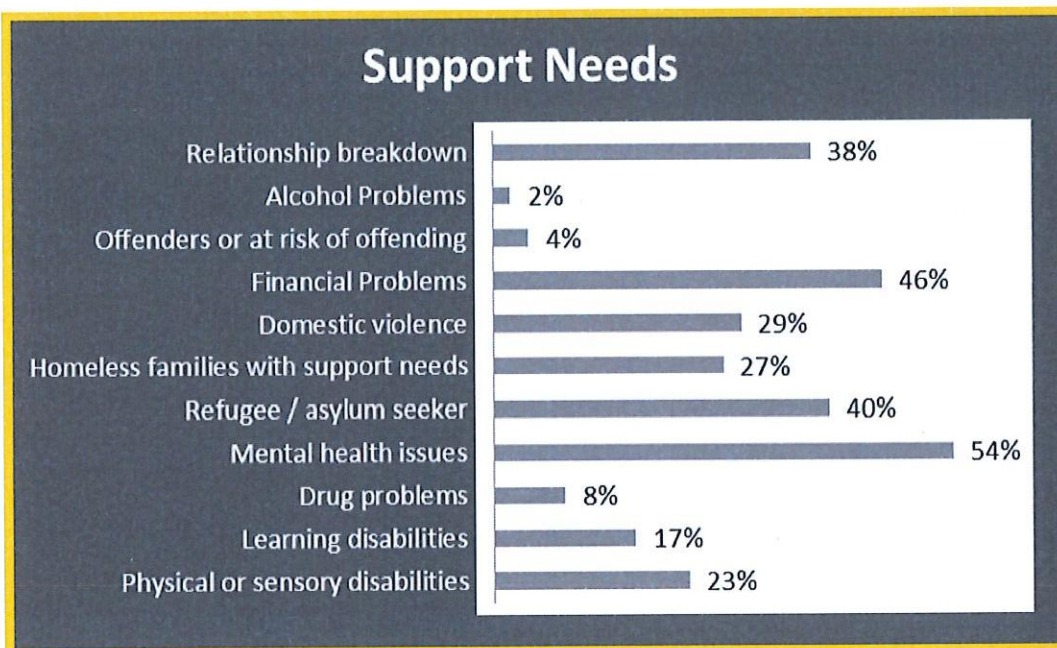
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Shortly afterwards we secured new accommodation with Onward Homes – a furnished property with 3 years support via the Rough Sleeper Accommodation Programme. Simon was absolutely delighted and has now moved into the accommodation and has the support that he needs in place.

**Support for Homeless Families**

During 2022/23 we successfully supported 72 homeless families into new accommodation via our Family Centres at Belvidere Liverpool and Yates Court Knowsley – this includes 95 adults and 148 children.

At Belvidere, we provided accommodation for 48 families in total, made up of 68 adults and 107 children; a total of 175 individuals. Factors contributing to family homelessness included:



Of the families who have moved on from Belvidere, 7 families moved on in less than 10 weeks, and 18 in less than six months. The average length of stay was 179 days, just under six months.

Move on has slowed in recent months. One of the main reasons for this is the lack of suitable accommodation. This is a general trend with fewer properties becoming available through Property Pool Plus and is particularly acute for families needing larger homes. Of the four larger families who have moved on, the average length of stay at Belvidere Family Centre was 235 days.

Liverpool City Council has recognised the wider issue of the dearth of accommodation for homeless families (of which Belvidere families are only a proportion) and has made provision of move-on accommodation for families via Registered Providers and the use of private rented accommodation a focus of its work.

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**Our People**

**Investors in People:** We recognise that our employees and volunteers are key to the successful delivery of our services and to meeting the needs of the people we serve. This is one of the reasons we are proud to have sustained Investors in People (IIP) Gold. In April 2023 our IIP review recognised that *'your operating environment in the UK is experiencing a housing crisis which is now impacting recovery from the Pandemic. The volume of people requiring homeless services has increased dramatically following years of underinvestment. Your strategic focus is on strengthening your footprint geographically to champion and facilitate change and you are working closely with stakeholders including the local authority to address some of the emerging challenges to ensure success. As an organisation you have been looking at how you can improve things, taking stock of your strategic ambition. In doing so you have involved staff, trustees, volunteers and the people whom you support to identify your direction, vision, mission and values to determine purpose and how to achieve it. You are working on building managerial and staff confidence through training and information provision to empower them to make some of the more difficult decisions required in their roles, and empower them to be responsive in answering questions more quickly. Your GEM scheme has now been in place for a year and you will be reviewing the scheme to ensure its ongoing effectiveness. You have also reviewed pay scales to ensure that they are equitable, with a positive impact on retention and recruitment. You have just completed your 2022 staff survey which has been overwhelmingly positive, demonstrative of a positive improvement trend from the previous year. You continue to impress with your passion for championing change, and in ensuring your organisation's agility in adapting to the needs of the external environment, your community and stakeholder.'*

**Staff Demographics:** We recruit, train and deploy our people according to a strategy that aims to place the right people in the right jobs at the right time. With levels of staff turnover below 2% we are able to provide a consistent and high quality service to the individuals and families we work with.

The overall staff numbers have increased over the last 12 months, reaching an average headcount of 167 for the year. The gender and age demographics are as follows:

- |            |     |
|------------|-----|
| • Male     | 32% |
| • Female   | 68% |
| • Over 64  | 5%  |
| • 55 – 64  | 40% |
| • 25 – 54  | 51% |
| • Under 25 | 4%  |

**Gender Pay Gap:** On 1 April 2023, The Whitechapel Centre showed a mean pay gap of -0.23% meaning the average rate of pay for female employees was slightly higher than for male employees, reflecting the longer length of service held by women in the organisation, meaning they are likely to have benefited from a higher number of salary uplifts (increments).

**Staff Engagement:** We believe that strong staff engagement helps us to promote individual development and improve the quality of service we can provide for our clients.

**Staff Survey:** In December 2022 we ran our full staff survey. This year we chose to use Survey Monkey as a tool for distributing the surveys and for collating the results. A total of 89 surveys were returned which provides a response rate of 57%.

The results of the survey were overwhelmingly positive, with no single question returning a negative score.

All questions asked staff to choose whether they agreed or disagreed with the statement provided. All questions were scored 1 to 5 where 1 equated to 'strongly disagree' and 5 equated to 'Strongly Agree'. In the precis of results provided below, any score of 4 (agree) or 5 (strongly agree) were combined and presented as a percentage of those responding – i.e. so that we are able to say '95% of respondents agreed with this statement'.

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Individual team results were provided to the appropriate Senior Manager along with the comments made on their team surveys. An overview of results and anonymised comments were provided to the full management team and to staff in their team meetings.

Maintaining a healthy workforce and a good employment relations environment remains key to our success. We work hard to ensure that our work practices involve meaningful dialogue between management and employees at all levels through a range of channels including fortnightly team meetings, monthly supervision, quarterly full staff meetings, informal Tea and Talk meetings and, particularly over the last 12 months, all-staff messages from our Chief Executive Officer.

Effective employee engagement is especially important in maintaining strong service delivery in times of change, such as through the pandemic.

There was some crossover between questions with the highest and lowest scores this year and last year – e.g. Q38: I am proud to work for The Whitechapel Centre scored an average of 4.71 this year, and 4.46 last year; and Q1: My service has a positive impact on the communities and service users we serve – average score this year was 4.69 and last year 4.54.

Although there was evidence of improvement against all the poorest scoring questions of 2021, the fact that issues of communication, involvement and staff recognition continue to score relatively poorly compared to other questions means that we have taken action to prioritise these issues with managers and within the 2023 round of appraisals and target setting.

**Financial review**

Following the pandemic our fundraising target for 2022/23 remained cautious. Fundraising events remained limited as home working and / or hybrid working arrangements (people working part of their time from home and office premises) continue to limit full corporate fundraising activities such as cake sales, office dress down days, and so forth.

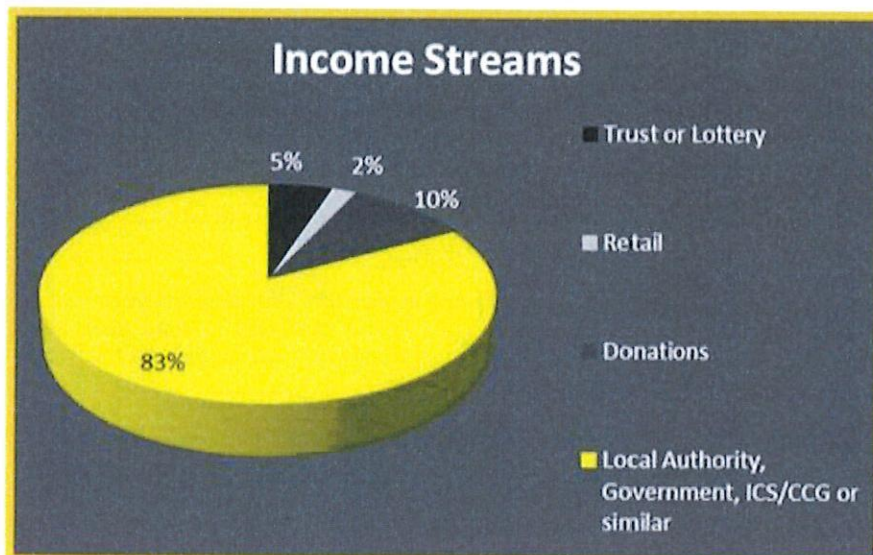
While we developed new services in 2022/23, which increased the overall proportion of income from local and central government for charitable activities, income from donations and trusts remained as important as ever. Donations and trust funding underpins almost all service provision and ensures more comprehensive service delivery, over and above minimum contractual requirements, ensuring clients pathway through homelessness is more positive.

Fundraised income from donations and trusts enables us to underpin and enhance essential services, such as our Assertive Outreach Service, and keep pace with and meet demand.

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Despite our cautious start, support for our organisation remained amazing. The chart below shows the generosity of people and trusts – last year 15% of our overall income came from donations and / or trust funding.



As at 31 March 2023, the charity had reserves of £1,992,485 (2022: £1,879,830). Included within these reserves are £74,434 (2022: £44,285) of restricted funds (see note 21) and £1,150,000 (2022: £1,150,000) of designated funds (see note 22). As illustrated in note 23, designated funds are partly represented by investments totalling £532,803 (2022: £532,803). The charity had free reserves of £768,050 at 31 March 2023 (2022: £685,544).

#### **Principal funding sources**

The principal sources of funding for The Whitechapel Centre during 2022/23 were by way of grant and contract income from Liverpool City Council, Knowsley Metropolitan Borough Council, St Helens Borough Council, Wirral Borough Council, Halton Council and Liverpool City Region Combined Authority. This income includes income from Adult Services, Public Health, Office of Health Improvement & Disparities and the Department for Levelling Up, Housing & Communities. Further income was received from the Albert Gubay Charitable Foundation, Freshfields and Children in Need.

The Whitechapel Centre also relies on public fundraising, such as events, personal and corporate donations, which is used to underpin essential services such as our volunteer programme, rough sleeper outreach services, the delivery of Whitechapel's food services and essential client expenses.

#### **Reserves Policy**

The Board of Trustees has examined the company's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible assets held by the company should be between 3 and 6 months of the expenditure, in line with Charity Commission guidance. Budgeted expenditure for 2023/24 is £8,319,047 therefore the target is £2,079,762 to £4,159,524 in general funds. At this level the Board of Trustees feel that they would be able to carry on the company's activities in the event of a significant drop in funding.

At present the total unrestricted reserves fall just below the lower end of this target.

The Board of Trustees understands the increased pressure on cash flow resulting from payment in arrears for most contracts. Close financial management continues to be required to prevent cash flow problems.

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The Board of Trustees wish to create free reserves. This would enable them to provide seed funding for new projects, as well as underpin existing services and meet key needs. For example, the charity continues to see an increase in the number of people sleeping rough, including people with no recourse to public funds. While the charity continues to seek resources to maximise assertive outreach response provision, taking services out on to the street to deliver instant solutions to homelessness, seed funding would enable us to pilot new and different services and / or methods of working e.g. to develop new accommodation pathways and options, cover rent and accommodation costs for people with no recourse to public funds and those who are seeking employment.

The Board of Trustees is committed to applying principles of full cost recovery to all posts and services within the organisation to help reduce potential risks in the event of losing individual contracts, as well as being mindful of potential pressures to draw upon reserves during the forthcoming year.

**Risk management**

A review of major risks is undertaken annually by the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks The Whitechapel Centre faces. Where appropriate, the identified risks have been incorporated into the company's Strategic Plan. For example, identified external risks to funding have led to a full review of funding and budgets, and the development of a comprehensive Fundraising Strategy.

An internal framework for risk management ensures risks are identified and mitigated through a policy of regular scrutiny by the Board, the implementation of policies and procedures and the appropriate authorisation of all transactions and projects. A comprehensive suite of internal policies and procedures ensure compliance with relevant legislation and recognised best practice in relation to governance, health and safety, financial management, service delivery and business operations. These policies and procedures relate to all staff, volunteers, clients and stakeholders and are reviewed regularly to ensure that they continue to meet the needs of the organisation.

**Plans for Future Periods**

The principal aims outlined in the organisation's Strategic Plan are to:

- Ensure the organisation is financially secure and appropriately resourced.
- Ensure the long-term financial viability of the organisation by rebuilding its Fundraising Strategy, diversifying income streams and securing new contracts
- Develop new services, and continue to deliver existing services, to maximise positive outcomes for homeless and socially excluded people by:
  - Preventing homelessness through effective housing support and advice
  - Resolving homelessness, providing same day solutions that bring people indoors on the day they become homeless
  - Providing the right multi-agency wrap around support and advice that meets peoples' support needs
- Ensure The Whitechapel Centre remains an excellent employer and is recognised as an employer of choice
- Provide suitable and fit for purpose premises
- Expand opportunities for meaningful occupation in relation to education, training, development and employment for clients.

**Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 19 March 1990 and registered as a charity on 21 June 1991. The charity was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association. The term "the company" includes reference to the registered charity, where appropriate.

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The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr D Antrobus	
Ms A Brown (Treasurer)	
Mr S Collett	
Mr D Green OBE	
Mr B Kearsley OBE	(Resigned 21 April 2023)
Mrs C McGuire	
Ms V Metcalf MBE (Vice chair)	
Ms S Thomas (Chair)	
Ms M Woods	
Dr R Young	(Appointed 20 May 2022)
Ms K Sheerin	(Appointed 23 June 2023)
Br K Vance	(Appointed 23 June 2023)

Mr T Crolley Honorary Life President and Ambassador

**Recruitment and Appointment of the Board of Trustees**

The directors of The Whitechapel Centre are also charity Trustees (and for the purposes of charity law and under the company's Articles are known as members of the Council of Management). Under the requirements of the Memorandum and the Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The Board of Trustees aims to ensure its members provide a good mix of skills, knowledge and experience in relation to providing governance and management for a charitable homeless organisation. In order to maintain this broad mix of skills, knowledge and experience, members on the Board of Trustees are requested to provide a list of their skills and experience. In the event of particular skills or experience being lost due to retirement, new candidates are approached to offer themselves for election to the Board.

**Trustee Induction and Training**

New Trustees receive a copy of their job description and an information pack about the organisation. In addition each trustee receives an induction, which includes invitation and encouragement to attend short training sessions to familiarise themselves with the charitable company and the context within which it operates. These sessions cover:

- The obligations of the Board of Trustees members.
- The main documents which set out the operational framework for the charitable company including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts and the latest financial / management statements and accounts.
- Future plans and objectives, including the Strategic Plan.

New trustees are invited to attend up to 3 Board meetings and take up a 'tour' of the organisation to meet employees and clients to familiarise themselves with the operational work prior to joining.

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**Organisational Structure**

The Whitechapel Centre has a Board of Trustees (known as the Council of Management under the company's Articles) of up to 20 people who meet at least 4 times each year and are responsible for the strategic direction and policy of the charitable company. At present the Board of Trustees has eleven members from a variety of different professional backgrounds relevant to the work of the company.

A scheme of delegation is in place and day to day responsibility for the delivery of services rest with the Senior Management Team (SMT), consisting of the Chief Executive Officer, four Services Managers, and the Fundraising Manager. The Senior Management Team is responsible for ensuring effective and efficient delivery of services specified, meeting key performance indicators, implementing stringent financial management, processes and procedures and overseeing day to day operational management of services including implementation of best practice, and staff supervision and development.

The Whitechapel Centre is a real Living Wage employer. The charity follows Local Government (NJC) pay scales. Each role within the organisation has a prescribed pay scale. This also applies to all management roles.

Pay awards, including incremental increases, are agreed by the Board of Trustees annually, and awarded if there are sufficient funds.

**Auditor**

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditor of the company will be put at a General Meeting.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of trustees

  
Ms S Thomas (Chair)

Trustee

Dated: 15<sup>th</sup> December 2023

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2023**

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The trustees, who are also the directors of The Whitechapel Centre for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Opinion**

We have audited the financial statements of The Whitechapel Centre (the 'charity') for the year ended 31 March 2023 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*BWM*

Louise Casey ACA (Senior Statutory Auditor)  
for and on behalf of BWM

*28/12/2023*

Chartered Accountants  
Statutory Auditor

Suite 5.1  
12 Tithebarn Street  
Liverpool  
L2 2DT

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2023**

Current financial year

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Total 2022 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	627,560	-	627,560	566,607
Charitable activities	4	4,196,564	1,775,629	5,972,193	5,007,580
Other trading activities	5	154,678	-	154,678	136,620
Investments	6	1,478	-	1,478	1,116
Other income	7	3,770	-	3,770	997
<b>Total income</b>		<b>4,984,050</b>	<b>1,775,629</b>	<b>6,759,679</b>	<b>5,712,920</b>
<b><u>Expenditure on:</u></b>					
Raising funds	8	316,264	-	316,264	246,212
Charitable activities	9	4,464,697	1,866,063	6,330,760	5,287,402
<b>Total expenditure</b>		<b>4,780,961</b>	<b>1,866,063</b>	<b>6,647,024</b>	<b>5,533,614</b>
<b>Net income/(expenditure) before transfers</b>		<b>203,089</b>	<b>(90,434)</b>	<b>112,655</b>	<b>179,306</b>
Gross transfers between funds	21	(120,583)	120,583	-	-
<b>Net income for the year/ Net movement in funds</b>		<b>82,506</b>	<b>30,149</b>	<b>112,655</b>	<b>179,306</b>
Fund balances at 1 April 2022		1,835,545	44,285	1,879,830	1,700,524
<b>Fund balances at 31 March 2023</b>		<b>1,918,051</b>	<b>74,434</b>	<b>1,992,485</b>	<b>1,879,830</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2023**

Prior financial year		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes			
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	566,607	-	566,607
Charitable activities	4	3,454,631	1,552,949	5,007,580
Other trading activities	5	136,620	-	136,620
Investments	6	1,116	-	1,116
Other income	7	997	-	997
<b>Total income</b>		<b>4,159,971</b>	<b>1,552,949</b>	<b>5,712,920</b>
<b><u>Expenditure on:</u></b>				
Raising funds	8	246,212	-	246,212
Charitable activities	9	3,700,652	1,586,750	5,287,402
<b>Total expenditure</b>		<b>3,946,864</b>	<b>1,586,750</b>	<b>5,533,614</b>
<b>Net income/(expenditure) before transfers</b>		<b>213,107</b>	<b>(33,801)</b>	<b>179,306</b>
Gross transfers between funds	21	(78,086)	78,086	-
<b>Net income for the year/ Net movement in funds</b>		<b>135,021</b>	<b>44,285</b>	<b>179,306</b>
Fund balances at 1 April 2021		1,700,524	-	1,700,524
<b>Fund balances at 31 March 2022</b>		<b>1,835,545</b>	<b>44,285</b>	<b>1,879,830</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET**

**AS AT 31 MARCH 2023**

	Notes	2023		2022	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		1		1
Investments	15		532,803		532,803
			<u>532,804</u>		<u>532,804</u>
<b>Current assets</b>					
Debtors	17	1,564,351		1,295,352	
Cash at bank and in hand		669,571		753,710	
		<u>2,233,922</u>		<u>2,049,062</u>	
<b>Creditors: amounts falling due within one year</b>	18	<u>(774,241)</u>		<u>(702,036)</u>	
Net current assets			<u>1,459,681</u>		<u>1,347,026</u>
<b>Total assets less current liabilities</b>			<u><u>1,992,485</u></u>		<u><u>1,879,830</u></u>
<b>Income funds</b>					
Restricted funds	21		74,434		44,285
<u>Unrestricted funds</u>					
Designated funds	22	1,150,000		1,150,000	
General unrestricted funds		768,051		685,545	
			<u>1,918,051</u>		<u>1,835,545</u>
			<u><u>1,992,485</u></u>		<u><u>1,879,830</u></u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on ...15<sup>th</sup> December 2023

  
Ms S Thomas (Chair)  
Trustee

Company registration number 02623071

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	26		(85,617)		(694,618)
<b>Investing activities</b>					
Purchase of investments		-		(1,071)	
Investment income received		1,478		1,116	
<b>Net cash generated from investing activities</b>			1,478		45
<b>Net cash used in financing activities</b>			-		-
<b>Net decrease in cash and cash equivalents</b>			(84,139)		(694,573)
Cash and cash equivalents at beginning of year			753,710		1,448,283
<b>Cash and cash equivalents at end of year</b>			<u>669,571</u>		<u>753,710</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2023**

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**1 Accounting policies**

**Charity information**

The Whitechapel Centre is a private company limited by guarantee incorporated in England and Wales. The registered office is Langsdale Street, Liverpool, L3 8DT.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

Funds held by the charity are:

*Unrestricted general funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

*Designated funds* - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes.

*Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

**1.4 Income**

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from donations and legacies is included in full in the statement of financial activities when receivable.

Investment income is included when receivable.

Grants and contracts, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Assistance in the form of voluntary help is not quantifiable, and accordingly not dealt with in the accounts.

Clothing and other items donated for resale through the charity's shop are included as income within other trading activities and are recognised as income when they are sold.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**1 Accounting policies** (Continued)

**1.5 Expenditure**

Expenditure reflects all amounts paid and accrued during the year. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

*Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

*Raising funds* comprise costs associated with attracting income and the costs of trading for fundraising purposes including the charity shop.

*Governance costs* represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

**1.6 Tangible fixed assets**

All assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	20% p.a. on cost
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Fixed asset investments**

The trustees consider that monies held on long term deposit should be regarded as a fixed asset investment.

**1.8 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.9 Stocks**

Donated items for the charity shops sourced from both individuals and organisations are not included in the financial statements until they are sold at which point they are recognised as income.

**1.10 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

**1.11 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**1 Accounting policies**

**(Continued)**

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.12 Taxation**

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid. The charity is not able to recover Value Added Tax. Expenditure is recorded in the accounts inclusive of VAT.

**1.13 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.14 Retirement benefits**

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. The annual contributions payable are charged to the statement of financial activities.

**1.15 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to the statement of financial activities on a straight line basis over the term of the relevant lease.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
*FOR THE YEAR ENDED 31 MARCH 2023*

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**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

There were considered to be no critical accounting estimates or judgements applied in the preparation of these financial statements.

**3 Donations and legacies**

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Donations and gifts	627,560	562,322
HMRC CJRS grant	-	446
Covid grants	-	3,839
	<u>627,560</u>	<u>566,607</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

4 Charitable activities	2023		2023		2023		2022		2022	
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2023	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2022		
	£	£	£	£	£	£	£	£		
Services provided under contract	870,794	1,285,560	2,040,210	4,196,564	817,835	1,455,533	1,164,596	3,437,964		
Performance related grants	201,061	1,574,568	-	1,775,629	284,005	1,285,611	-	1,569,616		
	<u>1,071,855</u>	<u>2,860,128</u>	<u>2,040,210</u>	<u>5,972,193</u>	<u>1,101,840</u>	<u>2,741,144</u>	<u>1,164,596</u>	<u>5,007,580</u>		
Analysis by fund										
Unrestricted funds	870,794	1,285,560	2,040,210	4,196,564	817,835	1,472,200	1,164,596	3,454,631		
Restricted funds	201,061	1,574,568	-	1,775,629	284,005	1,268,944	-	1,552,949		
	<u>1,071,855</u>	<u>2,860,128</u>	<u>2,040,210</u>	<u>5,972,193</u>	<u>1,101,840</u>	<u>2,741,144</u>	<u>1,164,596</u>	<u>5,007,580</u>		

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

4 Charitable activities	(Continued)											
	2023		2023		2023		2023		2022		2022	
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2023	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2023	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2022
	£	£	£	£	£	£	£	£	£	£	£	£
<b>Performance related grants</b>												
Children in Need	21,231	-	-	21,231	42,045	-	-	42,045	-	-	-	42,045
MOVE Project	10,000	-	-	10,000	34,995	-	-	34,995	-	-	-	34,995
Older Persons Household Support grant	50,000	-	-	50,000	121,965	-	-	121,965	-	-	-	121,965
New Beginnings	95,830	-	-	95,830	60,000	-	-	60,000	-	-	-	60,000
Liverpool Assertive Outreach Service	-	-	-	-	-	-	-	-	-	16,667	-	16,667
City Region Intensive Support	-	345,256	-	345,256	-	233,984	-	233,984	-	-	-	233,984
Welfare Rights	24,000	-	-	24,000	-	-	-	-	-	-	-	-
Womens Project	-	-	-	-	25,000	-	-	25,000	-	-	-	25,000
Rapid Rehousing Service	-	780,030	-	780,030	-	762,864	-	762,864	-	762,864	-	762,864
Hospital in-reach	-	150,926	-	150,926	-	88,361	-	88,361	-	88,361	-	88,361
Pathways (Street Lifestyle Outreach)	-	298,356	-	298,356	-	183,735	-	183,356	-	183,735	-	183,735
	201,061	1,574,568	-	1,775,629	284,005	1,285,611	-	1,775,629	284,005	1,285,611	-	1,569,616

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023

5 Other trading activities

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Shop income	154,678	135,218
Covid grants	-	1,402
Other trading activities	<u>154,678</u>	<u>136,620</u>

6 Investments

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Interest receivable	<u>1,478</u>	<u>1,116</u>

7 Other income

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
Other income	<u>3,770</u>	<u>997</u>

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

8 Raising funds

	Unrestricted funds	Unrestricted funds
	2023	2022
	£	£
<u>Fundraising and publicity</u>		
Other fundraising costs	42,992	1,864
Staff costs	99,706	95,770
Support costs	24,369	12,554
	<u>167,067</u>	<u>110,188</u>
<u>Trading costs</u>		
Other trading activities	473	3,769
Staff costs	78,411	70,470
Support costs	70,313	61,785
	<u>149,197</u>	<u>136,024</u>
	<u><u>316,264</u></u>	<u><u>246,212</u></u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

9 Charitable activities	Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total 2023 support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total 2022	
	2023	2023	2023	2023	2023	2023	2023	2022	2022	2022	2022	2022	2022	2022
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Staff costs	1,028,175	1,991,455	1,090,595	4,110,225	1,088,787	2,038,255	972,024	4,099,066						
Project costs	358,628	627,134	200,065	1,185,827	198,152	266,701	52,597	517,450						
Travel expenses	14,849	32,894	2,600	50,343	24,945	12,390	2,430	39,765						
	<u>1,401,652</u>	<u>2,651,483</u>	<u>1,293,260</u>	<u>5,346,395</u>	<u>1,311,884</u>	<u>2,317,346</u>	<u>1,027,051</u>	<u>4,656,281</u>						
Share of support costs (see note 10)	135,266	212,527	622,762	970,555	115,668	255,847	245,841	617,356						
Share of governance costs (see note 10)	4,240	8,759	811	13,810	4,042	8,790	933	13,765						
	<u>1,541,158</u>	<u>2,872,769</u>	<u>1,916,833</u>	<u>6,330,760</u>	<u>1,431,594</u>	<u>2,581,983</u>	<u>1,273,825</u>	<u>5,287,402</u>						
<b>Analysis by fund</b>														
Unrestricted funds	1,246,014	1,301,850	1,916,833	4,464,697	898,352	1,528,475	1,273,825	3,700,652						
Restricted funds	295,144	1,570,919	-	1,866,063	533,242	1,053,508	-	1,586,750						
	<u>1,541,158</u>	<u>2,872,769</u>	<u>1,916,833</u>	<u>6,330,760</u>	<u>1,431,594</u>	<u>2,581,983</u>	<u>1,273,825</u>	<u>5,287,402</u>						

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

10 Support costs	Support costs £	Governance costs £	2023 £	Support costs £	Governance costs £	2022 £
Premises and other costs	1,049,333	-	1,049,333	677,000	-	677,000
Legal and professional fees	15,355	-	15,355	14,000	-	14,000
Audit fees	-	5,884	5,884	-	5,350	5,350
Accountancy	-	8,475	8,475	-	9,110	9,110
	<u>1,064,688</u>	<u>14,359</u>	<u>1,079,047</u>	<u>691,000</u>	<u>14,460</u>	<u>705,460</u>
Analysed between						
Fundraising	24,369	-	24,369	12,554	-	12,554
Trading	69,764	549	70,313	61,090	695	61,785
Charitable activities	970,555	13,810	984,365	617,356	13,765	631,121
	<u>1,064,688</u>	<u>14,359</u>	<u>1,079,047</u>	<u>691,000</u>	<u>14,460</u>	<u>705,460</u>

The increase in premises and other costs is due to the development and management of new accommodation based services for homeless people, including Yates Court and Shared Accommodation Project.

Support costs are reallocated to expenditure on a use of space/size of service basis.

**11 Auditor's remuneration**

Fees payable to the charity's auditor and associates:	2023 £	2022 £
Audit of the charity's annual accounts	5,884	5,350
<b>Non-audit services</b>		
All other non-audit services	8,475	9,110

**12 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year (2022- £nil), and no trustees were reimbursed expenses (2022- no trustees were reimbursed expenses).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**13 Employees**

The average monthly number of employees during the year was:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
Fundraising	2	2
Shop	5	5
Charitable	149	145
Total	<u>156</u>	<u>152</u>

<b>Employment costs</b>	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	3,770,657	3,828,841
Social security costs	351,683	293,572
Other pension costs	166,002	142,893
	<u>4,288,342</u>	<u>4,265,306</u>

Average employee numbers excludes employees on zero hour contracts not paid in the month of which there were an additional 11 employees on average (2022 an additional 7 employees on average).

Included in wages and salaries are payments to subcontractors including people from other organisations seconded to or working in partnership with Whitechapel to deliver projects such as the Harm Reduction Service which is delivered in partnership with SHAP Ltd and the LCR Assertive Outreach Service which is delivered in partnership with Mersey Care NHS Foundation Trust. Partner agency workers amounted to £344,013 (2022: £421,581).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
£70,000 - £80,000	<u>1</u>	<u>1</u>

Contributions totalling £3,567 (2022: £4,095) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

<b>14</b>	<b>Tangible fixed assets</b>	<b>Fixtures, fittings &amp; equipment £</b>	
	<b>Cost</b>		
	At 1 April 2022	9,767	
	At 31 March 2023	<u>9,767</u>	
	<b>Depreciation and impairment</b>		
	At 1 April 2022	9,766	
	At 31 March 2023	<u>9,766</u>	
	<b>Carrying amount</b>		
	At 31 March 2023	<u>1</u>	
	At 31 March 2022	<u>1</u>	
<b>15</b>	<b>Fixed asset investments</b>	<b>Monies held on deposit £</b>	
	<b>Cost or valuation</b>		
	At 1 April 2022 & 31 March 2023	532,803	
	<b>Carrying amount</b>		
	At 31 March 2023	<u>532,803</u>	
	At 31 March 2022	<u>532,803</u>	
<b>16</b>	<b>Financial instruments</b>	<b>2023 £</b>	<b>2022 £</b>
	<b>Carrying amount of financial assets</b>		
	Debt instruments measured at amortised cost	<u>2,759,993</u>	<u>2,572,724</u>
	<b>Carrying amount of financial liabilities</b>		
	Measured at amortised cost	<u>499,977</u>	<u>369,987</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2023**

<b>17 Debtors</b>		<b>2023</b>	<b>2022</b>
		<b>£</b>	<b>£</b>
Amounts falling due within one year:			
Trade debtors		942,224	975,588
Other debtors		6,732	9,141
Prepayments and accrued income		615,395	310,623
		<u>1,564,351</u>	<u>1,295,352</u>

<b>18 Creditors: amounts falling due within one year</b>		<b>2023</b>	<b>2022</b>
		<b>£</b>	<b>£</b>
	<b>Notes</b>		
Other taxation and social security		93,844	106,059
Deferred income	19	180,420	225,990
Trade creditors		127,726	148,190
Other creditors		28,749	27,688
Accruals		343,502	194,109
		<u>774,241</u>	<u>702,036</u>

<b>19 Deferred income</b>		<b>2023</b>	<b>2022</b>
		<b>£</b>	<b>£</b>
Other deferred income		180,420	225,990

Deferred income is included in the financial statements as follows:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Total deferred income at 1 April 2022	225,990	215,001
Amounts received in year	180,420	194,029
Amounts credited to statement of financial activities	(225,990)	(183,040)
Total deferred income at 31 March 2023	<u>180,420</u>	<u>225,990</u>

Included in deferred income are receipts which relate to a future accounting period and will be recognised to match the delivery of the service.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**20 Retirement benefit schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £166,002 (2022 - £142,893). Total employee and employer contributions of £27,060 (2022 - £27,262) were payable to the fund at the balance sheet date and are included within creditors.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

21 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances:

	Balance at 1 April 2021		Movement in funds			Movement in funds			Balance at 31 March 2023	
	£	£	Income	Expenditure	Transfers	Income	Expenditure	Transfers	£	£
New Beginnings	-	60,000	(73,117)	13,117	-	95,830	(107,724)	11,894	-	-
MOVE Project and Volunteers	-	34,995	(76,471)	41,476	-	10,000	(59,855)	49,855	-	-
Children in Need	-	42,045	(53,088)	11,043	-	21,231	(40,506)	19,275	-	-
Older Persons (Big Lottery)	-	121,965	(132,055)	10,090	-	-	-	-	-	-
Older Persons Household Support Grant	-	-	-	-	-	50,000	(44,421)	-	-	5,579
Welfare Rights Service	-	-	-	-	-	24,000	(42,637)	18,637	-	-
Rapid Rehousing Pathway	-	762,864	(721,735)	-	41,129	780,030	(775,351)	-	-	45,808
Hospital in Reach (Out of Hospital)	-	88,361	(85,205)	-	3,156	150,926	(175,004)	20,922	-	-
Pathways (Street Lifestyle Outreach)	-	183,734	(183,733)	(1)	-	298,356	(289,500)	-	-	8,856
City Region Intensive Support	-	233,984	(233,984)	-	-	345,256	(331,065)	-	-	14,191
Women's Project	-	25,000	(27,361)	2,361	-	-	-	-	-	-
	-	1,552,948	(1,586,749)	78,086	44,285	1,775,629	(1,866,063)	120,583	-	74,434

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**21 Restricted funds**

(Continued)

*New Beginnings (The Albert Gubay Charitable Foundation)*: This service delivers innovative and bespoke learning and enablement activities that promote well-being and help facilitate meaningful move on and personal development.

*MOVE Project & Volunteers: (Community Resource Grant)*: Delivers high quality training programmes, along with the support, guidance and advice, to enable people to take up meaningful opportunities for voluntary employment, including mentoring. Funding helped cover the salary costs of the Volunteer Manager, along with volunteer and clients expenses. Along with this it helped provide essential food / services, including training courses, for homeless clients.

*Children in Need*: Our Children and Young Person's Service focuses on the well-being and development of children and young people. The Service ensures homeless children are able to access appropriate health, education, play & leisure services and activities providing opportunities to improve health and wellbeing. The Service provides support to families to move on into their own accommodation to help them settle. Funding from Children in Need ended in December 2022.

*Older Persons Household Support Grant*: Provides financial support to vulnerable, older people experiencing homelessness. Includes help with gas, electricity, water and food costs.

*Welfare Rights Service (Freshfields)*: Provides welfare rights advice in order to achieve income maximisation, welfare benefits maximisation, and help to improve / increase financial literacy.

*Rapid Rehousing Pathway*: Funded by the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grant to provide housing advice, intensive support and additional night outreach services to help end rough sleeping in Liverpool.

*Hospital In-Reach (Out of Hospital)*: Funded by the Department of Health & Social Care to provide a multi-disciplinary homeless discharge team to provide clinically led specialist homeless primary care in-reach into hospital, specialist housing and advice and support, along with personal care to ensure safe, co-ordinated discharge from hospital into appropriate accommodation for people experiencing homelessness.

*Pathways (Street Lifestyle Outreach)*: Provides an assertive outreach service to support people with substance misuse issues away from living a street lifestyle into a more settled way of life by addressing addictions and other social issues. The service works in partnership with Mersey Care, We Are With You and Liverpool City Council to deliver co-ordinated, multi-agency support.

*City Region Intensive Support Service*: Funded by the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grant to provide assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Wirral, Knowsley, Halton and St Helens.

*Women's Project*: Funded by The Pilgrim Trust to deliver targeted, early intervention advice & support to women who are experiencing homelessness.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

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**21 Restricted funds**

**(Continued)**

**Transfers of funds**

Fund providers have acknowledged that a portion of the funds provided are to be used for contingency and reserve costs which are necessarily incurred to enable these projects to proceed and to enable the trustees to provide an appropriate fund for the future development and financial stability of the Whitechapel Centre generally. Projects which show a deficit at 31 March 2023 require financial support to be given to those projects out of general reserves. The fund providers approve the use of surpluses arising on other projects funded to be used to support these areas.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

**22 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds		Movement in funds		
	Balance at 1 April 2021	Income	Balance at 1 April 2022	Income	Balance at 31 March 2023
	£	£	£	£	£
Contingency fund	750,000	-	750,000	-	750,000
Premises fund	150,000	-	150,000	-	150,000
Development fund	250,000	-	250,000	-	250,000
	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>

The *contingency fund* exists to

- Cover staff salaries and associated costs, redundancy payments and sick pay in the event of reduced grant funding
- Help manage cash flow due to delays in receipt of grant funding. Sixty percent (60%) of the organisations grant income is paid quarterly, in arrears. Also, we have a number of contracts that involve payment by results, which causes further delays in payment schedules. The Contingency Fund helps ensure sufficient funds are available to manage this.
- Cover for unforeseen deficits that may arise on particular projects.

The *premises fund* relates to the associated costs and/or sourcing of alternative residential accommodation for clients and office premises for staff in the event of a disaster affecting one or more of our supported accommodation services or service hubs.

The *development fund* will make provision for seed funding for new services and ideas, funding to help transform existing services and funding to cover requirements for social impact bonds. This fund has been used to help develop new accommodation based services for homeless people. Also, it has been used to open a retail outlet that will generate a new income stream for the future.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2023**

23 Analysis of net assets between funds

	Unrestricted funds		Designated funds		Restricted funds		Total		Total
	2023	£	2023	£	2023	£	2023	£	
Fund balances at 31 March 2023 are represented by:									
Tangible assets	1	-	-	-	1	-	1	-	1
Investments	-	532,803	-	-	-	532,803	-	532,803	532,803
Current assets/(liabilities)	768,050	-	74,434	-	685,544	-	1,459,681	44,285	1,347,026
	<u>768,051</u>	<u>1,150,000</u>	<u>74,434</u>	<u>1,150,000</u>	<u>685,545</u>	<u>1,150,000</u>	<u>1,992,485</u>	<u>44,285</u>	<u>1,879,830</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2023**

**24 Operating lease commitments**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2023 £	2022 £
Within one year	51,801	53,528
Between two and five years	46,290	95,962
	<u>98,091</u>	<u>149,490</u>

**25 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	2023 £	2022 £
Aggregate remuneration	<u>84,056</u>	<u>75,801</u>

Trustees made donations of £900 (2022: £1,975) to the charity during the year.

There were no other related party transactions in the year.

No guarantees have been given or received.

**26 Cash generated from operations**

	2023 £	2022 £
Surplus for the year	112,655	179,306
Adjustments for:		
Investment income recognised in statement of financial activities	(1,478)	(1,116)
Movements in working capital:		
(Increase) in debtors	(268,999)	(889,866)
Increase in creditors	117,775	120,748
(Decrease)/increase in provisions	-	(114,679)
(Decrease)/increase in deferred income	(45,570)	10,989
<b>Cash absorbed by operations</b>	<u>(85,617)</u>	<u>(694,618)</u>

**27 Company limited by guarantee**

The Whitechapel Centre is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £1.

**WHITECHAPEL CENTRE**

England & Wales - Charity number 1013060

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# Accounts

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Charity Registration No. 1013060

Company Registration No. 02623071 (England and Wales)

**THE WHITECHAPEL CENTRE**  
**COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2022**



**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Honorary Life President</b>	Mr T Crolley
<b>Trustees</b>	Mr D Antrobus Ms A Brown (Treasurer) Mr S Collett Mr D Green OBE Mr B Kearsley OBE Mrs C McGuire Ms V Metcalf MBE (Vice chair) Ms S Thomas (Chair) Ms M Woods Dr R Young (Appointed 20 May 2022)
<b>Chief Executive</b>	Mr D Carter
<b>Secretary</b>	Mr D Carter
<b>Charity number</b>	1013060
<b>Company number</b>	02623071
<b>Registered office</b>	Langsdale Street Liverpool L3 8DT
<b>Auditor</b>	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT
<b>Bankers</b>	National Westminster Bank Plc 5 Oxford Street Liverpool L7 7HL  Hampshire Trust Bank PO Box 74003 London EC2P 2QR  Furness Building Society 51 – 55 Duke Street Barrow-in-Furness Cumbria LA14 1RT
<b>Solicitors</b>	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL

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**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)  
FOR THE YEAR ENDED 31 MARCH 2022**

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The trustees present their annual report and financial statements for the year ended 31 March 2022.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

**The Whitechapel Centre - Focus of Our Work**

**We believe that every individual should be given the opportunity to change their situation and achieve their potential.**

The Whitechapel Centre is a leading homeless and housing charity for the Liverpool City Region.

Since 1975 we've helped some of the most vulnerable and isolated people across the Liverpool City Region who are sleeping rough, living in hostels and supported accommodation, or struggling to manage and maintain their accommodation.

The volume of clients we are working with has increased significantly over the last 5 years, as has the range and complexity of clients' needs. We are responding to this by adapting our existing services and developing new ones that are innovative and meet the changing needs and demands of our clients.

**Our Vision** is to be an excellent, high profile independent local charity working in partnership to see an end to homelessness, social exclusion and housing poverty in our communities.

To achieve this, **our Mission** is to prevent and resolve homelessness, social exclusion and housing poverty by providing practical, realistic, tailored support so that each person can find a route out of homelessness, maintain a home and achieve their individual potential.

The main objectives and activities for the year continued to focus upon the delivery of effective and innovative services to meet identified housing and related support needs of people who are homeless, socially excluded or experiencing housing poverty.

The strategies employed to assist The Whitechapel Centre to meet these objectives included the following:

- Delivery of effective services that provide immediate help, opportunity and support to enable and effect lasting change and solutions for people most in need.
- Delivery of targeted, person centred services.
- Contributing towards and influencing relevant local and national strategic initiatives, social policy and debates relating to homelessness and housing.
- Challenging exclusion in all aspects of people's lives, supporting initiatives that encourage inclusion, particularly in relation to housing, supported living, health, education, and employment.
- Development and furtherance of joint partnership work with other agencies to ensure more effective service delivery.

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**The Whitechapel Centre Services Today**

Recognising the diverse routes into and through homelessness The Whitechapel Centre delivers a variety of services in different settings, as shown in the diagram below:



**Who do we help?**

- **People who are homeless:** Single people and families who are sleeping rough, staying with friends, or living in temporary accommodation.
- **People at risk of homelessness:** People threatened with homelessness due to eviction notices, repossession, rent / mortgage arrears, debt, problems with landlords, overcrowding, accommodation not fit for purpose, and so forth.
- **People in need of housing support:** people struggling to maintain their accommodation.

An overwhelming majority of people we support have additional and often multiple support needs, including mental health problems, substance use problems, alcohol use problems, physical health problems, offending histories and domestic abuse.

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**Ensuring Our Work Delivers Our Aims**

We review our aims, objectives and activities every year. Each review includes a comparative analysis of outcomes and achievements against both organisational aims and objectives and wider contractual targets. This review helps inform our annual operational plan, as well as our longer term strategic plan. It ensures the organisation's services remain firmly focused on meeting our stated charitable aims and objectives and are of direct public benefit.

**How Our Activities Deliver Public Benefit**

All our charitable activities focus on the provision of highly effective and innovative intervention based services that meet the housing and support needs of people who are homeless or inadequately housed. These activities are undertaken to further our charitable purposes for the public benefit.

**Continued Impact of Coronavirus**

During 2021/22 the country entered a programme of recovery from Coronavirus pandemic. Services gradually returned to pre-pandemic patterns and methods of operation or entered phased period of transition.

Similar to the outbreak of Covid-19, the recovery process has meant that we have had to adapt our services in order to continue to maintain the health and well-being of clients, staff and partners alike, while gradually returning to pre-pandemic ways of working. As part of the national 'Everyone In' initiative we continued to operate additional accommodation based services such as Staycity Aparthotel and to undertake Homeless Assessments (encompassing people placed in B&B accommodation) and the Homeless Recovery Allocation Panel.

While the opening of Staycity Aparthotel and the use of B&B's was intended as a short term measure, initially for a period of 3 months commencing in March 2020, the nature and impact of the pandemic meant these measures continued into 2021/22. We are still emerging from the pandemic and it was only in September 2021 that we were able to see the closure of Staycity Aparthotel. The highly successful Homeless Recovery Allocation Panel remained in operation until March 2022.

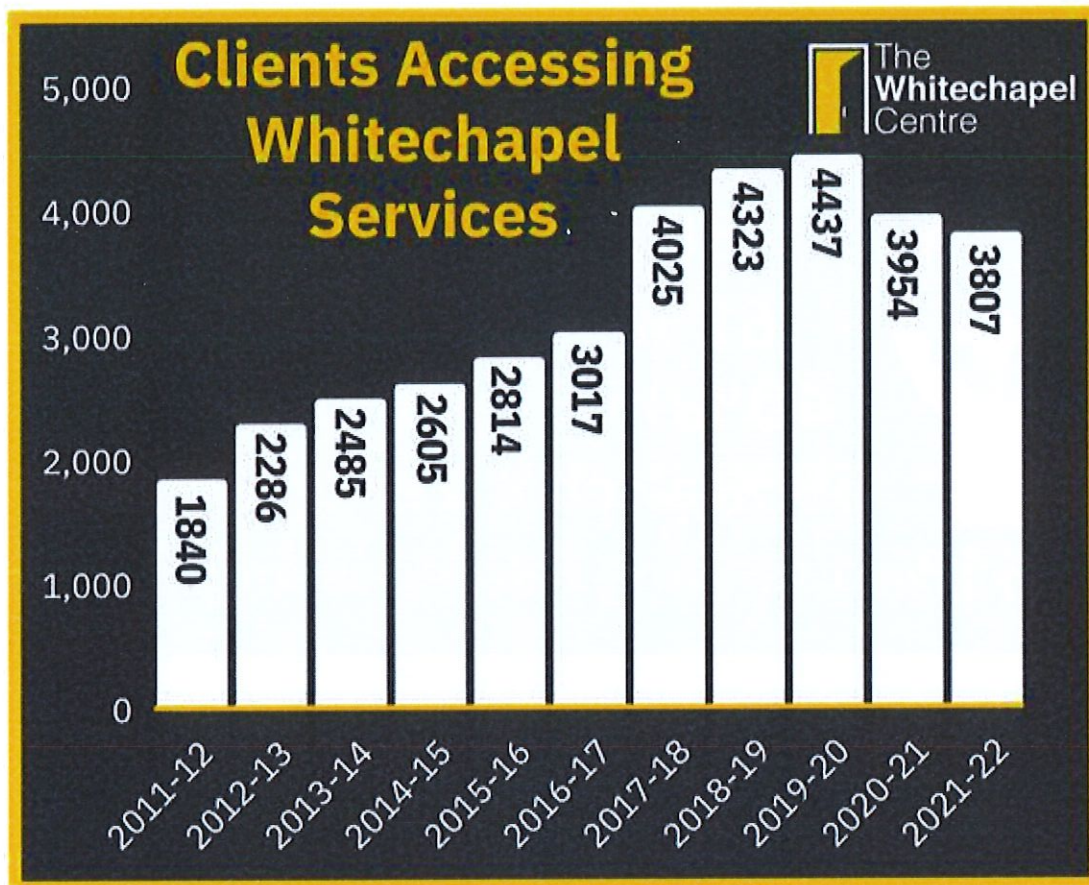
In order to help maintain the health and well-being of clients placed in Staycity Aparthotel or B&B accommodation we provided on-going advice and support, and food parcels / meals where needed and activities; delivering the essential services to help clients sustain their new accommodation.

Our Outreach and other services for rough sleepers, along with our accommodation based services, such as Yates Court, Belvidere Family Centre, Harm Reduction Service and Shared Accommodation have remained open as normal.

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**Who We Work With**

During 2021/22 we worked with a total of **3,807** different individuals or families who were homeless, socially excluded or experiencing housing poverty. This represents a slight decrease on the overall number of people we have supported compared to the previous financial year, as shown in the chart below:



The reasons for the small decrease in the number of people accessing our services during the last 12 months remain varied and complex, but must be seen in the context of the Coronavirus pandemic. Neither homelessness nor housing need is decreasing. During the pandemic we saw a temporary suspension on evictions, coupled with the introduction of the national 'Everyone In' programme. These initiatives helped minimise the impact of the pandemic on vulnerable people in housing need and temporarily helped reduce the number of people finding themselves homeless. With the end of the 'Everyone In' programme and the gradual return to pre-pandemic methods of working, we started to see a gradual increase in people presenting as homeless; a trend that is continuing in 2022.

An overwhelming majority of people continue to access our services following a loss of accommodation arising from a relationship breakdown, be this with a partner, family or friends. Behind the breakdown is often a range of other issues, which include:

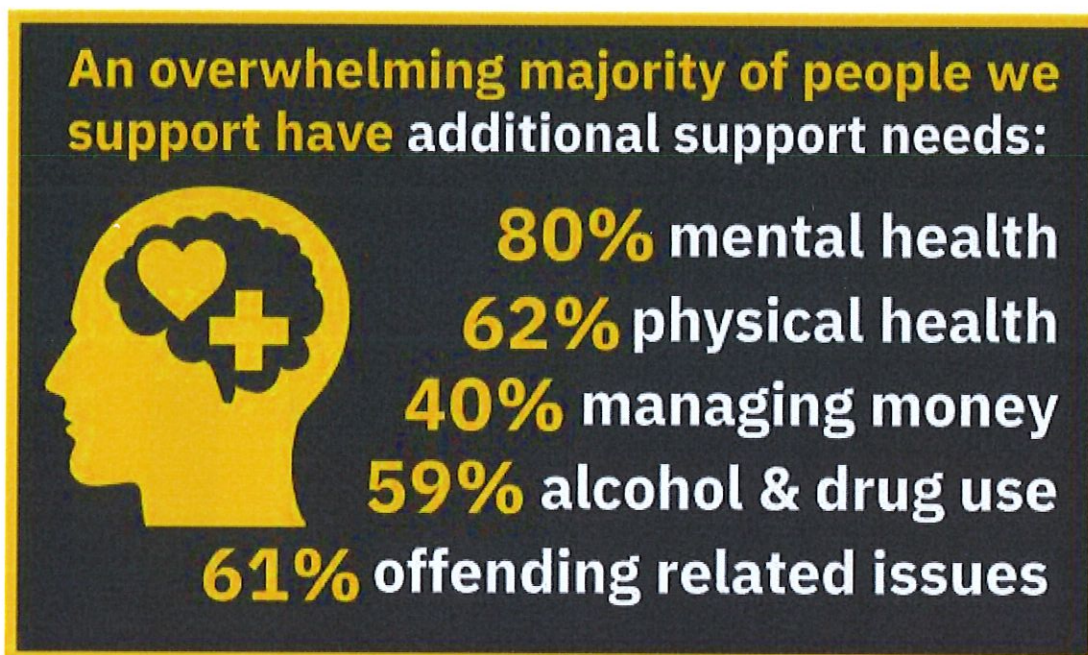
- **Individual Circumstances:** Additional health and support needs such as poor physical health, mental health problems, substance use problems and offending histories can make some people more vulnerable to homelessness.
- **Structural Issues:** Factors such as poverty, unemployment, welfare reform policies and housing supply can impact on and reduce opportunities in relation to housing.

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Structural issues can impact on individual circumstances and vice-versa. For example personal or family relationships can be affected by unemployment, debt and poverty. They may exacerbate relationship issues.

The chart below provides a summary of the main support issues which impact on people's housing needs:



Recognising both the diverse causes of homelessness and the additional support needs of most of our clients, Whitechapel has developed a variety of services that operate in different settings and provide different levels and types of support interventions and bring together an array of different partner agencies to work together to resolve homelessness and related needs. We understand that no single agency can resolve homelessness; for this reason we work in partnership with health, treatment, housing and social organisations, such as Mersey Care, Brownlow Health, We Are With You, registered providers of social housing (Housing Associations) & Supported Accommodation Providers, in order to deliver multi-faceted support that can meet people's needs.

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**Achievements and performance**

Through the range of services we deliver, we have continued to achieve high levels of success, providing the right interventions, at the right time, in order to ensure the following outcomes:



**Homeless Resolution**

Prior to the Covid-19 pandemic our Hub Homeless Resolution Service provided housing and welfare rights advice to deliver immediate and effective housing interventions to provide a same day solution to homelessness. Anyone who was rough sleeping, at risk of rough sleeping or immediate homelessness, was supported indoors into appropriate accommodation by our team of dedicated Housing Advisers/Support Workers. The service had access to a range of immediate and longer term solutions, including:

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- Supported Accommodation
- Access to ring fenced beds
- Independent Accommodation – Housing Association or Private Rented Accommodation
- Resources to facilitate reconnection or personalised solutions

During 2020 this service had to adapt and change in order to meet the challenge of the Coronavirus pandemic. Our Enablement Centre, along with Labre House, our overnight service, closed in March 2020 and were replaced with Staycity Aparthotel, emergency and B&B accommodation, running alongside a newly introduced Homeless Recovery Allocation Panel. Access to accommodation solutions was centralised during the pandemic, co-ordinated through Housing Options Services, underpinned by The Whitechapel Centre.

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Our staff teams were re-organised in order to deliver an effective emergency response and deployed to work in one of the following areas:

- Staycity Aparthotel – providing emergency supported accommodation (self-contained accommodation for people rough sleeping / at risk of rough sleeping with support on-site 24/7).
- B&B / emergency accommodation – assessment of people's needs and delivery of support and advice to enable people brought indoors through the 'Everyone In' programme to be supported to access and move on to the right accommodation.
- Street Outreach – provision of assertive street outreach including engagement, assessment and delivery of housing solutions.
- Resettlement Support – providing housing related support to enable people matched to independent social housing tenancies via the Homeless Recovery Allocation Panel to move on successfully.

By restructuring our services we were successful in helping **2,259** homeless people to access new accommodation, thereby ending their homelessness.

As the volume of people seeking help to secure new accommodation continued to increase, the length of time people were required to wait for the right accommodation also increased, necessitating further changes to homelessness services.

Our aim is to ensure sustainable accommodation solutions. One of the many ways in which we aim to achieve this is through the provision of wrap around, intensive support, delivered by services such as Pathways and our Rapid Rehousing Navigator Service.

**Assertive Street Outreach (Liverpool)**

Our Street Outreach Teams take services to the point of need providing crisis intervention and resolution. During the pandemic they undertook and / or facilitated assessments of need with every person identified as sleeping rough / at risk of sleeping rough. They worked with Housing Options to identify emergency and long-term solutions to ensure everyone was brought indoors.

The Team gets alongside people with multiple exclusions, working at their pace to build trust and relationships that motivate people to engage in services and make a change. We provide assertive outreach support to prevent and end rough sleeping and street drinking, and support people to address issues that have led them to rough sleeping.

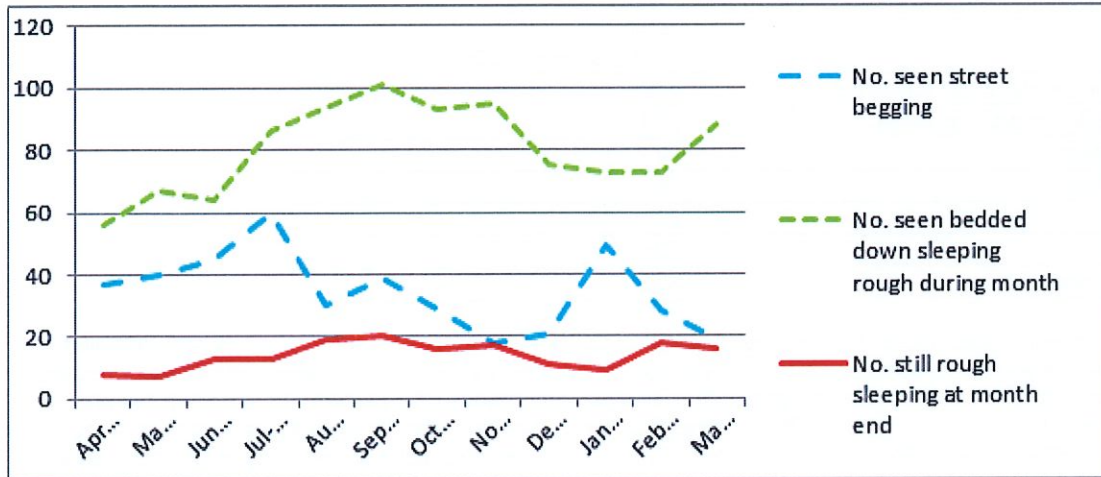
In 2021/22 the Liverpool Outreach Team worked with a total of 515 individuals involved in street related activity, including:

- Rough sleeping - 444 individuals seen out on a total of 3,535 occasions
- Street drinking - 58 individuals seen out on a total of 112 occasions
- Street related begging - 182 individuals seen out on a total of 653 occasions

(Note individuals could be seen and recorded as being involved in more than one street related activity).

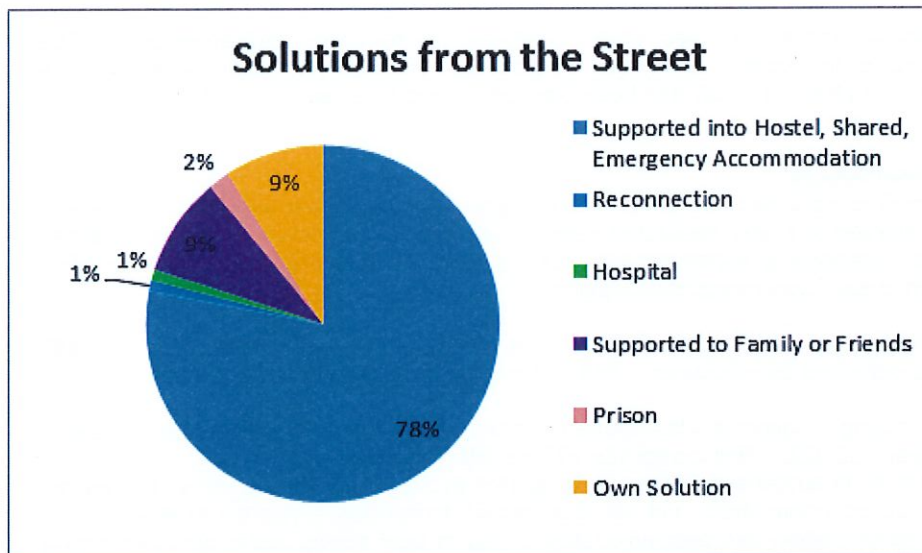
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The diagram below provides an analysis of the number of individuals seen out each month engaging in a street activity and the impact that the team has had in supporting these individuals:



Of the 444 individuals seen sleeping rough, almost one third already had accommodation; the pull of addiction and the streets bringing them back out for a night(s). The Outreach Team, alongside our Pathways and Navigator Teams, supported these individuals to return to their accommodation.

Of the 444 clients seen rough sleeping who did not have accommodation already, the Team successfully supported 429 people into new accommodation, to return to former accommodation or into other suitable solutions, as shown in the chart below:



Comparison to 2022/2023: The Assertive Outreach & Response Service was re-procured in March 2022, with Whitechapel successfully retaining the contract. The re-procurement enabled the Street Outreach Team to be expanded so as to provide a true 24/7 response, as well as provide the capacity to respond to the increase in volume of people sleeping rough. During the first 6 months of the new financial year (April – September 2022) the Street Outreach Team has successfully supported 476 people to exit from the street. These outcomes demonstrate the scale of the increase in rough sleeping since the end of the 'Everyone In' programme – a 50% increase in clients seen bedded down sleeping rough.

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Of the 476 supported off the street, 464 were positive solutions. The breakdown of solution types, below, shows the majority of people are supported into either Hostels, B&B, shared or supported accommodation.

Solution:	Total April-September 2022
Number of people exited the street	476
Hostel/B&B/Shared/Supported	359
Own solution	52
Reconnection	11
Hospital	8
Prison	12
Family/friends	33

One of the biggest issues faced by the Assertive Outreach and Response service is the dearth of suitable accommodation available to clients. Many of the people supported by the service have multiple and complex needs. With a lack of available move on options from hostels, emergency B&B placements are used but are not usually suitable for this cohort of people; this is something we are working with the local authorities to address for example by increasing supported accommodation options and enhancing move-on into long term social and/or private accommodation.

Some people are not immediately able to take up the offer of accommodation or other solution that we provide. For some individuals, the pull of addiction back on to the streets is too strong; for others we may need to address long term mental health problems before a person feels able to consider coming indoors. It is for this reason that the number of occasions people are seen out is so much larger than the total number of different individuals seen out. However, our Outreach Team does not give up. We continue to go out every day to work with these individuals, gradually building trust and motivation and developing different solutions, so that the person can be supported indoors.

This assertive approach achieves positive outcomes, as demonstrated by the charts and tables above. The charts demonstrate the success of this work - at the end of 31 March 2022 all but 15 of the 444 unique individuals who had been seen out sleeping rough had been brought indoors / had solutions. We continued to work with these 15 people.

**Homeless Prevention and Resettlement**

Homeless prevention is essential to achieving our Vision, but the global pandemic and associated lockdowns restricted prevention based interventions and redirected some resources to the delivery of homelessness resolution services for people experiencing homelessness. During 2021/22 homeless prevention work has increased, with a gradual return to pre-Covid methods of working.

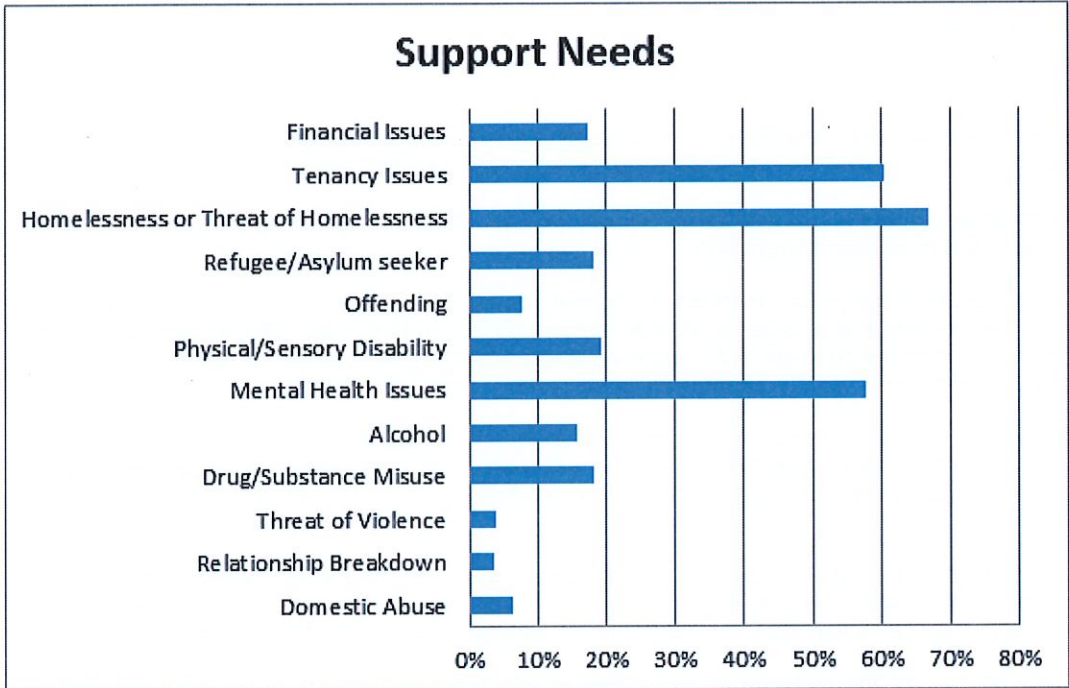
In 2021/22 our various Housing Support and Resettlement Services helped to prevent homelessness for **1,447** people by enabling people to avoid losing their home or to find and resettle in more suitable accommodation.

For example our Liverpool Housing Support & Resettlement Service supported 675 different individuals / households in the financial year 2021/22. This comprises 277 people supported at 'Tier One' – short term interventions delivered mainly through surgeries; 78 people supported at 'Tier 2' level in homeless prevention/tenancy sustainment, mainly through home visits; and 320 individuals/ households supported to resettle from temporary or inappropriate accommodation into accommodation suited to their needs, again delivered mainly through floating support into the person's own home. Note, these figures do not include one-off telephone advice.

The individuals and households we support may seek help based on a particular issue but often there are underlying issues contributing to the housing difficulty. The chart below shows the distribution of needs for clients supported through floating support i.e. Tier Two and Resettlement clients.

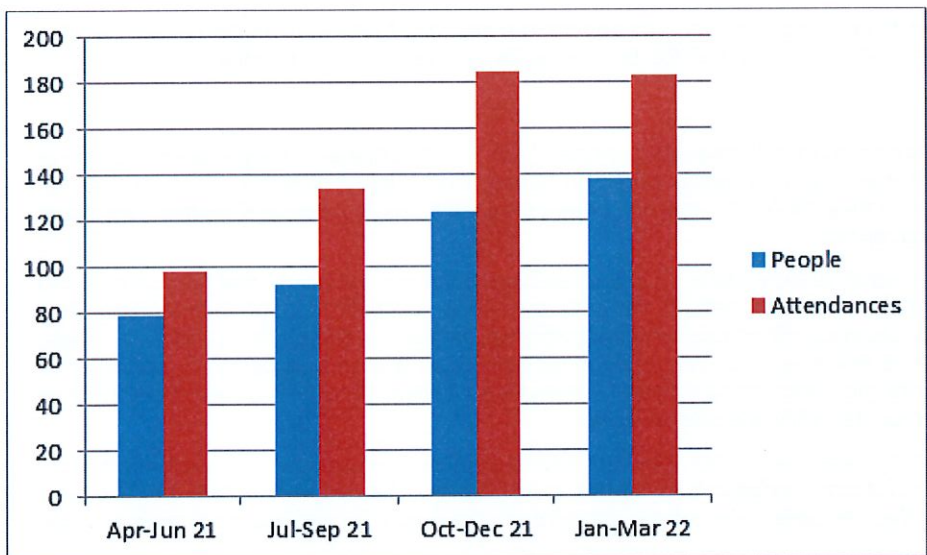
Note that totals sum to multiple times 100% as many people have multiple support needs. As we would expect the most prevalent issues are homelessness/threat of homelessness and tenancy issues. The most significant underlying issue is poor mental health, which affects 58% of clients.

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We increased the number of surgeries over the year as Covid restrictions eased. This allowed us to see more people face to face who needed support to address issues with their tenancy.

The chart below shows the growth in attendances at local surgeries during the last financial year:



This chart shows the number of different people supported through the drop-in surgeries each quarter. Note the chart shows some people will have attended several times. By the end of the year in Liverpool we were providing 5 surgeries a week at Langsdale Street, 2 surgeries a week at Toxteth Town Hall and 1 surgery a week at Kensington Children's Centre.

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Examples of our support include:

*Jane:*

*Jane (name changed) was living in private rented accommodation for which her mother was guarantor. Jane has two teenage daughters, one with mental health issues and the other with a severe disability.*

*Jane was referred to us by a police officer who had previously worked with the family asking for support and help with rent arrears and to find a new accommodation.*

*Jane had received a letter from her private landlord stating that she was over £1400 in arrears and her mother, who is guarantor for the property, had received a court order demanding payment in full. The arrears did not add up. Jane has a shortfall in her rent but even if she had not paid the shortfall at all it would not amount to the sum claimed. Jane stated that she had paid the shortfall but in lump sums rather than monthly.*

*Both Jane and her mother were very distressed and confused by the whole situation and felt that Jane's landlord was trying to force Jane and her family from the property for personal reasons. In addition to the financial issues there were repairs outstanding and the property needed adaptations to meet the needs of Jane's younger daughter.*

*We liaised with the landlord and it came to light that there had been a clerical error with the landlord and a benefit payment had not been added when it should have been. The current arrears stood only at £50. The landlord advised the court order would be immediately cancelled, and an apology was given to Jane and her mother.*

*Jane was incredibly happy with the outcome as her mental health had been really suffering because of this situation, and her mother felt the same. We agreed that the next step would be for her to set up a standing order to pay the shortfall monthly so no further arrears accrued and to register on property pool to find a more suitable family home. Jane had prior rent arrears from her previous private landlord after they had failed to provide information when it was requested by the Jobcentre Plus – she received no support and ended up owing much more than the original amount due to fees.*

*We are now supporting Jane with her Property Pool Plus application, ensuring that she is on the correct banding and that all her details are up to date so we can find the best home for both her and her daughters.*

*Mark & Sarah:*

*Mark and his mother Sarah (names changed) presented at one of our Tier 1 surgeries. They explained some of the living conditions they were enduring, no running water, no heating and a lot of disrepair. Mark bought the house 30 years ago with some money left to him, but had been on benefits due to medical & mental illness and was unable to fund any housing repairs.*

*We arranged to visit Mark and Sarah at their home. It was upsetting to find the conditions that Mark and Sarah had been living in, collapsed floors, collapsed ceilings, the bath completely collapsed through the bathroom floor which led to their water supply being cut off some 8 months before which also left them with no heating. There was a make shift floor which was made up of planks of wood for them to walk over to access the kitchen area. Neither could go upstairs due to the floors being unsafe. Sarah was sleeping on a sofa under a bay window which had previously collapsed on her while she was sleeping.*

*We immediately contacted adult social care, environmental health and the fire services for help and advice. Within the same week sheltered accommodation was offered to the family. We supported Mark and Sarah to view the accommodation and they accepted. We supported them to obtain new furnishings for their new home and settle in.*

*Mark and Sarah are now living happily and comfortably in their new home with beautiful surroundings. They have sold their old house.*

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**Accommodation Based Services**

**Support for Homeless Families**

During 2021/22 we successfully supported 77 homeless families into new accommodation via our Family Centres at Belvidere Liverpool and Yates Court Knowsley – this includes 101 adults and 165 children.

Factors contributing to family homelessness included financial / debt issues, relationship breakdown, refugee status, children in need, poor mental health, domestic abuse and substance or alcohol misuse.

Support provided has included working to improve emotional well-being and good mental health, motivation and taking responsibility, social networks and relationships, managing money, self-care and living skills, physical health, substance misuse.

We are committed to building on a psychologically informed approach. We have rolled out training to staff in Adverse Childhood Experiences (ACE) and Managers have recently completed a six month programme of training in Cognitive Analytic Therapy (CAT). This equips Managers to provide reflective practice and build within the staff team additional insight into the experience of clients.

We provide a number of activities for families at both Belvidere and Yates Court including a homework club, yoga, ukulele club, play, drama and mindfulness activities designed to build self-confidence, counter isolation, promote sharing and positive interactions. We support families with cultural events e.g. Christmas and Eid and promote mutual understanding and shared celebration. We aim to use the opportunity of Covid restrictions coming to an end to extend this further and explore opportunities to strengthen links with the community and open up facilities to other services e.g. Fairbridge, YPAS and the Princes Trust

We have given guidance to families around how to access services within the restrictions of Covid. We have ensured access to primary health care, sexual health, drug and alcohol services, smoking cessation, foodbank provision, dental services, free school meal scheme and paying bills online scheme. We have also focused on the needs of children including access to school/ home education resources, homework club, advocacy in accessing any specialist support, access to therapy following trauma, wellbeing through drama and other activities.

**Harm Reduction Service**

Our Harm Reduction Service continues to provide supported accommodation for men with alcohol and substance misuse issues. We have supported our residents to minimise harm by:

- Providing person centred support, understanding each individual's needs, motivations and interests,
- Offering advice on how to drink or use more safely, along with access to an alcohol nurse and drugs specialist through Brownlow Health and We Are With You,
- Monitoring health and encouraging engagement with GP and hospital services,
- Providing input from neuro-psychology (NeuroTriage) and training for staff
- Providing meaningful activity to keep occupied and build self esteem
- Delivering support with nutrition and medication
- Providing personal care when needed – a care worker is on site 7 days a week

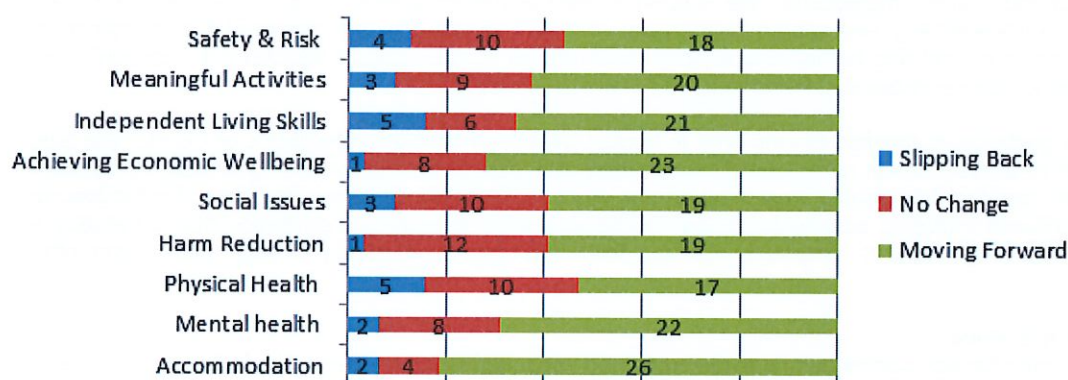
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The Project worked with 39 people in 2021/22. During the last 12 months we have achieved a number of outcomes including:

- 27 individuals supported by NeuroTriage – enabling an informed therapeutic response to individual conditions
- 30 individuals engaged with on-site activities through our New Beginnings project, delivering 1,969 activities
- Comprehensive, bespoke end of life provision providing dignity and choice for relevant individuals
- 30 individuals engaged with on-site care provision – 1,286 interventions provided

Every individual in the service agrees a tailored support plan. The chart below provides a summary of the progress made by individuals against key objectives / support needs and the high level of progress made (note the chart is based on reviews with 32 people who were resident long enough to make their review meaningful).

### Overall Progress By Area of Support



An example of our support can be seen through client S.

*S moved into the project in 2019 after many years rough sleeping. For a number of weeks, he slept on the floor in his room and returned to the city centre to beg for money. Alongside alcohol dependence, S was on a supervised prescription for methadone and continued to use opiates on a daily basis. Over the years he worked with the team to address his lifestyle and began to spend a lot more time at the project.*

*S was supported to progress from the pre-contemplative stage of his drug addiction and realise the dangerous behaviours he was engaging in with regards to his drug use. The team worked in conjunction with prescribers of the methadone programme to ensure that this was done safely and under careful supervision.*

*Although S was aware of his problematic alcohol use, his previous traumas prevented him from addressing this. He would often swing through periods of abstinence to bingeing. S had a number of physical health conditions that were exacerbated by a fall resulting in a broken leg. He spent a number of weeks in Aintree hospital receiving rehabilitation care and was able to return to the service where he felt most comfortable.*

*S became a big presence in the service and engaged in nearly all activities offered to him. Over his time there, he progressed in areas of his support plan from 'stuck' to 'understanding and self-belief'.*

*Sadly, late in 2021 S was given the news that he was approaching the end of his life and there was no further medical interventions available to him. Initially S was unwilling to talk about his end of life other than making his wishes to end his life in his home at the Harm Reduction Service known. After his diagnosis in hospital, the team worked with the Hospital In-Reach Team and Dr Young to arrange a rapid discharge to allow his wishes to be met and he was able to pass away peacefully and with the right care and support in his home.*

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**Our People**

We recognise that our people (employees and volunteers) are essential to the successful delivery of our services and to meeting the needs of the people we serve. We recruit, train and deploy our people according to a strategy that aims to place the right people in the right jobs at the right time. With levels of staff turnover below 2% we are able to provide a consistent and high quality service to the individuals and families we work with.

The overall staff numbers have increased by 4 over the last 12 months. Our headcount breakdown is as follows:

- Male 35%
- Female 65%
- Over 64 5%
- 55 – 64 35%
- 25 – 54 58%
- Under 25 2%

**Gender Pay Gap:** On 5 April 2022, The Whitechapel Centre showed a mean pay gap of 1.57% in favour of women; and a 1.96% pay gap in favour of women in the median calculation, reflecting the longer length of service held by women in the organisation, meaning they are likely to have benefited from a higher number of salary uplifts (increments).

**Staff Engagement:** We believe that strong staff engagement helps us to promote individual development and improve the quality of service we can provide for our clients.

**Staff Survey:** In December 2021 we ran our full staff survey. This year we chose to use Survey Monkey as a tool for distributing the surveys and for collating the results. A total of 85 surveys were returned which provides a response rate of 60%.

The results of the survey were overwhelmingly positive, with no single question returning a negative score.

Maintaining a healthy workforce and a good employment relations environment is key to our success. We work hard to ensure that our work practices involve meaningful dialogue between management and employees at all levels through a range of channels including fortnightly team meetings, monthly supervision, quarterly full staff meetings, informal Tea and Talk meetings and, particularly over the last 12 months, all-staff messages from our Chief Executive Officer.

Effective employee engagement is especially important in maintaining strong service delivery in times of change, such as through the pandemic.

Our aim has always been to continue to support the safe operation of the business and staff team whilst responding quickly and effectively to new and emerging risks. Wherever possible we offered staff the opportunity, and facilities needed, to work from a home base. Our Policy for Managing Health Pandemic, Plan for Managing Health Pandemic and accompanying Covid-19 Risk Assessment enabled staff to adopt safe practice and ensured that if staff did need to cross the threshold of service user's premises/accommodation, they were fully assessed and safe. Alongside this, Personal Protective Equipment was sourced and supplied in line with current infection control and protection procedures and training and guidance documents were developed to support and promote this. Limits were placed on room occupancy of all offices and staff movement between sites was restricted.

Managers undertook individual health and wellbeing risk assessments on all personnel and protected the most vulnerable staff by reassigning them to work that could be completely undertaken from home.

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Sickness Absence: It has been an extraordinary 12 months. People have had to continually adapt to new ways of living and working and have been forced to accept a 'new normal'. The 12 months to April 2022 present a more turbulent picture with the effects of Covid having a significant effect on levels of absence particularly over the winter months when levels reached 10.3%. However, in March 2022 the rate of sickness absence was 4.9% (against a benchmark figure of 6%).

We wish to praise and thank our staff for their kindness, flexibility, dedication and care they have provided for our homeless clients during this pandemic; they have gone above and beyond to safeguard the lives of many of the most vulnerable people across the Liverpool City Region. Their dedication continues to save lives.

**Financial review**

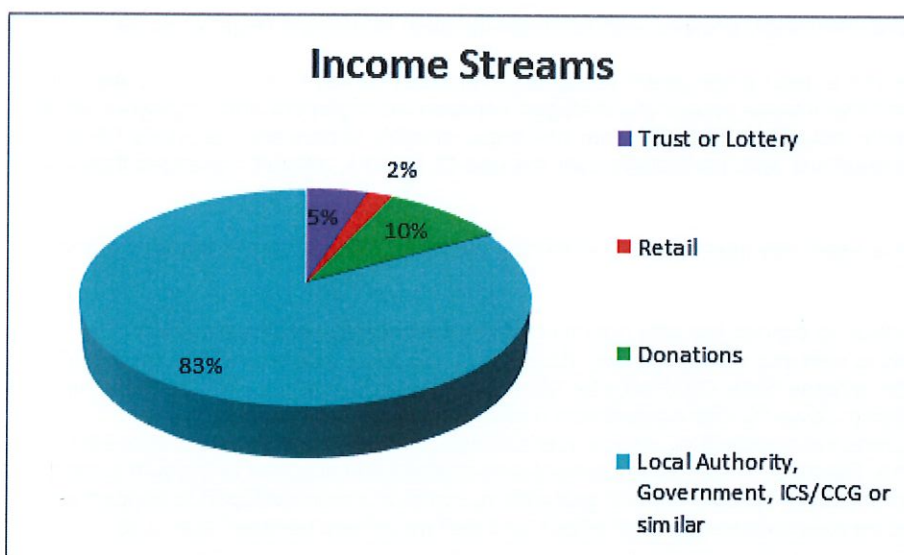
As we started to recover from the pandemic our fundraising target for 2021/22 remained cautious. Covid specific grants and funding opportunities had ended and we were aware that fundraising events remained limited as people were only beginning to stop working from home and return to office premises and venues for fundraising activities continued to apply social distancing measures / limit access capacity. At the same time corporate partners were only beginning to return to office premises and this stifled early opportunities for full corporate fundraising such as cake sales, office dress down days, and so forth.

While we developed new services in 2021/22, which increased the overall proportion of income from local and central government for charitable activities, income from donations and trusts remained as important as ever. Donations and trust funding underpins almost all service provision and ensures more comprehensive service delivery, over and above minimum contractual requirements, ensuring clients pathway through homelessness is more positive.

Fundraised income from donations and trusts enables us to underpin and enhance essential services, such as our Assertive Street Outreach Service, and keep pace with and meet demand.

Despite our cautious start, support for our organisation remained amazing. The chart below shows the generosity of people and trusts – last year 15% of our overall income came from donations and / or trust funding.

The chart below provides a breakdown of income streams during 2021/2022:



**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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As at 31 March 2022, the charity had reserves of £1,879,830 (2021: £1,700,524). Included within these reserves are £44,285 (2021: £nil) of restricted funds (see note 21) and £1,150,000 (2021: £1,150,000) of designated funds (see note 22). Included in designated funds are investments totalling £532,803 (2021: £531,732). The charity had free reserves of £685,544 at 31 March 2022 (2021: £550,524).

**Principal funding sources**

The principal sources of funding for The Whitechapel Centre during 2021/22 were by way of grant and contract income from Liverpool City Council, Knowsley Metropolitan Borough Council, St Helens Borough Council, Wirral Borough Council, Halton Council, Liverpool City Region Combined Authority and Sefton Metropolitan Borough Council. This income includes income from Adult Services, Public Health and the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grants. Further income was received from the Big Lottery, Charles Hayward Foundation and Children in Need.

The Whitechapel Centre also relies on private fundraising, such as public donations, which is used to underpin essential services such as our volunteer programme, rough sleeper outreach services, the delivery of Whitechapel's food services and essential client expenses.

**Reserves Policy**

The Board of Trustees has examined the company's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible assets held by the company should be between 3 and 6 months of the expenditure, in line with Charity Commission guidance. Budgeted expenditure for 2022/23 is £6,554,502 therefore the target is £1,638,626 to £3,277,251 in general funds. At this level the Board of Trustees feel that they would be able to carry on the company's activities in the event of a significant drop in funding.

At present the total unrestricted reserves fall at the lower end of this target.

The Board of Trustees understands the increased pressure on cash flow resulting from the payment by results for key contracts, such as the Urban Outreach Response Service and payment in arrears for most other contracts. Close financial management continues to be required to prevent cash flow problems.

The Board of Trustees wish to create free reserves. This would enable them to provide seed funding for new projects, as well as underpin existing services and meet key needs. For example the company has seen an increase in the number of people street living, including rough sleepers and street drinkers, including people with no recourse to public funds. While the company continues to seek resources to maximise assertive outreach response provision, taking services out on to the street to deliver instant solutions to homelessness, seed funding would enable us to pilot new and different services and / or methods of working e.g. to cover rent and accommodation costs for people with no recourse to public funds who are seeking employment.

The Board of Trustees is committed to applying principles of full cost recovery to all posts and services within the organisation to help reduce potential risks in the event of losing individual contracts, as well as being mindful of potential pressures to draw upon reserves during the forthcoming year.

**Risk management**

A review of major risks is undertaken annually by the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks The Whitechapel Centre faces. Where appropriate, the identified risks have been incorporated into the company's Strategic Plan. For example, identified external risks to funding have led to a full review of funding and budgets, and the development of a comprehensive Fundraising Strategy. An internal framework for risk management ensures risks are identified and mitigated through a policy of regular scrutiny, the implementation of policies and procedures and the appropriate authorisation of all transactions and projects. Policies and procedures ensure compliance with relevant legislation and recognised best practice in relation to governance, health and safety, financial management, service delivery and operation. These policies and procedures relate to all staff, volunteers, clients and stakeholders and are reviewed regularly to ensure that they continue to meet the needs of the organisation.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Plans for Future Periods**

The principal aims outlined in the organisation's Strategic Plan are to:

- Ensure the organisation is financially secure and appropriately resourced.
- Ensure the long term financial viability of the organisation by rebuilding its Fundraising Strategy, diversifying income streams and securing new contracts
- Develop new services, and continue to deliver existing services, to maximise positive outcomes for homeless and socially excluded people by:
  - Preventing homelessness through effective housing support and advice
  - Resolving homelessness, providing same day solutions that bring people indoors on the day they become homeless
  - Providing the right multi-agency wrap around support and advice that meets peoples' support needs
- Ensure The Whitechapel Centre remains an excellent employer and is recognised as an employer of choice
- Provide suitable and fit for purpose premises
- Expand opportunities for meaningful occupation in relation to education, training, development and employment for clients.

**Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 19 March 1990 and registered as a charity on 21 June 1991. The charity was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association. The term "the company" includes reference to the registered charity, where appropriate.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr D Antrobus

Ms A Brown (Treasurer)

Mr S Collett

Mr D Green OBE

Mr B Kearsley OBE

Mrs C McGuire

Ms V Metcalf MBE (Vice chair)

Ms S Thomas (Chair)

Ms M Woods

Dr R Young

(Appointed 20 May 2022)

Mr T Crolley Honorary Life President and Ambassador

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Recruitment and Appointment of the Board of Trustees**

The directors of The Whitechapel Centre are also charity Trustees (and for the purposes of charity law and under the company's Articles are known as members of the Council of Management). Under the requirements of the Memorandum and the Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The Board of Trustees aims to ensure its members provide a good mix of skills, knowledge and experience in relation to providing governance and management for a charitable homeless organisation. In order to maintain this broad mix of skills, knowledge and experience, members on the Board of Trustees are requested to provide a list of their skills and experience and in the event of particular skills or experience being lost due to retirement, individuals are approached to offer themselves for election to the Board.

**Trustee Induction and Training**

New Trustees receive a copy of their job description and an information pack about the organisation. In addition each trustee receives a full induction programme, which includes invitation and encouragement to attend short training sessions to familiarise themselves with the charitable company and the context within which it operates. These sessions cover:

- The obligations of the Board of Trustees members.
- The main documents which set out the operational framework for the charitable company including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts and the latest financial / management statements and accounts.
- Future plans and objectives, including the Strategic Plan.

New trustees are invited to attend up to 3 Board meetings and take up a 'tour' of the organisation to meet employees and clients to familiarise themselves with the operational work prior to joining.

**Organisational Structure**

The Whitechapel Centre has a Board of Trustees (known as the Council of Management under the company's Articles) of up to 20 people who meet at least 4 times each year and are responsible for the strategic direction and policy of the charitable company. At present the Board of Trustees has ten members from a variety of different professional backgrounds relevant to the work of the company.

A scheme of delegation is in place and day to day responsibility for the delivery of the services rest with the Senior Management Team (SMT), consisting of the Chief Executive Officer, four Services Managers, and the Fundraising Manager. The Senior Management Team is responsible for ensuring effective and efficient delivery of services specified, that key performance indicators are met, implementing financial management, day to day operational management of services including implementation of best practice, and staff supervision and development.

The Whitechapel Centre is a real Living Wage employer. The charity follows Local Government (NJC) pay scales. Each role within the organisation has a prescribed pay scale. This also applies to all management roles.

Pay awards, including incremental increases, are agreed by the Board of Trustees annually, and awarded if there are sufficient funds.

**Auditor**

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditor of the company will be put at a General Meeting.

**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of trustees



**Ms S Thomas (Chair)**

Trustee

Dated: ..... Dec 9<sup>th</sup> 2022

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2022**

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The trustees, who are also the directors of The Whitechapel Centre for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT**

**TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Opinion**

We have audited the financial statements of The Whitechapel Centre (the 'charity') for the year ended 31 March 2022 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2022 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

**Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

**Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

**Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
  - the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.
-

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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**Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

**Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

**Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

**Extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE MEMBERS OF THE WHITECHAPEL CENTRE**

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We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

BWM

**Louise Casey ACA (Senior Statutory Auditor)  
for and on behalf of BWM**

*22 December 2022*

**Chartered Accountants  
Statutory Auditor**

Suite 5.1  
12 Tithebarn Street  
Liverpool  
L2 2DT

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2022**

**Current financial year**

	Notes	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Total 2021 £
<b><u>Income and endowments from:</u></b>					
Donations and legacies	3	566,607	-	566,607	701,706
Charitable activities	4	3,454,631	1,552,949	5,007,580	5,366,359
Other trading activities	5	136,620	-	136,620	81,928
Investments	6	1,116	-	1,116	5,336
Other income	7	997	-	997	-
<b>Total income</b>		<b>4,159,971</b>	<b>1,552,949</b>	<b>5,712,920</b>	<b>6,155,329</b>
<b><u>Expenditure on:</u></b>					
Raising funds	8	246,212	-	246,212	253,773
Charitable activities	9	3,700,652	1,586,750	5,287,402	5,813,676
<b>Total expenditure</b>		<b>3,946,864</b>	<b>1,586,750</b>	<b>5,533,614</b>	<b>6,067,449</b>
<b>Net income/(expenditure) before transfers</b>		<b>213,107</b>	<b>(33,801)</b>	<b>179,306</b>	<b>87,880</b>
Gross transfers between funds	22	(78,086)	78,086	-	-
<b>Net income for the year/ Net movement in funds</b>		<b>135,021</b>	<b>44,285</b>	<b>179,306</b>	<b>87,880</b>
Fund balances at 1 April 2021		1,700,524	-	1,700,524	1,612,644
<b>Fund balances at 31 March 2022</b>		<b>1,835,545</b>	<b>44,285</b>	<b>1,879,830</b>	<b>1,700,524</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2022**

Prior financial year

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
<b><u>Income and endowments from:</u></b>				
Donations and legacies	3	672,172	29,534	701,706
Charitable activities	4	4,397,059	969,300	5,366,359
Other trading activities	5	81,928	-	81,928
Investments	6	5,336	-	5,336
<b>Total income</b>		<b>5,156,495</b>	<b>998,834</b>	<b>6,155,329</b>
<b><u>Expenditure on:</u></b>				
Raising funds	8	253,773	-	253,773
Charitable activities	9	4,531,346	1,282,330	5,813,676
<b>Total expenditure</b>		<b>4,785,119</b>	<b>1,282,330</b>	<b>6,067,449</b>
<b>Net income/(expenditure) before transfers</b>		<b>371,376</b>	<b>(283,496)</b>	<b>87,880</b>
Gross transfers between funds		(283,496)	283,496	-
<b>Net income for the year/ Net movement in funds</b>		<b>87,880</b>	<b>-</b>	<b>87,880</b>
Fund balances at 1 April 2020		1,612,644	-	1,612,644
<b>Fund balances at 31 March 2021</b>		<b>1,700,524</b>	<b>-</b>	<b>1,700,524</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

The movement of funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET  
AS AT 31 MARCH 2022**

	Notes	2022		2021	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	14		1		1
Investments	15		532,803		531,732
			<u>532,804</u>		<u>531,733</u>
<b>Current assets</b>					
Debtors	17	1,295,352		405,486	
Cash at bank and in hand		753,710		1,448,283	
		<u>2,049,062</u>		<u>1,853,769</u>	
<b>Creditors: amounts falling due within one year</b>	18	(702,036)		(570,299)	
Net current assets			<u>1,347,026</u>		<u>1,283,470</u>
<b>Total assets less current liabilities</b>			<u>1,879,830</u>		<u>1,815,203</u>
<b>Provisions for liabilities</b>	20		-		(114,679)
<b>Net assets</b>			<u><u>1,879,830</u></u>		<u><u>1,700,524</u></u>
<b>Income funds</b>					
Restricted funds	22		44,285		-
<u>Unrestricted funds</u>					
Designated funds	23	1,150,000		1,150,000	
General unrestricted funds		685,545		550,524	
			<u>1,835,545</u>		<u>1,700,524</u>
			<u><u>1,879,830</u></u>		<u><u>1,700,524</u></u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the Trustees on Dec 9<sup>th</sup> 2022

  
.....  
Ms S Thomas (Chair)  
Trustee

Company registration number 02623071

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF CASH FLOWS**

**FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022		2021	
		£	£	£	£
<b>Cash flows from operating activities</b>					
Cash (absorbed by)/generated from operations	27		(694,618)		1,144,444
<b>Investing activities</b>					
Purchase of investments		(1,071)		(5,191)	
Investment income received		1,116		5,336	
<b>Net cash generated from investing activities</b>			45		145
<b>Net cash used in financing activities</b>			-		-
<b>Net (decrease)/increase in cash and cash equivalents</b>			(694,573)		1,144,589
Cash and cash equivalents at beginning of year			1,448,283		303,694
<b>Cash and cash equivalents at end of year</b>			<u>753,710</u>		<u>1,448,283</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2022**

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**1 Accounting policies**

**Charity information**

The Whitechapel Centre is a private company limited by guarantee incorporated in England and Wales. The registered office is Langsdale Street, Liverpool, L3 8DT.

**1.1 Accounting convention**

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006, FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the Charities SORP "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)" (effective 1 January 2019). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the financial statements, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

**1.3 Charitable funds**

Funds held by the charity are:

*Unrestricted general funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

*Designated funds* - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes.

*Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

**1.4 Income**

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from donations and legacies is included in full in the statement of financial activities when receivable.

Investment income is included when receivable.

Grants and contracts, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Assistance in the form of voluntary help is not quantifiable, and accordingly not dealt with in the accounts.

Clothing and other items donated for resale through the charity's shop are included as income within other trading activities and are recognised as income when they are sold.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**1 Accounting policies** **(Continued)**

**1.5 Expenditure**

Expenditure reflects all amounts paid and accrued during the year. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

*Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

*Raising funds* comprise costs associated with attracting income and the costs of trading for fundraising purposes including the charity shop.

*Governance costs* represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

**1.6 Tangible fixed assets**

All assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	20% p.a. on cost
--------------------------------	------------------

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

**1.7 Fixed asset investments**

The trustees consider that monies held on long term deposit should be regarded as a fixed asset investment.

**1.8 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.9 Stocks**

Donated items for the charity shops sourced from both individuals and organisations are not included in the financial statements until they are sold at which point they are recognised as income.

**1.10 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

**1.11 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

---

**1 Accounting policies**

**(Continued)**

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**1.12 Taxation**

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid. The charity is not able to recover Value Added Tax. Expenditure is recorded in the accounts inclusive of VAT.

**1.13 Provisions**

Provisions are recognised when the charity has a legal or constructive present obligation as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

**1.14 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.15 Retirement benefits**

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. The annual contributions payable are charged to the statement of financial activities.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**1 Accounting policies (Continued)**

**1.16 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to the statement of financial activities on a straight line basis over the term of the relevant lease.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**3 Donations and legacies**

	<b>Unrestricted funds</b>	Unrestricted funds	Restricted funds	Total
	<b>2022</b>	2021	2021	2021
	£	£	£	£
Donations and gifts	562,322	494,874	-	494,874
Legacies receivable	-	38,000	-	38,000
HMRC CJRS grant	446	139,298		139,298
Covid grants	3,839	-	29,534	29,534
	<u>566,607</u>	<u>672,172</u>	<u>29,534</u>	<u>701,706</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

4 Charitable activities	Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total 2021	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Services provided under contract	817,835	811,821	1,455,533	2,389,901	1,164,596	1,195,337	811,821	2,389,901	2,389,901	1,195,337	1,195,337	1,195,337	4,397,059	4,397,059
Performance related grants	284,005	269,486	1,285,611	699,814	-	-	269,486	699,814	699,814	-	-	-	969,300	969,300
	<u>1,101,840</u>	<u>1,081,307</u>	<u>2,741,144</u>	<u>3,089,715</u>	<u>1,164,596</u>	<u>1,195,337</u>	<u>1,081,307</u>	<u>3,089,715</u>	<u>3,089,715</u>	<u>1,195,337</u>	<u>1,195,337</u>	<u>1,195,337</u>	<u>5,366,359</u>	<u>5,366,359</u>
Analysis by fund														
Unrestricted funds	817,835	811,821	1,472,200	2,389,901	1,164,596	1,195,337	811,821	2,389,901	2,389,901	1,195,337	1,195,337	1,195,337	4,397,059	4,397,059
Restricted funds	284,005	269,486	1,268,944	699,814	-	-	269,486	699,814	699,814	-	-	-	969,300	969,300
	<u>1,101,840</u>	<u>1,081,307</u>	<u>2,741,144</u>	<u>3,089,715</u>	<u>1,164,596</u>	<u>1,195,337</u>	<u>1,081,307</u>	<u>3,089,715</u>	<u>3,089,715</u>	<u>1,195,337</u>	<u>1,195,337</u>	<u>1,195,337</u>	<u>5,366,359</u>	<u>5,366,359</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

4 Charitable activities	(Continued)											
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2022	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2021	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2021
	2022	2022	2022	£	2022	2022	£	2021	2021	2021	2021	£
<b>Performance related grants</b>												
Children in Need	42,045	-	-	42,045	46,355	-	-	46,355	-	-	-	46,355
Comic Relief	-	-	-	-	16,846	-	-	16,846	-	-	-	16,846
Move	34,995	-	-	34,995	30,050	-	-	30,050	-	-	-	30,050
NRPF Resettlement	-	-	-	-	30,354	-	-	30,354	-	-	-	30,354
Older Persons Resettlement	121,965	-	-	121,965	100,461	-	-	100,461	-	-	-	100,461
Peer Mentoring	-	-	-	-	5,800	-	-	5,800	-	-	-	5,800
Recovery Campus/New Beginnings	60,000	-	-	60,000	39,620	-	-	39,620	-	-	-	39,620
Urban Outreach Response Service	-	16,667	-	16,667	-	523,131	-	523,131	-	-	-	523,131
City Region Intensive Support	-	233,984	-	233,984	-	156,936	-	156,936	-	-	-	156,936
Covid Support	-	-	-	-	-	19,747	-	19,747	-	-	-	19,747
Womens Project	25,000	-	-	25,000	-	-	-	-	-	-	-	-
Rapid Rehousing Service	-	762,864	-	762,864	-	-	-	-	-	-	-	-
Hospital in-reach	-	88,361	-	88,361	-	-	-	-	-	-	-	-
Street Lifestyle Outreach	-	183,735	-	183,735	-	-	-	-	-	-	-	-
	<u>284,005</u>	<u>1,285,611</u>	-	<u>1,569,616</u>	<u>269,486</u>	<u>699,814</u>	-	<u>969,300</u>	-	-	-	<u>969,300</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**5 Other trading activities**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2022</b>	2021
	£	£
Shop income	135,218	41,401
Covid grants	1,402	40,527
	<u>136,620</u>	<u>81,928</u>

**6 Investments**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2022</b>	2021
	£	£
Interest receivable	1,116	5,336
	<u>1,116</u>	<u>5,336</u>

**7 Other income**

	<b>Unrestricted funds</b>	Total
	<b>2022</b>	2021
	£	£
Other income	997	-
	<u>997</u>	<u>-</u>

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE  
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
 FOR THE YEAR ENDED 31 MARCH 2022**

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**8 Raising funds**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2022</b>	2021
	£	£
<u>Fundraising and publicity</u>		
Other fundraising costs	1,864	-
Staff costs	95,770	100,575
Support costs	12,554	24,518
	<hr/>	<hr/>
Fundraising and publicity	110,188	125,093
	<hr/>	<hr/>
<u>Trading costs</u>		
Other trading activities	3,769	-
Staff costs	70,470	67,639
Support costs	61,785	61,041
	<hr/>	<hr/>
Trading costs	136,024	128,680
	<hr/>	<hr/>
	<u>246,212</u>	<u>253,773</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**9 Charitable activities**

	2022	2022	2022	2022	2021	2021	2021	2021	2021
	£	£	£	£	£	£	£	£	£
	Housing support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2022 support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation	Total 2022 support and resettlement	Homeless, rough sleeping and street drinking	Supported accommodation
Staff costs	1,088,787	2,038,255	972,024	4,099,066	1,879,169	1,015,151	4,006,249	1,879,169	1,015,151
Project costs	198,152	266,701	52,597	517,450	1,124,685	25,724	1,217,620	1,124,685	25,724
Travel expenses	24,945	12,390	2,430	39,765	13,504	1,140	21,935	13,504	1,140
	<u>1,311,884</u>	<u>2,317,346</u>	<u>1,027,051</u>	<u>4,656,281</u>	<u>3,017,358</u>	<u>1,042,015</u>	<u>5,245,804</u>	<u>3,017,358</u>	<u>1,042,015</u>
Share of support costs (see note 10)	115,668	255,847	245,841	617,356	256,411	199,454	564,102	256,411	199,454
Share of governance costs (see note 10)	4,042	8,790	933	13,765	-	-	3,770	-	-
	<u>1,431,594</u>	<u>2,581,983</u>	<u>1,273,825</u>	<u>5,287,402</u>	<u>3,273,769</u>	<u>1,241,469</u>	<u>5,813,676</u>	<u>3,273,769</u>	<u>1,241,469</u>
<b>Analysis by fund</b>									
Unrestricted funds	898,352	1,528,475	1,273,825	3,700,652	2,364,019	1,241,469	4,531,346	2,364,019	1,241,469
Restricted funds	533,242	1,053,508	-	1,586,750	909,750	-	1,282,330	909,750	-
	<u>1,431,594</u>	<u>2,581,983</u>	<u>1,273,825</u>	<u>5,287,402</u>	<u>3,273,769</u>	<u>1,241,469</u>	<u>5,813,676</u>	<u>3,273,769</u>	<u>1,241,469</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**10 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2022</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Premises and other costs	677,000	-	677,000	629,513	-	629,513
Accountancy	-	-	-	6,430	-	6,430
Legal and professional fees	14,000	-	14,000	13,718	-	13,718
Audit fees	-	5,350	5,350	-	3,770	3,770
Accountancy	-	9,110	9,110	-	-	-
	<u>691,000</u>	<u>14,460</u>	<u>705,460</u>	<u>649,661</u>	<u>3,770</u>	<u>653,431</u>
Analysed between						
Fundraising	12,554	-	12,554	24,518	-	24,518
Trading	61,090	695	61,785	61,041	-	61,041
Charitable activities	617,356	13,765	631,121	564,102	3,770	567,872
	<u>691,000</u>	<u>14,460</u>	<u>705,460</u>	<u>649,661</u>	<u>3,770</u>	<u>653,431</u>

The increase in premises and other costs is due to the development and management of new accommodation based services for homeless people, including Yates Court and Shared Accommodation Project.

Support costs are reallocated to expenditure on a use of space/size of service basis.

**11 Auditor's remuneration**

<b>Fees payable to the charity's auditor and associates:</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Audit of the charity's annual accounts	5,350	3,770
<b>Non-audit services</b>		
All other non-audit services	9,110	6,430

**12 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year (2021-£nil), and no trustees were reimbursed expenses (2021- no trustees were reimbursed expenses).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**13 Employees**

The average monthly number of employees during the year was:

	<b>2022</b>	<b>2021</b>
	<b>Number</b>	<b>Number</b>
Fundraising	2	3
Shop	5	5
Charitable	145	140
	<u>          </u>	<u>          </u>
Total	152	148
	<u>          </u>	<u>          </u>

<b>Employment costs</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Wages and salaries	3,828,841	3,757,129
Social security costs	293,572	278,950
Other pension costs	142,893	138,384
	<u>          </u>	<u>          </u>
	4,265,306	4,174,463
	<u>          </u>	<u>          </u>

Average employee numbers excludes employees on zero hour contracts not paid in the month of which there were an additional 7 employees on average (2021 an additional 2 employees on average).

Included in wages and salaries are payments to subcontractors including people from other organisations seconded to or working in partnership with Whitechapel projects such as the Urban Outreach Response Service, which is delivered in partnership with the Basement Advisory Service and the Harm Reduction Service which is delivered in partnership with SHAP Ltd. Partner agency workers amounted to £421,581 (2021 £530,962).

The number of employees whose annual remuneration was more than £60,000 is as follows:

	<b>2022</b>	<b>2021</b>
	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	-	1
£70,000 - £80,000	1	-
	<u>          </u>	<u>          </u>

Contributions totalling £4,095 (2021: £3,137) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

<b>14 Tangible fixed assets</b>		
	<b>Fixtures, fittings &amp; equipment</b>	
	<b>£</b>	
<b>Cost</b>		
At 1 April 2021		9,767
At 31 March 2022		9,767
<b>Depreciation and impairment</b>		
At 1 April 2021		9,766
At 31 March 2022		9,766
<b>Carrying amount</b>		
At 31 March 2022		1
At 31 March 2021		1
<b>15 Fixed asset investments</b>		
	<b>Monies held on deposit</b>	
	<b>£</b>	
<b>Cost or valuation</b>		
At 1 April 2021		531,732
Additions		1,071
At 31 March 2022		532,803
<b>Carrying amount</b>		
At 31 March 2022		532,803
At 31 March 2021		531,732
<b>16 Financial instruments</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
<b>Carrying amount of financial assets</b>		
Debt instruments measured at amortised cost	2,572,724	2,385,501
<b>Carrying amount of financial liabilities</b>		
Measured at amortised cost	369,987	285,459

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

<b>17 Debtors</b>		<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>			
Trade debtors		975,588	165,475
Other debtors		9,141	4,876
Prepayments and accrued income		310,623	235,135
		<u>1,295,352</u>	<u>405,486</u>

<b>18 Creditors: amounts falling due within one year</b>		<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
	<b>Notes</b>		
Other taxation and social security		106,059	69,839
Deferred income	<b>19</b>	225,990	215,001
Trade creditors		148,190	142,288
Other creditors		27,688	23,821
Accruals		194,109	119,350
		<u>702,036</u>	<u>570,299</u>

<b>19 Deferred income</b>		<b>2022</b>	<b>2021</b>
		<b>£</b>	<b>£</b>
Other deferred income		<u>225,990</u>	<u>215,001</u>

Deferred income is included in the financial statements as follows:

	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Total deferred income at 1 April 2021	215,001	175,190
Amounts received in year	194,029	215,001
Amounts credited to statement of financial activities	(183,040)	(175,190)
Total deferred income at 31 March 2022	<u>225,990</u>	<u>215,001</u>

Included in deferred income are receipts which relate to a future accounting period and will be recognised to match the delivery of the service.

**THE WHITECHAPEL CENTRE  
 COMPANY LIMITED BY GUARANTEE  
 NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
 FOR THE YEAR ENDED 31 MARCH 2022**

<b>20 Provisions for liabilities</b>	<b>2022</b>	<b>2021</b>
	<b>£</b>	<b>£</b>
Rented accomodation dilapidations	-	114,679
	<u>          </u>	<u>          </u>
Movements on provisions:		<b>Rented accomodation dilapidations</b>
		<b>£</b>
At 1 April 2021		114,679
Utilisation of provision		(114,679)
		<u>          </u>
At 31 March 2022		-
		<u>          </u>
<b>21 Retirement benefit schemes</b>		

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to profit or loss in respect of defined contribution schemes was £142,893 (2021 - £138,384). Total employee and employer contributions of £27,262 (2021, £22,582) were payable to the fund at the balance sheet date and are included within creditors.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**22 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances:

	Balance at 1 April 2020		Movement in funds			Movement in funds			Balance at 31 March 2022	
	£	£	Income	Expenditure	Transfers	Income	Expenditure	Transfers	£	£
New Beginnings	-	39,620	(85,595)	45,975	-	60,000	(73,117)	13,117	-	-
MOVE Project and Volunteers	-	30,050	(56,270)	26,220	-	34,995	(76,471)	41,476	-	-
Peer Mentoring	-	5,800	(12,178)	6,378	-	-	-	-	-	-
Children in Need	-	46,355	(43,162)	(3,193)	-	42,045	(53,088)	11,043	-	-
Older Persons (Big Lottery)	-	100,461	(99,878)	(583)	-	121,965	(132,055)	10,090	-	-
Welfare Rights Service	-	16,846	(41,677)	24,831	-	-	-	-	-	-
Rapid Rehousing Pathway	-	-	-	-	-	762,864	(721,735)	-	41,129	-
Urban Outreach	-	523,131	(681,873)	158,742	-	-	-	-	-	-
Hospital in Reach (Out of Hospital)	-	-	-	-	-	88,361	(85,205)	-	3,156	-
Street Lifestyle Outreach	-	-	-	-	-	183,734	(183,733)	(1)	-	-
City Region Intensive Support	-	156,937	(185,354)	28,417	-	233,984	(233,984)	-	-	-
No Recourse to Public Funds	-	30,354	(33,821)	3,467	-	-	-	-	-	-
Women's Project	-	-	-	-	-	25,000	(27,361)	2,361	-	-
Other funds	-	49,280	(42,522)	(6,758)	-	-	-	-	-	-
	-	998,834	(1,282,330)	283,496	-	1,552,948	(1,586,749)	78,086	44,285	-

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**22 Restricted funds**

**(Continued)**

*New Beginnings (Charles Hayward Foundation & J A Shone Memorial Trust):* This service delivers innovative and bespoke learning and enablement activities that promote well-being and help facilitate meaningful move on and personal development.

*MOVE Project & Volunteers: (Community Resource Grant, Postcode Lottery & Amazon):* delivers high quality training programmes, along with the support, guidance and advice, to enable people to take up meaningful opportunities for voluntary employment, including mentoring. Funding helped cover the salary costs of the Volunteer Manager, along with volunteer and clients expenses. Along with this it helped provide essential food / services, including training courses, for homeless clients.

*Peer Mentoring Service (Postcode Lottery & National Lottery Coronavirus Community Support Fund):* This service provides peer support for homeless people in order to motivate, inspire and support people on their journey through recovery. In order to protect our Peer Mentors during the Covid-19 pandemic much of the work delivered by this service had to be suspended in 2020/21. The service has since resumed.

*Children in Need:* our Children and Young Person's Service focuses on the well-being and development of children and young people. The Service ensures homeless children are able to access appropriate health, education, play & leisure services and activities providing opportunities to improve health and wellbeing. The Service provides support to families to move on into their own accommodation to help them settle.

*Older Persons Resettlement Service (National Lottery Community Fund):* provides housing advice and resettlement support to enable older people to access and / or maintain their own independent accommodation.

*Welfare Rights Service (National Lottery Coronavirus Community Support Fund):* provides welfare rights advice in order to achieve income maximisation, welfare benefits maximisation, and help to improve / increase financial literacy.

*Rapid Rehousing Pathway:* Funded by the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grant to provide housing advice, intensive support and additional night outreach services to help end rough sleeping in Liverpool.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**22 Restricted funds**

(Continued)

*Urban Outreach Response Service* (Commissioned by LCC and enhanced by funding from the National Lottery Coronavirus Community Support Fund, Crisis, Steve Morgan Foundation Homeless Link (Covid Response Fund and Homeless Winter Transformation Fund): The Service provides assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Liverpool. During 2020 Labre House (night Hub) closed as part of our planned Covid-19 response; this was replaced with the lease of Staycity Aparthotel accommodation, which offered self-contained accommodation for people rough sleeping. The additional grant funding has been received to enhance the Service and ensure a more robust response to Covid-19 to safeguard the lives of some of the most vulnerable people in the region, as detailed below:

- *Steve Morgan Foundation*: support to adapt our services for homeless people during the pandemic. Funding helped enable us lease self-contained accommodation for rough sleepers during the pandemic. Steve Morgan Foundation has been essential in not only securing the required accommodation, but also providing meals and keeping our staff and clients safe and well.
- *Homeless Link Covid-19 Homelessness Response Fund*: delivered support to rough sleepers to come indoors /remain indoors during the Covid-19 pandemic, enabling people to self-isolate and remain healthy through the provision of wrap around support and advice.
- *Homeless Link Winter Transformation Fund*: Funding from MHCLG for cold weather provision. Funding enabled additional accommodation to be leased from 1<sup>st</sup> December 2020 to 31<sup>st</sup> March 2021 for the purpose of safely housing rough sleepers in Liverpool.
- *Crisis*: help towards the cost of essential food, toiletries and other supplies for up to 86 rough sleepers every week who were being supported to self-isolate. Our focus was on clients with no recourse to public funds and individuals who were not able or not in a position where they could budget for such supplies. To this end we provided food for breakfast, dinner and tea.

*Hospital In-Reach (Out of Hospital)*: Funded by the Department of Health & Social Care to provide a multi-disciplinary homeless discharge team to provide clinically led specialist homeless primary care in-reach into hospital, specialist housing and advice and support, along with personal care to ensure safe, co-ordinated discharge from hospital into appropriate accommodation for people experiencing homelessness.

*Street Lifestyle Outreach (Pathways)*: provides an assertive outreach service to support people away from living a street lifestyle into a more settled way of life, whilst addressing addictions and other social issues. The service works in partnership with Addaction, Liverpool City Council and Police to deliver co-ordinated, multi-agency support.

*City Region Intensive Support Service*: Funded by the Department for Levelling Up, Housing & Communities Rough Sleeper Initiative Grant to provide assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Wirral, Knowsley, Halton and St Helens.

*No Recourse to Public Funds*: Funded by the Property Hub and National Lottery Coronavirus Community Support Fund to provide housing advice to identify the most appropriate pathway into accommodation and provide intensive support to stabilise each client's housing situation, enabling them to focus on job-seeking / securing regular employment.

*Women's Project*: Funded by The Pilgrim Trust to deliver targeted, early intervention advice & support to women who are experiencing homelessness.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

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**22 Restricted funds**

**(Continued)**

Other funds include

- Martin Lewis Coronavirus Emergency Fund: support to help provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.
- LCR Cares: support to provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.
- Morrisons: support to help provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.
- Community Foundation & Tesco Bags for Help: support to provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.

**Transfers of funds**

Fund providers have acknowledged that a portion of the funds provided are to be used for contingency and reserve costs which are necessarily incurred to enable these projects to proceed and to enable the trustees to provide an appropriate fund for the future development and financial stability of the Whitechapel Centre generally. Projects which show a deficit at 31 March 2022 require financial support to be given to those projects out of general reserves. The fund providers approve the use of surpluses arising on other projects funded to be used to support these areas.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**23 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Movement in funds		Movement in funds		
	Balance at 1 April 2020	Income	Balance at 1 April 2021	Income	Balance at 31 March 2022
	£	£	£	£	£
Contingency fund	750,000	-	750,000	-	750,000
Premises fund	150,000	-	150,000	-	150,000
Development fund	250,000	-	250,000	-	250,000
	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>

The *contingency fund* exists to

- Cover staff salaries and associated costs, redundancy payments and sick pay in the event of reduced grant funding
- Help manage cash flow due to delays in receipt of grant funding. Sixty percent (60%) of the organisations grant income is paid quarterly, in arrears. Also, we have a number of contracts that involve payment by results, which causes further delays in payment schedules. The Contingency Fund helps ensure sufficient funds are available to manage this.

The *premises fund* relates to the associated costs and/or sourcing of alternative residential accommodation for clients and office premises for staff in the event of a disaster affecting one or more of our supported accommodation services or service hubs.

The *development fund* will make provision for seed funding for new services and ideas, funding to help transform existing services and funding to cover requirements for social impact bonds. This fund has been used to help develop new accommodation based services for homeless people. Also, it has been used to open a retail outlet that will generate a new income stream for the future.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**24 Analysis of net assets between funds**

Fund balances at 31 March 2022 are represented

by:

Tangible assets

Investments

Current assets/(liabilities)

Provisions

	Unrestricted funds		Designated funds		Restricted funds		Total		Unrestricted funds		Designated funds		Restricted funds		Total	
	2022	£	2022	£	2022	£	2022	£	2021	£	2021	£	2021	£	2021	£
	1	-	-	-	-	-	1	1	-	-	-	-	-	-	-	1
	-	532,803	-	532,803	-	532,803	532,803	-	-	531,732	-	531,732	-	-	-	531,732
	685,544	617,197	44,285	1,347,026	44,285	1,347,026	1,347,026	665,202	618,268	618,268	-	1,283,470	-	-	1,283,470	
	-	-	-	-	-	-	-	(114,679)	-	-	-	-	-	-	-	(114,679)
	685,545	1,150,000	44,285	1,879,830	44,285	1,879,830	1,879,830	550,524	1,150,000	1,150,000	-	1,700,524	-	-	1,700,524	

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2022**

**25 Operating lease commitments**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2022 £	2021 £
Within one year	53,528	447,371
Between two and five years	95,962	160,918
	<u>149,490</u>	<u>608,289</u>

**26 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	2022 £	2021 £
Aggregate remuneration	<u>75,801</u>	<u>72,882</u>

Trustees made donations of £1,975 (2021: £2,066) to the charity during the year.

There were no other related party transactions in the year.

No guarantees have been given or received.

**27 Cash generated from operations**

	2022 £	2021 £
Surplus for the year	179,306	87,880
Adjustments for:		
Investment income recognised in statement of financial activities	(1,116)	(5,336)
Movements in working capital:		
(Increase)/decrease in debtors	(889,866)	772,508
Increase in creditors	120,748	134,902
Increase/(decrease) in provisions	(114,679)	114,679
Increase in deferred income	10,989	39,811
<b>Cash (absorbed by)/generated from operations</b>	<u>(694,618)</u>	<u>1,144,444</u>

**28 Company limited by guarantee**

The Whitechapel Centre is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £1.

## Document Activity Report

**Document Sent**

Thu, 05 Jan 2023 11:31:40 GMT

### Document Activity History

Document history shows most recent activity first

**Date**

**Activity**

You can verify that this is a genuine Portal document by uploading it to the following secure web page:

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**WHITECHAPEL CENTRE**

England & Wales - Charity number 1013060

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# Accounts

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Charity Registration No. 1013060

Company Registration No. 02623071 (England and Wales)

**THE WHITECHAPEL CENTRE**  
**COMPANY LIMITED BY GUARANTEE**  
**ANNUAL REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**



**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
LEGAL AND ADMINISTRATIVE INFORMATION**

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<b>Honorary Life President</b>	Mr T Crolley
<b>Trustees</b>	Mr D Antrobus Ms A Brown (Treasurer) Mr S Collett Mr D Green OBE Mr B Kearsley OBE Mrs C McGuire Ms V Metcalf MBE (Vice chair) Ms S Thomas (Chair) Ms M Woods
<b>Chief Executive</b>	Mr D Carter
<b>Secretary</b>	Mr D Carter
<b>Charity number</b>	1013060
<b>Company number</b>	02623071
<b>Registered office</b>	Langsdale Street Liverpool L3 8DT
<b>Auditor</b>	BWM Suite 5.1 12 Tithebarn Street Liverpool L2 2DT
<b>Bankers</b>	National Westminster Bank Plc 5 Oxford Street Liverpool L7 7HL  Hampshire Trust Bank PO Box 74003 London EC2P 2QR  Furness Building Society 51 – 55 Duke Street Barrow-in-Furness Cumbria LA14 1RT
<b>Solicitors</b>	Brabners LLP Horton House Exchange Flags Liverpool L2 3YL

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# THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE CONTENTS

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Independent auditor's report	23 - 25
Statement of financial activities	26 - 27
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# **THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) FOR THE YEAR ENDED 31 MARCH 2021**

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The trustees present their report and financial statements for the year ended 31 March 2021.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's memorandum and articles of association, the Companies Act 2006 and "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) (effective 1 January 2019)".

## **The Whitechapel Centre - Focus of Our Work**

**We believe that every individual should be given the opportunity to change their situation and achieve their potential.**

The Whitechapel Centre is a leading homeless and housing charity for the Liverpool City Region.

Since 1975 we've helped some of the most vulnerable and isolated people across the Liverpool City Region who are sleeping rough, living in hostels and supported accommodation, or struggling to manage and maintain their accommodation.

The volume of clients we are working with has increased significantly over the last 5 years, as has the range and complexity of needs of the clients. We are responding to this by adapting our existing services and developing new ones that are innovative and meet the changing needs and demands of our clients.

**Our Vision** is to be an excellent, high profile independent local charity working in partnership to see an end to homelessness, social exclusion and housing poverty in our communities.

To achieve this, **our Mission** is to prevent and resolve homelessness, social exclusion and housing poverty by providing practical, realistic, tailored support so that each person can find a route out of homelessness, maintain a home and achieve their individual potential.

The main objectives and activities for the year continued to focus upon the delivery of effective and innovative services to meet identified housing and related support needs of people who are homeless, socially excluded or experiencing housing poverty.

The strategies employed to assist The Whitechapel Centre to meet these objectives included the following:

- Delivery of effective services that provide immediate help, opportunity and support to enable and effect lasting change and solutions for people most in need.
- Delivery of targeted, person centred services.
- Contributing towards and influencing relevant local and national strategic initiatives, social policy and debates relating to homelessness and housing.
- Challenging exclusion in all aspects of people's lives, supporting initiatives that encourage inclusion, particularly in relation to housing, supported living, health, education, and employment.
- Development and furtherance of joint partnership work with other agencies to ensure more effective service delivery.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

**The Whitechapel Centre Services Today**

Recognising the diverse routes into and through homelessness Whitechapel delivers a variety of services in different settings, as shown in the diagram below:



**Who do we help?**

- **People who are homeless:** Single people and families who are sleeping rough, staying with friends, or living in temporary accommodation.
- **People at risk of homelessness:** People threatened with homelessness due to eviction notices, repossession, rent / mortgage arrears, debt, problems with landlords, overcrowding, accommodation not fit for purpose, and so forth.
- **People in need of housing support:** people struggling to maintain their accommodation.

An overwhelming majority of people we support have additional and often multiple support needs, including mental health problems, substance use problems, alcohol use problems, physical health problems, offending histories and domestic abuse.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Ensuring Our Work Delivers Our Aims**

We review our aims, objectives and activities every year. Each review includes a comparative analysis of outcomes and achievements against both organisational aims and objectives and wider contractual targets. This review helps inform our annual operational plan, as well as our longer term future strategic plan. It ensures the organisation's services remain firmly focused on meeting our stated charitable aims and objectives and are of direct public benefit.

**How Our Activities Deliver Public Benefit**

All our charitable activities focus on the provision of highly effective and innovative intervention based services that meet the housing and support needs of people who are homeless or inadequately housed. These activities are undertaken to further our charitable purposes for the public benefit.

**Impact of Coronavirus**

During 2020/21 the world has experienced an unimaginable pandemic due to Covid-19. In March 2020 we saw the country enter a period of 'lockdown'; this has been one of three national 'lockdowns', all of which have had immeasurable impact on the organization.

The outbreak of Covid-19 meant that we had to adapt our services in order to be better able to maintain the health and safety of clients, staff and partners alike. In March 2020 we worked around the clock to find and secure new self-contained accommodation for everyone who was rough sleeping and / or homeless in order to close Labre House (the Liverpool night Hub).

Finding the right solutions took time; we needed solutions that could be sustained over a period of months and would help people move on into independent accommodation. A majority of people moved into Staycity Aparthotel, while others were supported into private rented accommodation, B&B or hostels. The plans and subsequent moves involved staff from almost every team in the organisation – all involved have shown real drive and commitment.

The move to Staycity Aparthotel and the use of B&B's was intended as a short term measure, initially for a period of 3 months, but the nature and impact of the pandemic has meant the measures taken in March 2020 have remained in force throughout 2020/21. We are still emerging from the pandemic and it is only in September 2021 that we are able to see the closure of Staycity Aparthotel.

In order to help clients shield / self-isolate we provided on-site support, along with daily food parcels / meals and activities; delivering the essential services to help clients sustain their new accommodation and maintain their health and well-being.

Along with the closure of Labre House, our Enablement Centre (Langsdale Street) closed too, with key Whitechapel services being transferred / moved out and delivered from the newly found accommodation sites.

Our Outreach and other services for rough sleepers, along with our accommodation based services, such as Yates Court, Belvidere Family Centre, Harm Reduction Service and Shared Accommodation have remained open as normal.

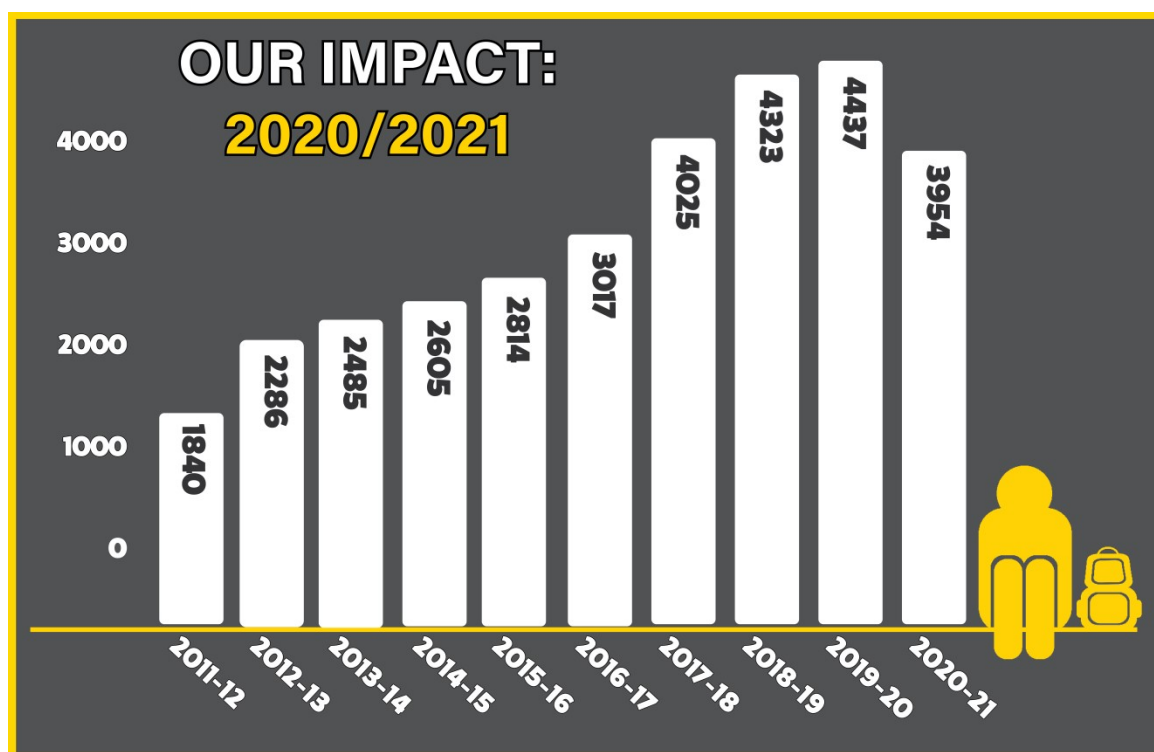
**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

To help manage the impact of Covid-19 and meet increased financial burdens, we have secured emergency funding from organisations / trusts such as Homeless Link/MHCLG, the National Lottery, Steve Morgan Foundation, Crisis, and Morrisons. This funding has helped cover additional operational costs for PPE, staffing and food / essentials for clients. Alongside this a number of staff were initially furloughed (staff not funded by local authority contracts only), such as those working in our retail shops, fundraising or in roles funded by fundraising. Together this has helped off-set the full impact of reduced income from fundraising, ensuring we are able to continue to deliver our full range of services.

The new ways and different ways of working continued to operate throughout 2020/21, particularly during the 3 national 'lockdowns'. We continued to provide self-contained supported accommodation at Staycity until 30th September 2021, ensuring we delivered LCC's 'everyone in' initiative and maintained the health and well-being of our clients.

**Who We Work With**

The number of people accessing Whitechapel's services continues to increase year after year. During 2020/21 we worked with a total of **3,954** different individuals or families who were homeless, socially excluded or experiencing housing poverty. This represents a slight decrease on the overall number of people we have supported compared to the previous financial year, as shown in the chart below:



The reasons for the small decrease in the number of people accessing our services during the last 12 months are varied and complex and must be seen in the context of the Covid-19 pandemic and the national 'lockdowns'. We are not able to say the homelessness and housing need is decreasing overall. During the last 12 months we have seen a temporary suspension on evictions, coupled with the introduction of the national 'Everyone In' programme. These initiatives have helped minimise the impact of the pandemic on homeless people and temporarily helped reduce the number of people finding themselves homeless. With both initiatives coming to an end we will monitor the impact on homeless presentations.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

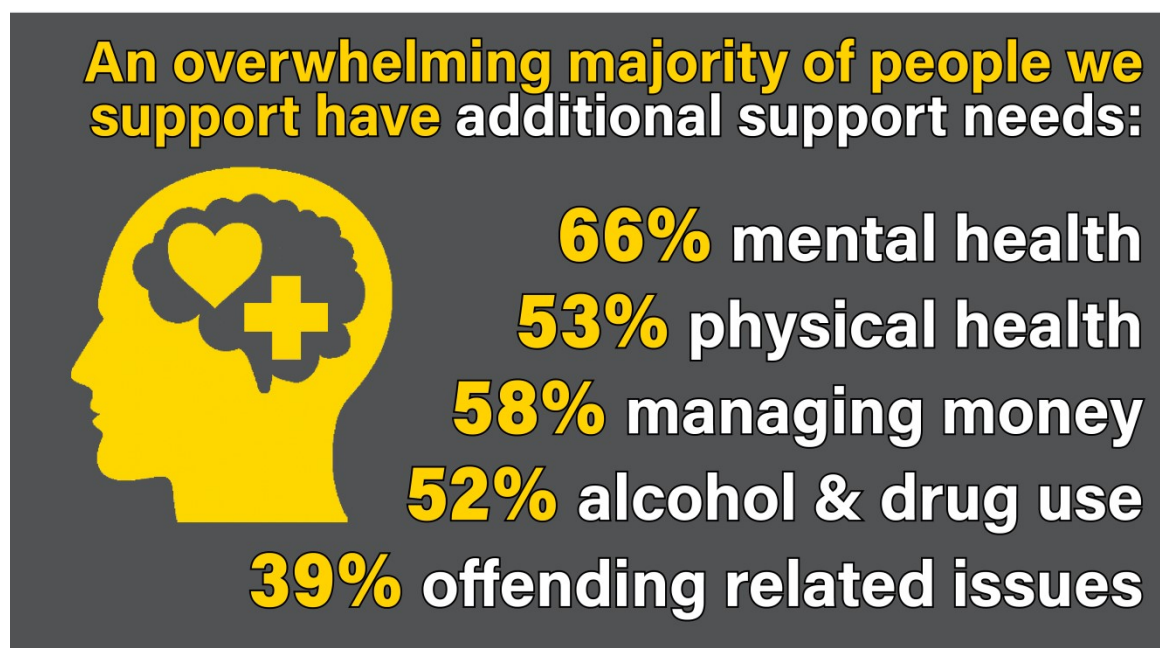
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An overwhelming majority of people continue to access our services following a loss of accommodation arising from a relationship breakdown, be this with a partner, family or friends. Behind the breakdown is often a range of other issues, which include:

- Individual Circumstances: Additional health and support needs such as poor physical health, mental health problems, substance use problems and offending histories can make some people more vulnerable to homelessness.
- Structural Issues: Factors such as poverty, unemployment, welfare reform policies and housing supply can impact on and reduce opportunities in relation to housing.

Structural issues can impact on individual circumstances and vice-versa. For example personal or family relationships can be affected by unemployment, debt and poverty. They may exacerbate relationship issues.

The chart below provides a summary of the main support issues which impact on people's housing needs / homelessness:



Recognising both the diverse causes of homelessness and the additional support needs of most of our clients, Whitechapel has developed a variety of services that operate in different settings and provide different levels and types of support interventions that bring together an array of different partner agencies to work together to resolve homelessness and related needs. We understand that no single agency can resolve homelessness; for this reason we work in partnership with health, treatment, housing and social organisations, such as Mersey Care, Brownlow Health, We Are With You, Housing Associations & Supported Accommodation Providers, in order to deliver multi-faceted support that can meet people's needs.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Achievements and performance**

Through the range of services we deliver, we have continued to achieve a very high level of success, providing the right interventions, at the right time, in order to ensure the following outcomes:



**Homeless Resolution**

Prior to the Covid-19 pandemic our Hub Homeless Resolution Service provided housing and welfare rights advice to deliver immediate and effective housing interventions to provide a same day solution to homelessness. Anyone who was rough sleeping, at risk of rough sleeping or immediate homelessness, was supported indoors into appropriate accommodation by our team of dedicated Housing Advisers/Support Workers. The service had access to a range of immediate and longer term solutions, including:

- Supported Accommodation
- Access to ring fenced beds
- Independent Accommodation – Housing Association or Private Rented Accommodation
- Resources to facilitate reconnection or personalised solutions

During 2020/21 this service had to adapt and change in order to meet the challenge of the Covid-19 pandemic. Our Enablement Centre, along with Labre House, closed in March 2020 and was replaced with Staycity Aparthotel, emergency and B&B accommodation, running alongside a newly introduced Homeless Recovery Allocation Panel. Access to accommodation solutions was centralised during the pandemic, coordinated through Housing Options Services, underpinned by Whitechapel.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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Our staff teams were re-organised in order to deliver an effective emergency response, working in one of the following areas:

- Staycity Aparthotel – providing emergency supported accommodation (self-contained accommodation for people rough sleeping / at risk of rough sleeping with support on-site 24/7).
- B&B / emergency accommodation – assessment of people's needs and delivery of support and advice to enable people brought indoors through the 'Everyone In' programme to be supported to access and move on to the right accommodation.
- Street Outreach – provision of assertive street outreach including engagement, assessment and delivery of housing solutions.
- Resettlement Support – providing housing related support to enable people matched to independent social housing tenancies via the Homeless Recovery Allocation Panel to move on successfully.

Through the newly adapted staffing structure and service areas we were successful in helping **2,467** homeless people to access new accommodation, thereby ending their homelessness.

With the volume of people seeking help to secure new accommodation increasing, the length of time people are waiting for the right accommodation has increased, necessitating changes to homelessness services.

Our aim is to ensure sustainable accommodation solutions. One of the many ways in which we aim to achieve this is through the provision of wrap around, intensive support, delivered by services such as our Rapid Rehousing Navigator Service.

**Assertive Street Outreach (Liverpool)**

Our Street Outreach Teams take services to the point of need providing crisis intervention and resolution. During the pandemic they undertook and / or facilitated assessments of need with every person identified as sleeping rough / at risk of sleeping rough. They worked with Housing Options to identify emergency and long-term solutions to ensure everyone was brought indoors.

The Team gets alongside people with multiple exclusions, working at their pace to build trust and relationships that motivate people to engage in services and make a change. We provide assertive outreach support to prevent and end rough sleeping and street drinking, and support people to address issues that have led them to rough sleeping.

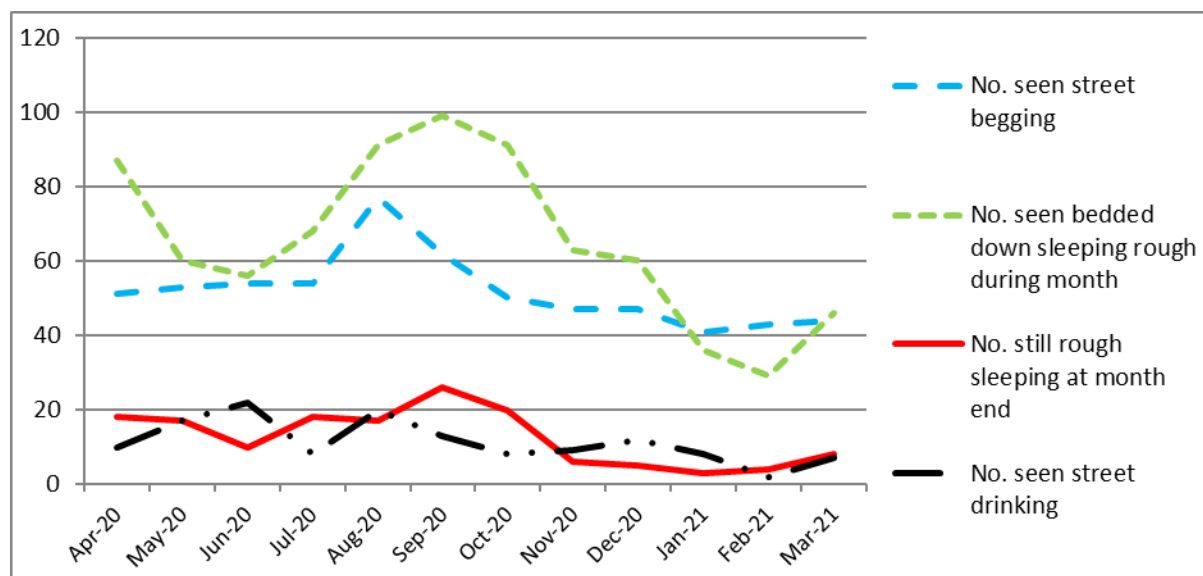
In 2020/21 the Liverpool Outreach Team worked with a total of 470 individuals involved in street related activity, including:

- Rough sleeping - 379 individuals seen out on a total of 2,279 occasions
- Street drinking - 82 individuals seen out on a total of 243 occasions
- Street related begging- 235 individuals seen out on a total of 1,116 occasions

(Note 226 individuals were seen and recorded as being involved in more than one street related activity).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

The diagram below provides an analysis of the number of individuals seen out each month engaging in a street activity and the impact that the team has had in supporting these individuals:



Of the 379 individuals seen sleeping rough, a third already had accommodation; the pull of the streets brought them back out for a night(s). The Outreach Team, alongside our Street Lifestyle Team, supported these individuals to return to their accommodation. Of the clients seen rough sleeping who did not have accommodation already, the Team successfully supported 249 people into new accommodation.

It must be noted that some people are not immediately able to take up the offer of accommodation or other solution that we provide. For some individuals, the pull of addiction back on to the streets is too strong; for others we may need to address long term mental health problems before a person feels able to consider coming indoors. It is for this reason that the number of occasions people are seen out is so much larger than the total number of different individuals seen out. However, our Outreach Team does not give up. We continue to go out every day to work with these individuals, gradually building trust and motivation and developing different solutions, so that the person can be supported indoors. This assertive approach achieves outcomes, as demonstrated by the chart above. The chart demonstrates the success of this work and the 'Everyone In' programme - at the end of 31st March 2021 all but 8 of the 379 unique individuals who had been seen out sleeping rough had been brought indoors / had solutions. We continued to work with these 8 people.

**Homeless Assessments & Resolutions – B&B's / Emergency Accommodation**

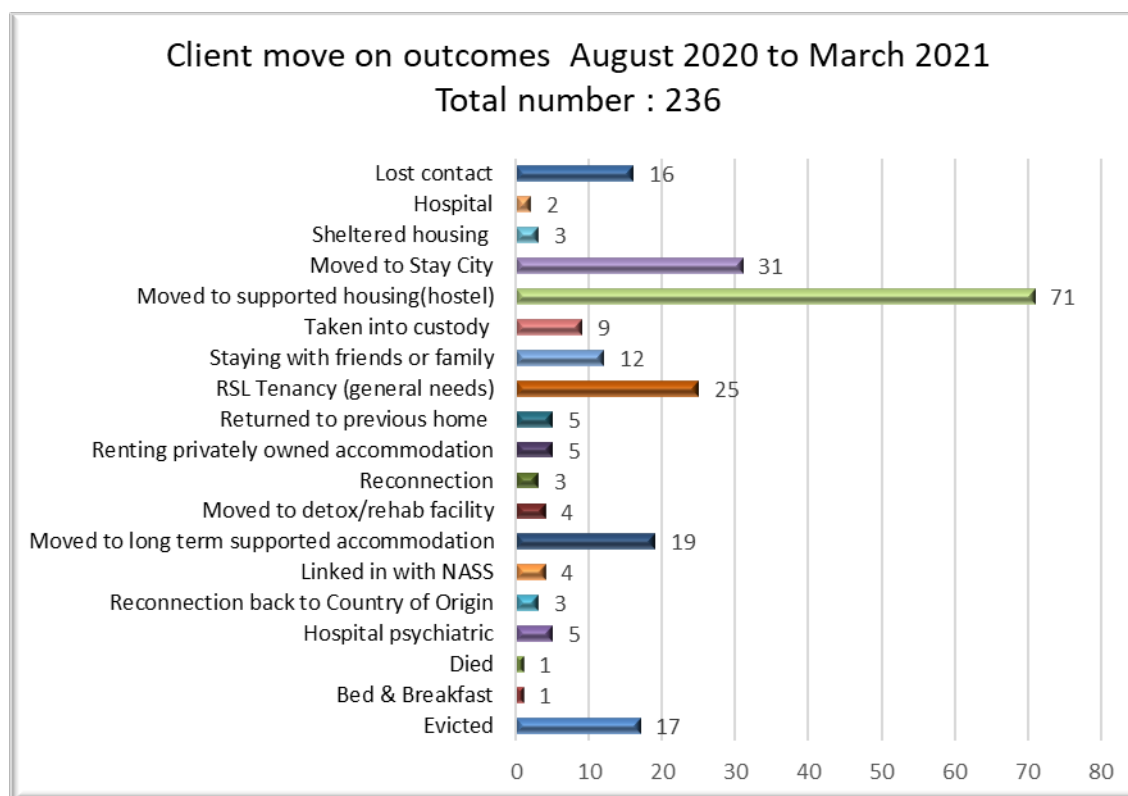
While we physically closed our Langsdale Street premises (Enablement Centre) at the end of March 2020, the work to resolve homelessness continued, albeit in a different way. We retained staff on site initially to respond to client queries, follow-up with referrals to Housing Options or Outreach, but also to help achieve the Government's 'Everyone In' programme. The assessment and allocation system was centralised through the local authority's Housing Options Service, which offered a remote assessment process via phone and placement in B&B. We, along with Crisis, agreed to offer our assistance to work with clients placed in emergency accommodation, including B&B's, to assess people's needs and find a pathway from the emergency accommodation into suitable long term accommodation. The service started at the beginning of August.

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Our partnership with Crisis and Housing Options has developed through this service; Martin Farran (LCC Director of Adult Services and Health) described the partnership as the template for all partnership working going forward. It has re-established our assessment service we had been carrying out for years in the Centre and helped raise the profile of our work.

The Langsdale Street premises (Enablement Centre) have undergone significant building works recently, creating Covid-safe, additional assessment offices and updating the showers and toilets. The building has been decorated throughout. The ground floor has been completed so creating an effective and welcoming space for all. The number of people allowed in the building is dictated by Government / Covid guidelines. We have now moved all the B&B assessments to Langsdale Street in the last three months for ourselves and Crisis which is working well.

The table below provides a snapshot of what has been achieved by our work and the positive impact it has had on the clients we have been working with in B&B's:



**Homeless Recovery Allocation Panel**

A key driver for Liverpool's 'Everyone In' programme has been the aim to move people on from emergency accommodation into a long term housing solution. In order to facilitate this the Council worked with the city's main registered housing providers, Whitechapel, YMCA, Housing First, Crisis and housing support agencies resulting in a commitment to make all accommodation that became vacant available for moving households on from emergency accommodation, including B&B's, hotel and hostel placements. A task group was established to oversee the matching of these properties to the affected households and to ensure that adequate support was available throughout.

# **THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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This approach was a significant departure from the normal choice based lettings (CBL) system whereby vacancies were advertised via the Propertypool Plus website. Instead, households needing to be moved on were directly matched to the vacancies that became available.

All individuals / families that are matched to a property for move-on receive resettlement support from Whitechapel, Riverside, Creative Support or Crisis, so as to ensure successful move-on.

The work of the Homeless Recovery Allocation Panel has been very successful; at the end of March 2021 the Panel had successfully rehoused 652 homeless individuals / families into independent accommodation, and matched a further 80 (all waiting to view or sign for their property).

## **Homeless Prevention and Resettlement**

Homeless prevention is essential to achieving our Vision, however, the drive for 'Everyone In' has reduced prevention based interventions and redirected some resources to the delivery of homelessness resolution services for people experiencing homelessness. This said, we still worked with 1,093 people in 2020/21 through our Housing Support and Resettlement services to help people avoid losing their home or find / resettle in suitable accommodation.

We have carefully assessed where we can effectively work with clients remotely and where face to face contact has been necessary. A considered and person centred approach has allowed us to ensure support is effective while complying with social distancing to protect both service users and our staff.

Examples of our support include:

- Dean had to stop work due to a hernia and nerve damage in his legs. Dean was in debt and in arrears with utilities and his rent. His tenancy was at risk. We helped Dean liaise with Department of Work & Pensions (DWP) and sort out his Universal Credit and claim for Personal Independence Payment and clear his debts; we negotiated with his landlord for a repayment plan.
- Farooq became homeless following a relationship breakdown. His two children were looked after by his ex-partner's sister as his ex was unable to care for them due to substance misuse. We helped Farooq to move to a two bedroom house so his children could re-join him. We provided support to help the family settle in and ensure the children had access to schooling and healthcare.

A total of 1,050 (96%) people were successfully prevented from becoming homeless through the provision of personalised tailored support, advice and / or guidance to address a wide range of housing-related issues

## **Accommodation Based Services**

### **Support for Homeless Families**

During 2020/21 we successfully supported 128 homeless families into new accommodation; 76 of these were supported through our Family Centres at Belvidere Liverpool and Yates Court Knowsley. Factors contributing to family homelessness included financial / debt issues, relationship breakdown, refugees, child in need, mental health, domestic abuse and substance or alcohol misuse.

We have supported families with a range of issues underlying or arising from their homelessness including emotional & mental health, motivation & taking responsibility, social networks & relationships, managing money, self-care & living skills, physical health, substance misuse.

We have given guidance to families around how to access services within the restrictions of Covid. We have ensured access to GP & Nurse, sexual health, drug and alcohol services, smoking cessation, foodbank provision, dental services, free school meal scheme, paying bills online. We have also focused on the needs of children including access to school/ home education resources, homework club, advocacy in accessing any specialist support, access to therapy following trauma, wellbeing through drama and other activities.

# **THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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An example of our support includes our work with Connie and her teenage sister Jenny (with a learning disability) who had suffered childhood trauma. They were found to be living in appalling conditions and were then accommodated at our services. We built trust with Connie and Jenny, supported them to access a healthy lifestyle clinic to address issues with weight and nutrition; helped them access University and College education and also a work placement for Jenny; supported the two to manage their finances; supported Connie and Jenny to access funds from insurance their mother had taken out. They have secured a beautiful property which they fully furnished and decorated without any financial support from outside agencies and are now living independently despite their traumatic experiences.

## **Harm Reduction Service**

Our Harm Reduction Service continues to provide supported accommodation for men with alcohol and substance misuse issues. We have supported our residents to minimise harm by:

- Person centre support, understanding each individual's needs, motivations and interests,
- Advice on how to drink or use more safely, access to alcohol nurse and drugs specialist (Brownlow Group Practice and We Are With You)
- Monitoring health, encouraging engagement with GP and hospital,
- Input from neuro-psychology (Neurotriage) and training for staff
- Meaningful activity to keep occupied and build self esteem
- Support with nutrition and medication
- Personal Care when needed –care worker on site 7 days a week

We have successfully managed the impact of Covid in an environment where facilities are shared and residents not always well-motivated to comply with rules.

The Project worked with 44 people in 2020/21. During the last 12 months we have achieved a number of outcomes including:

- 5 individuals successfully moved on to independent accommodation or accommodation suited to their needs; and 7 successfully reconnected with their families
- 14 men completed cognitive assessments (through our partnership with Neurotriage) to enable an informed response to their condition
- 31 individuals engaged with on-site activities through our New Beginnings project
- 21 individuals engaged with on-site care provision/packages

An example of our support can be seen through Tony. Tony was referred to our service after a failed rehab. Tony struggled to remember things and would repeat the same questions. Tony refused to shower and his room was very unsanitary. He could not manage money and was vulnerable to financial exploitation. We supported Tony to get appropriate health and cognitive assessments. This helped him access medication and vitamins which made a noticeable improvement to his memory. The Care worker supported Tony to take better care of his personal hygiene and eventually Tony began to take more initiative in looking after himself. Working with his social worker we eventually secured court of protection for Tony's finances. With these improvements in place, we began exploring with Tony options for move-on. We secured some supported living accommodation in which he had his own flat but staff onsite to assist. This gave Tony a greater sense of independence and he has since thrived.

# THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

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## Our People

We recognise that our people (employees and volunteers) are essential to the successful delivery of our services and to meeting the needs of the people we serve. We recruit, train and deploy our people according to a strategy that aims to place the right people in the right jobs at the right time. With levels of staff turnover below 2%, (0.77% annual average turnover between April 2020 and 31 March 2021) we are able to provide a consistent and high quality service to the individuals and families we work with.

Despite the pandemic the overall staff numbers have increased by 9 over the last 12 months. Our headcount breakdown is as follows:

- Male 30.83%
- Female 69.17%
- Over 64 5.26%
- 45 – 64 58.65%
- Under 45 36.09%

Gender Pay Gap: On 5 April 2021, The Whitechapel Centre showed a mean pay gap of 1.07% in favour of women (0.3% in favour of women in 2020); and a 4.11% pay gap in favour of men in the median calculation, reflecting the fact that whilst men continue to be underrepresented in our Administration and Retail (lower paid) job functions, there is no gender pay gap at The Whitechapel Centre.

Although there has been reduced movement of staff into and out of the company over the last 12 months, probably as a result of the Covid-19 Pandemic, we have been fortunate in being able to attract and appoint a higher proportion of male applicants and younger applicants to our organisation which are two of our key diversity and inclusion targets.

Staff Engagement: We believe that strong staff engagement helps us to promote individual development and improve the quality of service we can provide for our clients.

In 2020 opportunities for staff learning and development were impacted by the national lockdown and restrictions placed on social gatherings. We responded by securing a contract for Internet-based learning and development enabling people to learn, train and develop their knowledge and skills from home or other remote location. We also secured digital resources (hardware and software) to help our people meet together and participate in staff supervision and team events. This allowed us to continue to invest in people, while maintaining our focus on safety.

Over 1,000 training certificates have been issued to staff in the year to April 2021.

Maintaining a healthy workforce and a good employment relations environment is key to our success. We work hard to ensure that our work practices involve meaningful dialogue between management and employees at all levels through a range of channels including fortnightly team meetings, monthly supervision, quarterly full staff meetings, informal Tea and Talk meetings and, particularly over the last 12 months, all-staff messages from our Chief Executive Officer.

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Effective employee engagement is especially important in maintaining strong service delivery in times of change.

As essential workers our staff were asked to keep working throughout the national lockdowns of 2020-2021, adapting to new ways of working and technology and at the same time marrying this with child and other caring responsibilities at home in the wider context of an environment of fear and uncertainty.

Our aim has always been to continue to support the safe operation of the business and staff team whilst responding quickly and effectively to new and emerging risks. Wherever possible we offered staff the opportunity, and facilities needed, to work from a home base. Our Policy for Managing Health Pandemic, Plan for Managing Health Pandemic and accompanying Covid-19 Risk Assessment enabled staff to adopt safe practice and ensured that if staff did need to cross the threshold of service user's premises/accommodation, they were fully assessed and safe. Alongside this, Personal Protective Equipment was sourced and supplied in line with current infection control and protection procedures and training and guidance documents were developed to support and promote this. Limits were placed on room occupancy of all offices and staff movement between sites was restricted.

Managers undertook individual health and wellbeing risk assessments on all personnel and protected the most vulnerable staff by reassigning them to work that could be completely undertaken from home.

We have been exceptionally lucky. In total, only 8 staff contracted Coronavirus in the period April 2020 to March 2021. We have had no deaths, and although two staff needed a slightly longer recovery period, 6 staff were able to return to work after just 2 weeks' absence.

**Sickness Absence:** It has been an extraordinary 12 months. People have had to adapt to new ways of living and working and have been forced to accept a 'new normal'. Levels of anxiety about personal safety have at times been extremely high but this has not been reflected in increased levels of sickness absence. In fact the opposite is true. A number of factors including changing the work environment and the way people have been expected to work, undertaking individual risk assessments with staff, allowing many staff to work from home for at least part of each week, strict social distancing rules and increased levels of personal hygiene and environmental cleanliness have resulted in a significant decrease in sickness absence levels this year.

We wish to praise and thank our staff for their kindness, flexibility, dedication and care they have provided for our homeless clients during this pandemic; they have gone above and beyond to safeguard the lives of many of the most vulnerable people across the Liverpool City Region. Their dedication has saved lives.

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**Financial review**

The last 12 months have been very challenging; the pandemic had a dramatic effect on our fundraising activities. The need to adapt our services very quickly to respond to the crisis and safeguard the lives of our clients came at a time when fundraising activities ceased, significantly reducing our income from fundraising. Our planned events were cancelled, corporate supporters were working from home, schools and churches were closed. The uncertainty through the year made it very difficult to plan and it was unclear how our donors would react or whether they would be able to continue their support. We continued to promote our work on social media, raising awareness of the changes to our services, our new food provision service and how the public could support us financially, by volunteering or donating goods.

The Senior Management Team and the Board of Trustees carefully reviewed and revised our budget and agreed strategies to develop and enhance programmes to ensure financial security during the year.

We launched an emergency appeal in April 2020 which resulted in an increase in personal donations and regular giving. The generosity of people across the region has been amazing.

We were also eligible to apply for a number of COVID-19 emergency grants and were successful in a number of these. (CAF, Crisis, Home Street Home, Homeless Link, LCR Cares, Martin Lewis Fund, Morrisons Foundation, National Lottery Fund, Steve Morgan Foundation and Tesco Bags of Help.) These grants were essential as our unrestricted income fell by over £200,000 on the previous year.

Alongside this a number of employees not funded by local authority contracts were furloughed. In total, 24 staff had one or more periods of furlough as follows:

<b>Month</b>	<b>Number furloughed</b>
March 2020	5
April 2020	21
May 2020	21
June 2020	22
July 2020	16
August 2020	8
September 2020	4
October 2020	3
November 2020	9
December 2020	1
January 2021	12
February 2021	11
March 2021	11
April 2021	2

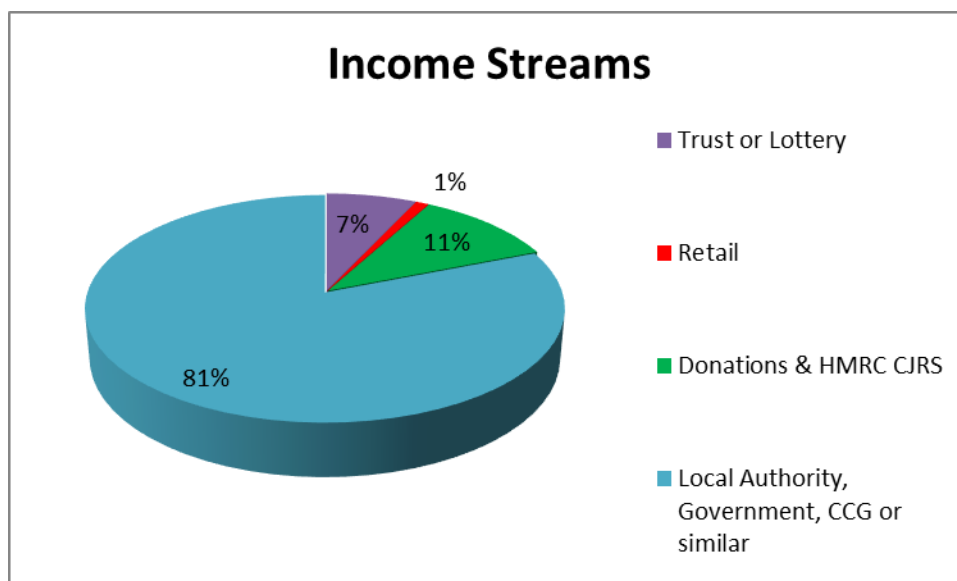
The HMRC CJRS Grant contributed £139,298 helping to off-set the full impact of reduced income from fundraising.

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Our two retail outlets were also forced to close for much of the year, only trading for 4 months out of 12. Retail staff were furloughed during this time and we were able to claim business grants for both venues which helped to offset the lost sales income.

The chart below provides a breakdown of income streams during 2020/21:



As we start to recover from the pandemic our fundraising target for 2021/22 remains cautious, but we are hopeful that some events and corporate activities will be able to return.

**Principal funding sources**

The principal sources of funding for The Whitechapel Centre are currently by way of grant and contract income from Liverpool City Council, Knowsley Metropolitan Borough Council, St Helens Borough Council, Wirral Borough Council, Halton Council, Liverpool City Region Combined Authority and Sefton Metropolitan Borough Council. This income includes income from Adult Services and Public Health. Further grant income is received from Big Lottery, Charles Hayward Foundation and Children in Need.

The Whitechapel Centre also relies on private fundraising, such as public donations, which are used to underpin essential services such as our volunteer programme, rough sleeper outreach services, the delivery of Whitechapel's food services and essential client expenses.

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**Fundraising:**

In 2012 Whitechapel recruited a Fundraising Manager, in order to diversify income streams and develop voluntary income. In 2015 the organisation developed a 5 year Fundraising Strategy, which set a target to achieve annual voluntary income of £500,000 by 2020.

The core objectives set out in this Strategy are to:

- Grow Individual Giving to £90k in 2020, a growth of 20 – 25% year on year.
- Continue to encourage regular giving sign-ups.
- Develop a direct mailing strategy, particularly to target contacts without email addresses.
- Develop a stewardship programme for donors.
- Identify individuals who have the potential to make major gifts and engage appropriately
- Make quarterly Gift Aid claims

As part of this Strategy, Whitechapel has sought to ensure funds given for charitable purposes are used in the way intended by donors and the organisation follows best practice guidance. To this end Whitechapel has agreed an **Ethical Practice in Fundraising Policy**, providing clarity and openness to all our stakeholders.

The organisation is a member of the Institute of Fundraising and is registered with the Fundraising Regulator. The charity strives to comply with Fundraising Codes of Conduct and Charity Commission guidance. The Fundraising Manager provides monthly reports to the Chief Executive and quarterly reports to the Board of Trustees.

The organisation will accept voluntary donations and other forms of support e.g. volunteering hours, gifts in kind, partnership working from companies, individuals and other organisations under the following conditions:

- There are strong grounds for believing it will result in a benefit to our service users.
- Trustees and SMT are satisfied that no adverse publicity will result from accepting the support.
- There is no attempt on the part of the company or individual to influence The Whitechapel Centre policy or activities, either explicitly or implicitly
- That initiatives do not compromise the independent status of The Whitechapel Centre.
- If a gift is offered for a specific purpose (restricted) then this must be for a charitable purpose that is within The Whitechapel Centre's objectives.

**THE WHITECHAPEL CENTRE  
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FOR THE YEAR ENDED 31 MARCH 2021**

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**Avoidance Criteria**

The organisation will not accept voluntary donations or other forms of support where any of the following apply:

- The support is known or suspected to derive from criminal activities.
- The support derives from a source which conflicts with our objectives or ethics e.g. rogue landlords.
- Acceptance of the donation would be likely to deter other donors from future support.
- Acceptance would involve onerous obligations, e.g. upkeep of a property, where the long term costs may outweigh the benefit.
- Support is given to further the donor's personal objectives which conflict with The Whitechapel Centre's activities.
- Would otherwise significantly damage our reputation.

**Fundraising Initiatives with corporate partners**

The organisation welcomes relationships with companies from a range of sectors and collaborations can take many forms including:

- Staff fundraising
- Supplier fundraising
- Cause related marketing (i.e. commercial activity where business and charity form a partnership to market a product or service for mutual benefit)
- Sponsorship (i.e. cash or gifts in kind for access to exploit commercial potential)
- Payroll Giving
- Donations / matched giving
- Employee involvement, secondments and volunteering.
- Gifts in Kind
- Royalties
- Affinity relationships
- Events
- Recycling

All potential partnerships and initiatives need to be considered on a case by case basis. The Fundraising Manager will discuss with the Chief Executive and will report to Trustees as part of the quarterly Fundraising Update.

**Fundraising Practices**

The organisation adheres to the following general fundraising guidelines:

- General information on the charity will be easily accessible to potential donors e.g. annual reports, financial statements, statistics.
- Donor's privacy will be respected and requests to remain anonymous will be respected as far as legally and practically possible.
- Donor data will be treated with respect and in line with GDPR guidelines.
- Whitechapel will not sell or exchange personal details of donors.
- Whitechapel will not engage third party companies to sell products or solicit donations e.g. street, door to door or telephone marketing.
- All partnerships will be open and transparent, maintain independence and provide mutual benefit for all parties.
- Whitechapel will review and approve any press and promotional materials issued.
- Whitechapel will review and approve use of its logo and ensure brand guidelines are followed.
- Whitechapel will provide a transparent Complaints Procedure for supporters and donors. Complaints will be reported to the Trustees as part of the quarterly Fundraising Update and to the Fundraising Regulator when requested.

**THE WHITECHAPEL CENTRE  
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TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Reserves Policy**

The Board of Trustees has examined the company's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible assets held by the company should be between 3 and 6 months of the expenditure, in line with Charity Commission guidance. Budgeted expenditure for 2021/22 is £5,681,304 therefore the target is £1,420,326 to £2,840,652 in general funds. At this level the Board of Trustees feel that they would be able to carry on the company's activities in the event of a significant drop in funding.

At present the total unrestricted reserves fall at the lower end of this target and the Board of Trustees is considering ways in which additional unrestricted funds can be raised.

The Board of Trustees understands the increased pressure on cash flow resulting from the payment by results for key contracts, such as the Urban Outreach Response Service. Payment for the Service is quarterly, in arrears and dependent on outcomes achieved. Close financial management continues to be required to prevent cash flow problems.

The Board of Trustees wish to create free reserves. This would enable them to provide seed funding for new projects, as well as underpin existing services and meet key needs. For example the company has seen an increase in the number of people street living, including rough sleepers and street drinkers, including people with no recourse to public funds. While the company continues to seek resources to maximise assertive outreach response provision, taking services out on to the street to deliver instant solutions to homelessness, seed funding would enable us to pilot new and different services and / or methods of working e.g. to cover rent and accommodation costs for people with no recourse to public funds who are seeking employment.

The Board of Trustees is committed to applying principles of full cost recovery to all posts and services within the organisation to help reduce potential risks in the event of losing individual contracts, as well as being mindful of potential pressures to draw upon reserves during the forthcoming year.

**Risk management**

A review of major risks is undertaken annually by the Board of Trustees. Where appropriate, systems or procedures have been established to mitigate the risks the Whitechapel Centre faces. Where appropriate, the identified risks have been incorporated into the charitable company's Strategic Plan. For example, identified external risks to funding have led to a full review of funding and budgets, and the development of a comprehensive Fundraising Strategy. Internal control risks are minimised by the implementation of policies and procedures for authorisation of all transactions and projects. Policies and procedures are in place to ensure compliance with / good practice in relation to governance, health and safety, financial management, service delivery and operation. These policies and procedures relate to all staff, clients and stakeholders. All policies and procedures are reviewed regularly to ensure that they continue to meet the needs of the organisation.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**Plans for Future Periods**

The principal aims outlined in the organisation's Strategic Plan are:

- To ensure the organisation is financially secure and is appropriately resourced.
- To develop new services, and continue to deliver existing services, to maximise positive outcomes for homeless and socially excluded people by:
  - Preventing homelessness through effective housing support and advice
  - Resolving homelessness, providing same day solutions that bring people indoors on the day they become homeless
  - Prevent any individual from spending a first night out on the street.
- To support the recovery out of the Covid-19 pandemic in order to safeguard the lives of homeless people.
- To ensure the long term financial viability of the organisation by rebuilding its Fundraising Strategy, diversifying income streams and securing new contracts
- To ensure The Whitechapel Centre remains an excellent employer and is recognised as an employer of choice
- To provide suitable and fit for purpose premises
- To expand opportunities for meaningful occupation in relation to education, training, development and employment for clients.

**Structure, governance and management**

The charity is a company limited by guarantee, incorporated on 19 March 1990 and registered as a charity on 21 June 1991. The charity was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association. The term "the company" includes reference to the registered charity, where appropriate.

The trustees, who are also the directors for the purpose of company law, and who served during the year were:

Mr D Antrobus  
Ms C Bevan (Resigned 1 April 2020)  
Ms A Brown (Treasurer)  
Mr S Collett  
Mr T Crolley (Retired 11 December 2020)  
Mr D Green OBE  
Mr B Kearsley OBE  
Mrs C McGuire  
Ms V Metcalf MBE (Vice chair)  
Ms S Thomas (Chair)  
Ms M Woods

Mr Terry Crolley was appointed as Honorary Life President and Ambassador for Whitechapel on 11 December 2020.

# **THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021**

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## **Recruitment and Appointment of the Board of Trustees**

The directors of The Whitechapel Centre are also charity Trustees (and for the purposes of charity law and under the company's Articles are known as members of the Council of Management). Under the requirements of the Memorandum and the Articles of Association the members of the Board of Trustees are elected to serve for a period of three years after which they must be re-elected at the next Annual General Meeting.

The Board of Trustees aims to ensure its members provide a good mix of skills, knowledge and experience in relation to providing governance and management for a charitable homeless organisation. In order to maintain this broad mix of skills, knowledge and experience, members on the Board of Trustees are requested to provide a list of their skills and experience and in the event of particular skills or experience being lost due to retirement, individuals are approached to offer themselves for election to the Board.

## **Trustee Induction and Training**

New Trustees receive a copy of their job description and an information pack about the organisation. In addition each trustee receives a full induction programme, which includes invitation and encouragement to attend short training sessions to familiarise themselves with the charitable company and the context within which it operates. These sessions cover:

- The obligations of the Board of Trustees members.
- The main documents which set out the operational framework for the charitable company including the Memorandum and Articles.
- Resourcing and the current financial position as set out in the latest published accounts and the latest financial / management statements and accounts.
- Future plans and objectives, including the Strategic Plan.

New trustees are invited to attend up to 3 Board meetings and take up a 'tour' of the organisation to meet employees and clients to familiarise themselves with the operational work prior to joining.

## **Organisational Structure**

The Whitechapel Centre has a Board of Trustees (known as the Council of Management under the company's Articles) of up to 20 people who meet at least 4 times each year and are responsible for the strategic direction and policy of the charitable company. At present the Board of Trustees has nine members from a variety of different professional backgrounds relevant to the work of the company.

A scheme of delegation is in place and day to day responsibility for the provision of the services rest with the Senior Management Team (SMT), consisting of the Chief Executive Officer, four Services Managers, and the Fundraising Manager. The Senior Management Team is responsible for ensuring effective and efficient delivery of services specified, that key performance indicators are met, implementing financial management, day to day operational management of services including implementation of best practice, and staff supervision and development.

The Whitechapel Centre is a real Living Wage employer. The charity follows Local Government (NJC) pay scales. Each role within the organisation has a prescribed pay scale. This also applies to all key management roles.

Pay awards, including incremental increases, are agreed by the Board of Trustees annually, and awarded if there are sufficient funds.

## **Auditor**

In accordance with the company's articles, a resolution proposing that BWM be reappointed as auditor of the company will be put at a General Meeting.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT) (CONTINUED)  
*FOR THE YEAR ENDED 31 MARCH 2021***

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**Disclosure of information to auditor**

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

**Small company provisions**

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

On behalf of the board of trustees

**Ms S Thomas (Chair)**

Trustee

Dated: 3 December 2021

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2021**

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The trustees, who are also the directors of The Whitechapel Centre for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK 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 charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# **THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF THE WHITECHAPEL CENTRE**

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## **Opinion**

We have audited the financial statements of The Whitechapel Centre (the 'charity') for the year ended 31 March 2021 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## **Conclusions relating to going concern**

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

## **Other information**

The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Opinions on other matters prescribed by the Companies Act 2006**

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

# **THE WHITECHAPEL CENTRE COMPANY LIMITED BY GUARANTEE INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF THE WHITECHAPEL CENTRE**

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## **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the charity and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' report and from the requirement to prepare a strategic report.

## **Responsibilities of trustees**

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

## **Auditor's responsibilities for the audit of the financial statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

## **Extent to which the audit was considered capable of detecting irregularities, including fraud**

Our approach to identifying and assessing the risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- the engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- we identified the laws and regulations applicable to the company through discussions with directors and other management;
- we focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation and data protection, anti-bribery, employment and health and safety legislation;
- we assessed the extent of compliance with the laws and regulations identified above through making enquiries of management and inspecting legal correspondence; and
- identified laws and regulations were communicated within the audit team regularly and the team remained alert to instances of non-compliance throughout the audit.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
INDEPENDENT AUDITOR'S REPORT (CONTINUED)  
TO THE TRUSTEES OF THE WHITECHAPEL CENTRE**

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We assessed the susceptibility of the company's financial statements to material misstatement, including obtaining an understanding of how fraud might occur, by:

- making enquiries of management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud; and
- considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

To address the risk of fraud through management bias and override of controls, we:

- performed analytical procedures to identify any unusual or unexpected relationships;
- tested journal entries to identify unusual transactions;
- assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- investigated the rationale behind significant or unusual transactions.

In response to the risk of irregularities and non-compliance with laws and regulations, we designed procedures which included, but were not limited to:

- agreeing financial statement disclosures to underlying supporting documentation;
- reading the minutes of meetings of those charged with governance; and
- enquiring of management as to actual and potential litigation and claims.

There are inherent limitations in our audit procedures described above. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Peter Taaffe FCA CTA DChA (Senior Statutory Auditor)  
for and on behalf of BWM**

9 December 2021

**Chartered Accountants  
Statutory Auditor**

Suite 5.1  
12 Tithebarn Street  
Liverpool  
L2 2DT

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES  
INCLUDING INCOME AND EXPENDITURE ACCOUNT  
FOR THE YEAR ENDED 31 MARCH 2021**

**Current financial year**

	Notes	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Total 2020 £
<b><u>Income from:</u></b>					
Donations and legacies	3	672,172	29,534	701,706	795,642
Charitable activities	6	4,397,059	969,300	5,366,359	4,439,140
Other trading activities	4	81,928	-	81,928	124,613
Investments	5	5,336	-	5,336	4,899
<b>Total income</b>		<b>5,156,495</b>	<b>998,834</b>	<b>6,155,329</b>	<b>5,364,294</b>
<b><u>Expenditure on:</u></b>					
Raising funds	7	253,773	-	253,773	280,901
Charitable activities	8	4,531,346	1,282,330	5,813,676	5,022,434
<b>Total expenditure</b>		<b>4,785,119</b>	<b>1,282,330</b>	<b>6,067,449</b>	<b>5,303,335</b>
<b>Net income/(expenditure)</b>		<b>371,376</b>	<b>(283,496)</b>	<b>87,880</b>	<b>60,959</b>
Transfers between funds	21	(283,496)	283,496	-	-
<b>Net movement in funds</b>		<b>87,880</b>	<b>-</b>	<b>87,880</b>	<b>60,959</b>
<b>Reconciliation of funds</b>					
Fund balances at 1 April 2020		1,612,644	-	1,612,644	1,551,685
<b>Fund balances at 31 March 2021</b>		<b>1,700,524</b>	<b>-</b>	<b>1,700,524</b>	<b>1,612,644</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The movement in funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED)  
INCLUDING INCOME AND EXPENDITURE ACCOUNT**

**FOR THE YEAR ENDED 31 MARCH 2021**

Prior financial year

	Notes	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
<b><u>Income from:</u></b>				
Donations and legacies	3	795,642	-	795,642
Charitable activities	6	3,681,617	757,523	4,439,140
Other trading activities	4	124,613	-	124,613
Investments	5	4,899	-	4,899
<b>Total income</b>		<b>4,606,771</b>	<b>757,523</b>	<b>5,364,294</b>
<b><u>Expenditure on:</u></b>				
Raising funds	7	280,901	-	280,901
Charitable activities	8	4,259,584	762,850	5,022,434
<b>Total expenditure</b>		<b>4,540,485</b>	<b>762,850</b>	<b>5,303,335</b>
<b>Net income/(expenditure)</b>		<b>66,286</b>	<b>(5,327)</b>	<b>60,959</b>
Transfers between funds	21	(5,327)	5,327	-
<b>Net movement in funds</b>		<b>60,959</b>	<b>-</b>	<b>60,959</b>
<b>Reconciliation of funds</b>				
Fund balances at 1 April 2019		1,551,685	-	1,551,685
<b>Fund balances at 31 March 2020</b>		<b>1,612,644</b>	<b>-</b>	<b>1,612,644</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The movement in funds detailed above complies with the requirements for a statement of changes in equity under FRS102.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
BALANCE SHEET  
AS AT 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
<b>Fixed assets</b>					
Tangible assets	13		1		1
Investments	14		531,732		526,541
			<u>531,733</u>		<u>526,542</u>
<b>Current assets</b>					
Debtors	15	405,486		1,177,994	
Cash at bank and in hand		1,448,283		303,694	
		<u>1,853,769</u>		<u>1,481,688</u>	
<b>Liabilities</b>					
Creditors: amounts falling due within one year	17	(570,299)		(395,586)	
Net current assets			<u>1,283,470</u>		<u>1,086,102</u>
<b>Total assets less current liabilities</b>			<u>1,815,203</u>		<u>1,612,644</u>
<b>Provisions for liabilities</b>	19		(114,679)		-
<b>Total net assets</b>			<u><u>1,700,524</u></u>		<u><u>1,612,644</u></u>
<b>The funds of the charity</b>					
<u>Unrestricted funds</u>					
Designated funds	23	1,150,000		1,150,000	
General unrestricted funds		599,476		462,644	
<i>Total unrestricted funds</i>			<u>1,700,524</u>		<u>1,612,644</u>
<b>Total charity funds</b>			<u><u>1,700,524</u></u>		<u><u>1,612,644</u></u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The accounts were approved by the Trustees on 3 December 2021

Ms S Thomas (Chair)  
Trustee

Company Registration No. 02623071

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	£	2020 £	£
<b>Cash flows from operating activities</b>					
Net cash used in operating activities	25		1,144,444		89,198
<b>Investing activities</b>					
Movements on investments		(5,191)		(4,270)	
Interest received		5,336		4,899	
<b>Net cash generated from investing activities</b>			145		629
<b>Net increase in cash and cash equivalents</b>			1,144,589		89,827
Cash and cash equivalents at beginning of year			303,694		213,867
<b>Cash and cash equivalents at end of year</b>			1,448,283		303,694

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**Charity information**

The Whitechapel Centre is a private company limited by guarantee incorporated in England and Wales. The registered office is Langsdale Street, Liverpool, L3 8DT.

**1.1 Accounting convention**

The accounts have been prepared in accordance with the charity's memorandum and articles of association, the Companies Act 2006 and "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)" (as amended for accounting periods commencing from 1 January 2016). The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The accounts have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

**1.2 Going concern**

At the time of approving the accounts, and as detailed in the trustees' report, the trustees have considered the impact of COVID 19 on the charity and the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

**1.3 Charitable funds**

Funds held by the charity are:

*Unrestricted general funds* - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees.

*Designated funds* - these are funds set aside by the trustees out of unrestricted general funds for specific future purposes.

*Restricted funds* - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the accounts.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

**1.4 Income**

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty.

Income from donations and legacies is included in full in the statement of financial activities when receivable.

Investment income is included when receivable.

Grants and contracts, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable. Income is deferred only when the charity has to fulfil conditions before becoming entitled to it or where the donor has specified that the income is to be expended in a future period.

Fixed assets donated to the charity are included as donation income at market value at the time of receipt. Assistance in the form of voluntary help is not quantifiable, and accordingly not dealt with in the accounts.

Clothing and other items donated for resale through the charity's shop are included as income within other trading activities and are recognised as income when they are sold.

**1.5 Expenditure**

Expenditure reflects all amounts paid and accrued during the year. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates. All costs are allocated between the expenditure categories of the Statement of Financial Activities (SOFA) on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis.

*Charitable expenditure* comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

*Raising funds* comprise costs associated with attracting income and the costs of trading for fundraising purposes including the charity shop.

*Governance costs* represent costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

**1.6 Tangible fixed assets**

All assets costing more than £1,000 are capitalised at cost.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings & equipment	20% p.a. on cost
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The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

**1.7 Fixed asset investments**

The trustees consider that monies held on long term deposit should be regarded as a fixed asset investment.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies (Continued)**

**1.8 Impairment of fixed assets**

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

**1.9 Stocks**

Donated items for the charity shops sourced from both individuals and organisations are not included in the financial statements until they are sold at which point they are recognised as income.

**1.10 Cash and cash equivalents**

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less.

**1.11 Financial instruments**

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

***Basic financial assets***

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

***Basic financial liabilities***

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

***Derecognition of financial liabilities***

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**(Continued)**

**1.12 Taxation**

The charity benefits from various exemptions from taxation afforded by tax legislation and is not liable to corporation tax on income or gains falling within those exemptions. Recovery is made of tax deducted from qualifying income and from receipts under Gift Aid. The charity is not able to recover Value Added Tax. Expenditure is recorded in the accounts inclusive of VAT.

**1.13 Provisions**

Provisions are recognised when the charity has a legal or constructive present obligation as a result of a past event, it is probable that the charity will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation. Where the effect of the time value of money is material, the amount expected to be required to settle the obligation is recognised at present value. When a provision is measured at present value, the unwinding of the discount is recognised as a finance cost in net income/(expenditure) in the period in which it arises.

**1.14 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the charity is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**1.15 Retirement benefits**

The charitable company operates a defined contribution pension scheme for employees. The assets of the scheme are held separately from those of the charitable company. The annual contributions payable are charged to the statement of financial activities.

**1.16 Leases**

Rentals payable under operating leases, including any lease incentives received, are charged to the statement of financial activities on a straight line basis over the term of the relevant lease.

**2 Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
*FOR THE YEAR ENDED 31 MARCH 2021*

**3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds
	2021	2021	2021	2020
	£	£	£	£
Donations and gifts	494,874	-	494,874	785,204
Legacies receivable	38,000	-	38,000	10,438
HMRC CJRS grant	139,298	-	139,298	-
Covid grants	-	29,534	29,534	-
	<u>672,172</u>	<u>29,534</u>	<u>701,706</u>	<u>795,642</u>

**4 Other trading activities**

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Shop income	41,401	124,613
Covid grants	40,527	-
	<u>81,928</u>	<u>124,613</u>

**5 Investments**

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Interest receivable	5,336	4,899
	<u>5,336</u>	<u>4,899</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

6 Charitable activities	Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total 2020	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
	£	£	£	£	£	£	£	£	£	£	£	£	£	£
Services provided under contract	811,821	2,389,901	2,389,901	1,195,337	1,195,337	800,774	1,627,212	1,627,212	1,253,631	3,681,617	1,253,631	44,331	1,297,962	4,439,140
Performance related grants	269,486	699,814	699,814	-	-	569,802	143,390	143,390	44,331	757,523	44,331			757,523
	1,081,307	3,089,715	3,089,715	1,195,337	1,195,337	1,370,576	1,770,602	1,770,602	1,297,962	4,439,140	1,297,962			4,439,140
Analysis by fund														
Unrestricted funds	811,821	2,389,901	2,389,901	1,195,337	1,195,337	800,774	1,627,212	1,627,212	1,253,631	3,681,617	1,253,631	44,331	1,297,962	4,439,140
Restricted funds	269,486	699,814	699,814	-	-	569,802	143,390	143,390	44,331	757,523	44,331			757,523
	1,081,307	3,089,715	3,089,715	1,195,337	1,195,337	1,370,576	1,770,602	1,770,602	1,297,962	4,439,140	1,297,962			4,439,140

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

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**7 Raising funds**

	<b>Unrestricted funds</b>	Unrestricted funds
	<b>2021</b>	2020
	<b>£</b>	£
<u>Fundraising and publicity</u>		
Staff costs	100,575	107,088
Support costs	24,518	33,442
	<hr/>	<hr/>
Fundraising and publicity	125,093	140,530
	<hr/>	<hr/>
<u>Trading costs</u>		
Staff costs	67,639	58,744
Support costs	61,041	81,627
	<hr/>	<hr/>
Trading costs	128,680	140,371
	<hr/>	<hr/>
	<u>253,773</u>	<u>280,901</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

8 Charitable activities	Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total 2021		Housing support and resettlement		Homeless, rough sleeping and street drinking		Supported accommodation		Total 2020		
	2021	2021	2021	2021	2021	2021	2021	£	2020	2020	2020	2020	2020	2020	2020	2020	£
Staff costs	1,111,929	1,879,169	1,015,151	1,706,051	1,221,243	1,706,051	4,006,249	1,032,172	1,221,243	1,706,051	1,032,172	3,959,466	1,221,243	1,706,051	1,032,172	3,959,466	£
Project costs	67,211	1,124,685	25,724	235,804	201,752	235,804	1,217,620	58,129	201,752	235,804	58,129	495,685	201,752	235,804	58,129	495,685	£
Travel expenses	7,291	13,504	1,140	16,847	21,956	16,847	21,935	3,098	21,956	16,847	3,098	41,901	21,956	16,847	3,098	41,901	£
	1,186,431	3,017,358	1,042,015	1,958,702	1,444,951	1,958,702	5,245,804	1,093,399	1,444,951	1,958,702	1,093,399	4,497,052	1,444,951	1,958,702	1,093,399	4,497,052	£
Share of support costs (see note 9)	108,237	256,411	199,454	158,321	178,813	158,321	564,102	184,588	178,813	158,321	184,588	521,722	178,813	158,321	184,588	521,722	£
Share of governance costs (see note 9)	3,770	-	-	-	3,660	-	3,770	-	3,660	-	-	3,660	-	-	-	3,660	£
	1,298,438	3,273,769	1,241,469	2,117,023	1,627,424	2,117,023	5,813,676	1,277,987	1,627,424	2,117,023	1,277,987	5,022,434	1,627,424	2,117,023	1,277,987	5,022,434	£
<b>Analysis by fund</b>																	
Unrestricted funds	925,858	2,364,019	1,241,469	1,994,068	1,031,860	1,994,068	4,531,346	1,233,656	1,031,860	1,994,068	1,233,656	4,259,584	1,031,860	1,994,068	1,233,656	4,259,584	£
Restricted funds	372,580	909,750	-	122,955	595,564	122,955	1,282,330	44,331	595,564	122,955	44,331	762,850	595,564	122,955	44,331	762,850	£
	1,298,438	3,273,769	1,241,469	2,117,023	1,627,424	2,117,023	5,813,676	1,277,987	1,627,424	2,117,023	1,277,987	5,022,434	1,627,424	2,117,023	1,277,987	5,022,434	£

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**9 Support costs**

	<b>Support costs</b>	<b>Governance costs</b>	<b>2021</b>	<b>Support costs</b>	<b>Governance costs</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Premises and other costs	629,513	-	629,513	609,718	-	609,718
Legal and professional fees	20,148	-	20,148	27,073	-	27,073
Audit fees	-	3,770	3,770	-	3,660	3,660
	<u>649,661</u>	<u>3,770</u>	<u>653,431</u>	<u>636,791</u>	<u>3,660</u>	<u>640,451</u>
Analysed between						
Fundraising	24,518	-	24,518	33,442	-	33,442
Trading	61,041	-	61,041	81,627	-	81,627
Charitable activities	564,102	3,770	567,872	521,722	3,660	525,382
	<u>649,661</u>	<u>3,770</u>	<u>653,431</u>	<u>636,791</u>	<u>3,660</u>	<u>640,451</u>

Support costs are reallocated to expenditure on a use of space/size of service basis.

**10 Auditor's remuneration**

The analysis of auditor's remuneration is as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Fees payable to the charity's auditor</b>		
Audit of the company's annual accounts	3,770	3,660
	<u>3,770</u>	<u>3,660</u>
<b>Non-audit services</b>		
All other non-audit services	6,430	6,322
	<u>6,430</u>	<u>6,322</u>

**11 Trustees**

None of the trustees (or any persons connected with them) received any remuneration during the year (2020- £nil), and no trustees were reimbursed expenses (2020- no trustees were reimbursed expenses).

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**12 Employees**

**Number of employees**

The average monthly number of employees during the year was:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
Fundraising	3	3
Shop	5	5
Charitable	140	146
	<u>148</u>	<u>154</u>

**Employment costs**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	3,757,129	3,712,284
Social security costs	278,950	273,780
Other pension costs	138,384	139,234
	<u>4,174,463</u>	<u>4,125,298</u>

Average employee numbers excludes employees on zero hour contracts not paid in the month of which there were an additional 2 employees on average (2020 an additional 20 employees on average).

Included in wages and salaries are payments to subcontractors including people from other organisations seconded to or working in partnership with Whitechapel projects such as the Urban Outreach Response Service, which is delivered in partnership with the Basement Advisory Service and the Harm Reduction Service which is delivered in partnership with SHAP Ltd. Partner agency workers amounted to £530,962 (2020 £484,169).

The number of employees whose annual remuneration was £60,000 or more were:

	<b>2021</b>	<b>2020</b>
	<b>Number</b>	<b>Number</b>
£60,000 - £70,000	<u>1</u>	<u>1</u>

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

**13 Tangible fixed assets**

	<b>Fixtures, fittings &amp; equipment</b>
	<b>£</b>
<b>Cost</b>	
At 1 April 2020	9,767
At 31 March 2021	9,767
<b>Depreciation</b>	
At 1 April 2020	9,766
At 31 March 2021	9,766
<b>Carrying amount</b>	
At 31 March 2021	1
At 31 March 2020	1

**14 Fixed asset investments**

	<b>Monies held on deposit</b>
	<b>£</b>
<b>Cost or valuation</b>	
At 1 April 2020	526,541
Additions	5,191
At 31 March 2021	531,732
<b>Carrying amount</b>	
At 31 March 2021	531,732
At 31 March 2020	526,541

**15 Debtors**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
<b>Amounts falling due within one year:</b>		
Trade debtors	165,475	998,204
Other debtors	240,011	179,790
	405,486	1,177,994

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

<b>16</b>	<b>Financial instruments</b>		<b>2021</b>	<b>2020</b>
			<b>£</b>	<b>£</b>
	<b>Carrying amount of financial assets</b>			
	Debt instruments measured at cost		2,385,500	2,008,229
			<u>          </u>	<u>          </u>
	<b>Carrying amount of financial liabilities</b>			
	Measured at cost		285,459	153,757
			<u>          </u>	<u>          </u>

<b>17</b>	<b>Creditors: amounts falling due within one year</b>		<b>2021</b>	<b>2020</b>
			<b>£</b>	<b>£</b>
		<b>Notes</b>		
	Other taxation and social security		69,839	66,639
	Deferred income	<b>18</b>	215,001	175,190
	Trade creditors		142,288	38,499
	Other creditors		23,821	45,192
	Accruals		119,350	70,066
			<u>          </u>	<u>          </u>
			570,299	395,586
			<u>          </u>	<u>          </u>

<b>18</b>	<b>Deferred income</b>		<b>2021</b>	<b>2020</b>
			<b>£</b>	<b>£</b>
	Other deferred income		215,001	175,190
			<u>          </u>	<u>          </u>

Deferred income is included in the financial statements as follows:

		<b>2021</b>	<b>2020</b>
		<b>£</b>	<b>£</b>
	Total deferred income at 1 April 2020	175,190	29,003
	Amounts received in year	215,001	175,190
	Amounts credited to statement of financial activities	(175,190)	(29,003)
		<u>          </u>	<u>          </u>
	Total deferred income at 31 March 2021	215,001	175,190
		<u>          </u>	<u>          </u>

Included in deferred income are receipts which relate to a future accounting period and will be recognised to match the delivery of the service.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE**  
**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**  
**FOR THE YEAR ENDED 31 MARCH 2021**

<b>19 Provisions for liabilities</b>	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
At 31 March 2021	114,679	-
	<u>          </u>	<u>          </u>
Movements on provisions:		
Rented accommodation dilapidations		<b>£</b>
Additional provisions in the year		114,679
At 31 March 2021		114,679
		<u>          </u>

**20 Retirement benefit schemes**

The charity operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the charity in an independently administered fund.

The charge to the statement of financial activities in respect of the defined contribution scheme was £130,989 (2020: £139,234). Total employee and employer contributions of £22,582 (2020, £41,330) were payable to the fund at the balance sheet date and are included within creditors.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

**21 Restricted funds**

The income funds of the charity include restricted funds comprising the following unexpended balances:

	Balance at 1 April 2019		Movement in funds				Movement in funds				Balance at 31 March 2021	
	£	£	Income £	Expenditure £	Transfers £	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2021 £	£	£
New Beginnings	-	108,742	(108,338)	(404)	-	-	39,620	(85,595)	45,975	-	-	-
MOVE Project and Volunteers	-	10,000	(38,967)	28,967	-	-	30,050	(56,270)	26,220	-	-	-
Peer Mentoring	-	52,963	(52,925)	(38)	-	-	5,800	(12,178)	6,378	-	-	-
Children in Need	-	40,156	(40,162)	6	-	-	46,355	(43,162)	(3,193)	-	-	-
Older Persons (Big Lottery)	-	98,914	(116,352)	17,438	-	-	100,461	(99,878)	(583)	-	-	-
Welfare Rights Service	-	-	-	-	-	-	16,846	(41,677)	24,831	-	-	-
Urban Outreach	-	29,984	(29,984)	-	-	-	523,131	(681,873)	158,742	-	-	-
Community Navigator Service	-	259,027	(238,819)	(20,208)	-	-	-	-	-	-	-	-
Street Lifestyle Outreach	-	113,406	(92,972)	(20,434)	-	-	-	-	-	-	-	-
City Region Intensive Support	-	-	-	-	-	-	156,937	(185,354)	28,417	-	-	-
No Recourse to Public Funds	-	-	-	-	-	-	30,354	(33,821)	3,467	-	-	-
Other funds	-	44,331	(44,331)	-	-	-	49,280	(42,522)	(6,758)	-	-	-
	-	757,523	(762,850)	5,327	-	-	998,834	(1,282,330)	283,496	-	-	-

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**21 Restricted funds**

**(Continued)**

*New Beginnings (Charles Hayward Foundation & National Lottery Coronavirus Community Support Fund)*: This service delivers innovative and bespoke learning and enablement activities that promote well-being and help facilitate meaningful move on and personal development.

*MOVE Project & Volunteers: (Community Resource Grant and Community Resilience Fund)*: delivers high quality training programmes, along with the support, guidance and advice, to enable people to take up meaningful opportunities for voluntary employment. Funding helped cover the salary costs of the Volunteer Manager, along with volunteer and clients expenses. Along with this it helped provide essential food / services, including training courses, for homeless clients during the pandemic.

*Peer Mentoring Service (Postcode Lottery & National Lottery Coronavirus Community Support Fund)*: This service provides peer support for homeless people in order to motivate, inspire and support people on their journey through recovery. In order to protect our Peer Mentors during the Covid-19 pandemic much of the work delivered by this service had to be suspended in 2020/21. The service has since resumed.

*Children in Need*: our Children and Young Person's Service focuses on the well-being and development of children and young people. The Service ensures homeless children are able to access appropriate health, education, play & leisure services and activities providing opportunities to improve health and wellbeing. The Service provides support to families to move on into their own accommodation to help them settle.

*Older Persons Resettlement Service (National Lottery Community Fund)*: provides housing advice and resettlement support to enable older people to access and / or maintain their own independent accommodation.

*Welfare Rights Service (National Lottery Coronavirus Community Support Fund)*: provides welfare rights advice in order to achieve income maximisation, welfare benefits maximisation, and help to improve / increase financial literacy.

*Street Lifestyle Outreach* provides an assertive outreach service to support people away from living a street lifestyle into a more settled way of life, whilst addressing addictions and other social issues. The service works in partnership with Addaction, Liverpool City Council and Police to deliver co-ordinated, multi-agency support.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

**FOR THE YEAR ENDED 31 MARCH 2021**

**21 Restricted funds**

**(Continued)**

*Urban Outreach Response Service* (Commissioned by LCC and enhanced by funding from the National Lottery Coronavirus Community Support Fund, Crisis, Steve Morgan Foundation Homeless Link (Covid Response Fund and Homeless Winter Transformation Fund): The Service provides assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Liverpool. During 2020 Labre House (night Hub) closed as part of our planned Covid-19 response; this was replaced with the lease of Staycity Aparthotel accommodation, which offered self-contained accommodation for people rough sleeping. The additional grant funding has been received to enhance the Service and ensure a more robust response to Covid-19 to safeguard the lives of some the most vulnerable people in the region, as detailed below:

- Steve Morgan Foundation: support to adapt our services for homeless people during the pandemic. Funding helped enable us lease self-contained accommodation for rough sleepers during the pandemic. Steve Morgan Foundation has been essential in not only securing the required accommodation, but also providing meals and keeping our staff and clients safe and well.
- Homeless Link Covid-19 Homelessness Response Fund: delivered support to rough sleepers to come indoors /remain indoors during the Covid-19 pandemic, enabling people to self-isolate and remain healthy through the provision of wrap around support and advice.
- Homeless Link Winter Transformation Fund: Funding from MHCLG for cold weather provision. Funding enabled additional accommodation to be leased from 1st December 2020 to 31st March 2021 for the purpose of safely housing rough sleepers in Liverpool.
- Crisis: help towards the cost of essential food, toiletries and other supplies for up to 86 rough sleepers every week who were being supported to self-isolate. Our focus was on clients with no recourse to public funds and individuals who were not able or not in a position where they could budget for such supplies. To this end we provided food for breakfast, dinner and tea.

*National Lottery Coronavirus Community Support Fund*: support to help off-set the reduction in fundraising income to enable us to continue to support rough sleepers to come indoors /remain indoors during the Covid-19 pandemic, enabling people to self-isolate and remain healthy through the provision of wrap around support. The funding enabled us to continue to deliver housing and welfare rights advice, peer support, along with the provision of essential food/ toiletries to enable people to self-isolate. To achieve this the funding was split across the following services:

- Welfare Rights Service
- Peer Mentoring Service
- New Beginnings Service
- No Recourse to Public Funds
- Urban Outreach Service

*Community Navigator Service: (Waves of Hope – Big Lottery)*: commissioned by Plus Dane, this service is part of the Liverpool Waves of Hope programme for people with multiple and complex needs and delivers personalised interventions which focus on motivational and practical support and advocacy to enable clients to assess services and make systems works for them

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

**21 Restricted funds** **(Continued)**

*City Region Intensive Support Service:* Funded by MHCLG as part of the Rough Sleeper Initiative to provide assertive outreach, housing advice and intensive support to end rough sleeping / risk of rough sleeping across Wirral, Knowsley, Halton and St Helens.

*No Recourse to Public Funds:* Funded by the Property Hub and National Lottery Coronavirus Community Support Fund to provide housing advice to identify the most appropriate pathway into accommodation and provide intensive support to stabilise each client's housing situation, enabling them to focus on job-seeking / securing regular employment.

Other funds include

- Martin Lewis Coronavirus Emergency Fund: support to help provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.
- LCR Cares: support to provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.
- Morrisons: support to help provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.
- Community Foundation & Tesco Bags for Help: support to provide food, toiletries and essentials to over 100 homeless people each week, enabling people to self-isolate and remain healthy during the pandemic.

**Transfers of funds**

Fund providers have acknowledged that a portion of the funds provided are to be used for contingency and reserve costs which are necessarily incurred to enable these projects to proceed and to enable the trustees to provide an appropriate fund for the future development and financial stability of the Whitechapel Centre generally. Projects which show a deficit at 31 March 2021 require financial support to be given to those projects out of general reserves. The fund providers approve the use of surpluses arising on other projects funded to be used to support these areas

**Liverpool City Council**

The grant of £10,000 from the Community Resources Grant (Move project) was used for the purpose for which it was awarded.

The outgoing resources of £10,000 were spent as follows:

Salaries	£10,000
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This project incurred further expenditure of £28,967 which was met by the Whitechapel Centre as it was not eligible for CRU funding.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

**22 Operating lease commitments**

At the reporting end date the charity had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Within one year	447,371	35,029
Between two and five years	160,918	42,786
	<u>608,289</u>	<u>77,815</u>

**23 Designated funds**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	<b>Movement in funds</b>		<b>Movement in funds</b>		
	Balance at 1 April 2019	Income	Balance at 1 April 2020	Income	Balance at 31 March 2021
	£	£	£	£	£
Contingency fund	750,000	-	750,000	-	750,000
Premises fund	150,000	-	150,000	-	150,000
Development fund	250,000	-	250,000	-	250,000
	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>	<u>-</u>	<u>1,150,000</u>

The *contingency fund* exists to

- Cover staff salaries and associated costs, redundancy payments and sick pay in the event of reduced grant funding
- Help manage cash flow due to delays in receipt of grant funding. Sixty percent (60%) of the organisations grant income is paid quarterly, in arrears. Also, we have a number of contracts that involve payment by results, which causes further delays in payment schedules. The Contingency Fund helps ensure sufficient funds are available to manage this.

The *premises fund* relates to the associated costs and/or sourcing of alternative residential accommodation for clients and office premises for staff in the event of a disaster affecting one or more of our supported accommodation services or service hubs.

The *development fund* will make provision for seed funding for new services and ideas, funding to help transform existing services and funding to cover requirements for social impact bonds. This fund has been used to help develop new accommodation based services for homeless people. Also, it has been used to open a retail outlet that will generate a new income stream for the future.

**THE WHITECHAPEL CENTRE  
COMPANY LIMITED BY GUARANTEE  
NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)  
FOR THE YEAR ENDED 31 MARCH 2021**

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**24 Related party transactions**

**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Aggregate remuneration	72,882	71,442
	<u>72,882</u>	<u>71,442</u>

Trustees made donations of £2,066 (2020 £600) to the charity during the year.

There were no other related party transactions in the year.

No guarantees have been given or received.

**25 Cash generated from operations**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net expenditure for the reporting period (as per the statement of financial activities)	87,880	60,959
Adjustments for:		
Investment income recognised in the statement of financial activities	(5,336)	(4,899)
Movements in working capital:		
Decrease/(increase) in debtors	772,508	(140,566)
Increase in creditors	134,902	27,517
Increase in deferred income	39,811	146,187
Increase in provisions	114,679	-
<b>Cash generated from operations</b>	<u>1,144,444</u>	<u>89,198</u>

**26 Company limited by guarantee**

The Whitechapel Centre is incorporated under the Companies Act as a company limited by guarantee. The liability of the members is limited to £1.