

**Company no. 2433492**

**Charity no. 1088588**

# **Law Centres Federation**

## **Report and Audited Financial Statements**

**31 March 2024**

## **Law Centres Federation**

### **Reference and Administrative Details for the year ended 31 March 2024**

**Company number** 2433492  
**Charity number** 1088588  
**Registered office and operational address**  
1 Lady Hale Gate  
Gray's Inn  
London  
WC1X 8BS

#### **Executive Officers**

The following served on the Executive Committee throughout the year:

##### **From 1 April 2023 to 24 November 2023:**

**Chair:** Helen Rogers  
**Vice Chair:** Ursula O'Hare  
**Vice Chair:** Vicky Fewkes  
**Treasurer:** Patrick Marples  
**Secretary:** Ngaryan Li

**Committee Members:** Helen Bagley  
Sara Chandler (co-opted on 12 December 2022)  
Michael Fawole  
Najwa Hassan  
Laura Hastie  
Peter Kandler (co-opted on 12 December 2022)  
Victor McAllister  
Lydia Nash  
Pamela Robotham (co-opted on 12 December 2022)  
Emma Stradling  
Linda Summers

##### **From 24 November 2023 to 31 March 2024:**

**Chair:** Helen Rogers  
**Vice Chair:** Ursula O'Hare  
**Vice Chair:** Vicky Fewkes  
**Treasurer:** Patrick Marples  
**Secretary:** Ngaryan Li

**Committee Members:** Sara Chandler (co-opted on 11 December 2023)  
Michael Fawole  
Najwa Hassan  
Laura Hastie  
Peter Kandler (co-opted on 11 December 2023)  
Victor McAllister  
Lydia Nash  
Pamela Robotham (co-opted on 11 December 2023)  
Sagar Shah  
Emma Stradling  
Linda Summers  
Mark Weights

On 31 March 2024 there was 1 elected vacancy on the Executive Committee.  
The Officers and Committee Members are all members of the Executive Committee.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2024 was 42.

Members of the Executive Committee had no beneficial interest in the charity.

Bankers:      The Cooperative Bank  
                 Islington High Street  
                 London  
                 N1 9TR

CAF Bank  
25 Kings Hill Avenue  
Kings Hill, West Malling  
Kent, ME19 4JQ

Charity Bank Ltd  
Fosse House  
182 High Street  
Tonbridge  
TN9 1BE

Auditor:      Moore Kingston Smith LLP  
                 6<sup>th</sup> Floor  
                 9 Appold Street  
                 London  
                 EC2A 2AP

## **Law Centres Federation**

### **Report of the Executive Committee for the year ended 31 March 2024**

The Law Centres Federation is a registered charity and a company limited by guarantee. It is governed by the Memorandum and Articles of Association created in 1978 and last updated at the 2022 AGM. The company is registered at Companies House, registration number 2433492. The company is also a Registered Charity registration number 1088588.

The Law Centres Federation also operates as the Law Centres Network (LCN).

The reference and administrative details on page 1 form part of this report.

The Executive Committee, which is also the Board of Directors of the charitable company for the purposes of the Companies Act, submit its annual report and financial statements of the Law Centres Federation for the year ended 31 March 2024. The Executive Committee confirms that the annual report and financial statements of the Law Centres Federation comply with current statutory requirements, the requirements of its governing document, as provided in its Memorandum and Articles of Association, and the provisions of Accounting and Reporting by Charities preparing their accounts in accordance with Accounting and Reporting by FRS 102 Charities SORP.

#### **Election of Directors/Trustees to the Executive Committee and ongoing Training**

LCN is governed by an elected Executive Committee which has corporate and legal responsibility for all activities and functions of the organisation.

People are nominated prior to election, or re-election, by member Law Centres at the Annual General Meeting, in accordance with the Memorandum and Articles of Association of the Law Centres Federation. This provides for the election of 15 members: five officers, five representatives of member Law Centres' management committees and five employees of member Law Centres. Up to five additional Executive Committee members may be appointed by co-option.

The Law Centres Network is committed to ensuring that the membership of the Executive Committee reflects the diversity of its member Law Centres. It annually reviews its composition for diversity as well as the skills of its members to ensure that a balance is maintained of geographic, developmental, financial, legal and management skills across the Executive Committee to enable it to discharge its duties.

An induction event is offered to new Executive Committee members at the beginning of their term of office. All new Executive Committee members receive an induction pack that includes information about the Law Centres Network, and a briefing that outlines the roles and responsibilities of the Executive Committee as both company directors and charity trustees. Recent copies of minutes, management accounts and management reports, together with copies of the Memorandum and Articles of Association, are included in the induction pack. This pack is available online for all committee members.

#### **Charity Governance Code**

Throughout the year, trustees are provided with updated information on changes to relevant legislation, their responsibilities as trustees, new guidance provided by the Charities Commission including new guidance in September 2023 on charities use of Social Media, or other relevant information that may assist them to carry out their duties as Trustees. We also provide training on relevant topics and invite speakers to the Board Meetings as part of our ongoing training for trustees.

Trustees are aware of the Charity Governance Code published in 2017 that sets out the principles and recommended practice for good governance within the sector. LCN has reviewed its governance arrangements against the principles within the Code and believes that it is compliant whilst maintaining its need to operate its governance efficiently.

## **Law Centres Federation**

### **Report of the Executive Committee for the year ended 31 March 2024**

The charity purchased insurance costing £1,011 included in Support Costs, to protect it from loss arising from neglect or default of the Trustees Directors/ Executive Committee members and to indemnify the Trustees against the consequences of neglect or default on their part.

#### **Risk Management**

The Executive Committee (EC) has overall responsibility for ensuring that the charity has an appropriate system of controls, financial and otherwise. The system of internal controls is designed to provide assurance that the charity's funds are used in line with its charitable objects, for the purposes for which they were granted and for the public benefit. These controls include:

- A strategic plan, an annual budget and a cashflow projection for the next 18 months, all approved by the Executive Committee.
- Regular oversight and consideration by the Executive Committee of financial information, variance from budgets and non-financial performance reports.
- Delegation of authority and segregation of duties.
- Identification and management of risk.

Overall responsibility for the Law Centres Network rests with the Executive Committee. Day-to-day management of the LCN has been devolved to the Director.

The LCN undertakes formal risk management reviews. The Finance sub-committee of the EC has been charged with monitoring risk each quarter to report back to the EC meeting and alert it of any new risks or issues of concern. The Sub-Committee reviews the types of risk the charity faces, prioritising them in terms of potential impact and likelihood of occurrence, and identifying ways to mitigate the risks.

LCN identified the key risk in the coming three years as: securing sufficient core funds, particularly given the ongoing impact of inflation, cost of living crisis and ending of multi-year grants; loss of key personnel; and the ongoing difficulty Law Centres, and all organisations across the legal aid sector, have recruiting and retaining suitably qualified staff. The Trustees also consider the potential impact of political instability and a regularly changing policy environment as a risk for both Law Centres and LCN. Mitigations are in place for each of these risks.

The Executive Committee is pleased to report that the charity's internal financial controls conform to guidelines issued by the Charity Commission.

#### **Pay and remuneration of the charity's key management personnel**

All LCN staff including key managers have their salary set against the NJC Pay Scales. New staff starting salary is set at the pay point which most closely matches their job description. Increases to the Award, which occur from time-to-time, are passed on to staff. The Human Resources Sub-Committee of the Executive Committee monitor salary policy and make changes as required.

#### **Public Benefit**

The Executive Committee (EC) considers that the activity undertaken to achieve its Vision and Mission are for the benefit of the public. The EC referred to the guidance contained in the Charity Commission's general guidance on public benefit including the guidance 'Public Benefit: Running a Charity (PB)' when reviewing its strategic objectives and setting the approach it will take as part of its annual planning process. The EC also reviews progress against the objectives and activity undertaken on a quarterly basis.

## **Law Centres Federation Report of the Executive Committee for the year ended 31 March 2024**

LCN's activities benefit the public in 3 ways:

1. Through working with organisations to establish Law Centre services in new areas, thereby increasing access to free legal assistance for people in financial hardship.
2. Through providing services to Law Centres that enable them to provide legal services to vulnerable and disadvantaged people in their communities with activities such as assisting with tender preparation and funding bids, training, governance support, facilitating effective collaboration and sharing of resources.
3. Through policy work that seeks to address the underlying causes of people's legal problems through strategic projects, through responding to consultations, participating in reviews, representing Law Centres with decision makers, and through working to extend the availability of free legal services for disadvantaged people.

LCN reports publicly on its activity and impact in its Annual Review available on our website:

[LCN Annual Review 2022-23.pdf \(ctfassets.net\)](#) and published with our annual return to the Charities Commission.

Throughout 2023-2024 LCN considered all its activities were for the benefit of the public and were guided by our strategic plan.

### **Objects and Activities**

The Law Centres Federation (LCN) is the national organisation that represents Law Centres. The term "Law Centre" is a registered trademark, available for use only by members of the Law Centres Federation.

The objects of the Law Centres Federation (LCN) are:

1. To relieve charitable need, in particular financial hardship, and in so doing provide assistance to Law Centres and encourage the formation of Law Centres in the United Kingdom.
2. To advance the education of the public by assisting Law Centres in improving and diffusing knowledge of the law and the practice of the law and the administration of justice, having regard especially to those areas or the law which are of particular concern to poor people or are directed to the relief of poverty.

Law Centres are not-for-profit legal service providers, specialising in social welfare law (housing, immigration, employment, welfare benefits, mental health, community care, public law, etc) and related areas of law that affect people in their daily lives, particularly people who are vulnerable and/or economically disadvantaged. Without Law Centres hundreds of thousands of people would have no meaningful access to justice and could not resolve their problems so would be hindered from taking up opportunities.

To become a Law Centre an organisation needs to be vetted by the Law Centres Network, and then voted in by the current membership at a General Meeting. To enjoy the benefits of membership each Law Centre has to comply with membership regulations, including employing at least 2 lawyers and having an independent management committee drawn from the community it serves.

On 31 March 2024 there were 42 Law Centres operating that are members of the Law Centres Network. LCN also has 2 Affiliates. Affiliate status is intended specifically for collegiate law clinics, operated by law students under professional supervision, to ally themselves with Law Centres' work for access to justice and to suggest social welfare law as a career path to a new generation of legal professionals.

The Executive Committee secured resources to employ a Director with 12 staff to implement the organisation's strategic objectives in 2023-2024. These are reviewed and agreed each year so that LCN can achieve its vision and mission:

## Law Centres Federation

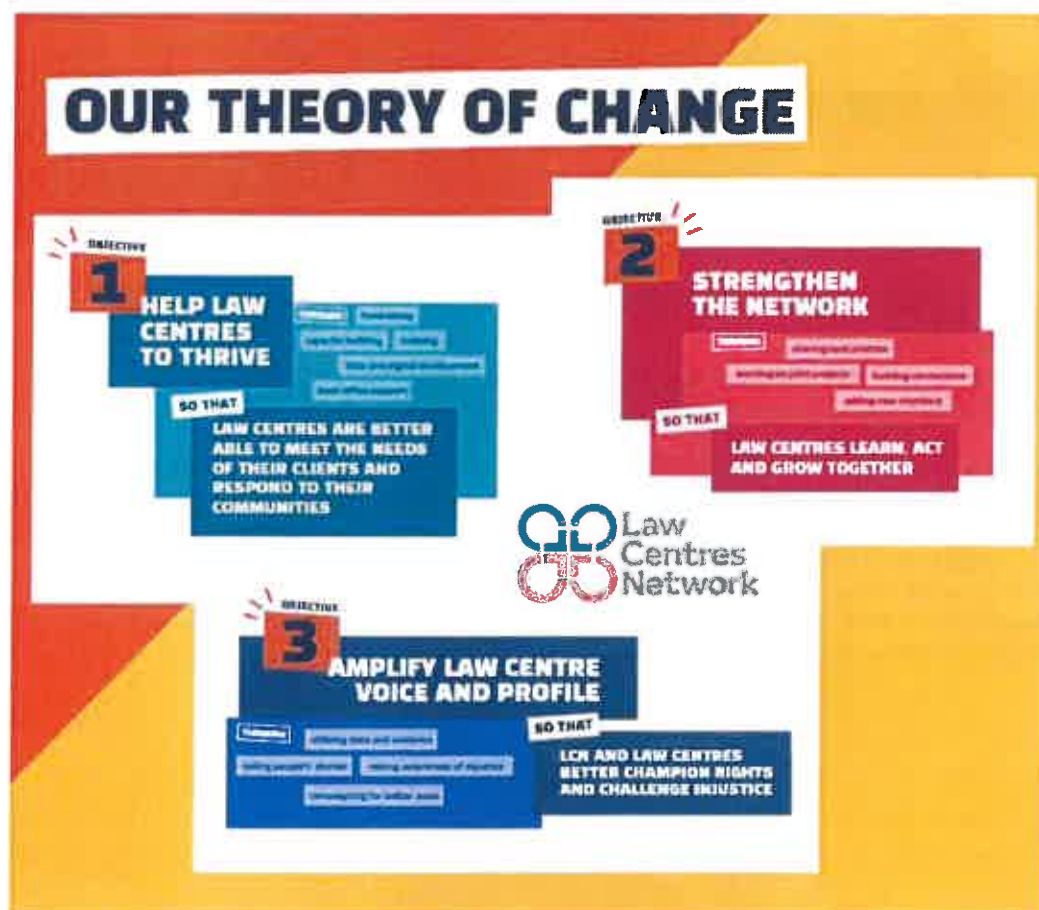
### Report of the Executive Committee for the year ended 31 March 2024

**LCN's Vision** - The Law Centres Network strives for a just and equal society where everyone's rights are valued, defended and protected.

**LCN's Mission** - We uphold justice for socially and economically disadvantaged members of society by supporting a national network of Law Centres that use their legal skills as a tool for change and their legal expertise to defend the rights of people in their communities. We represent Law Centres at all levels of government and national forums, we help centres to maximise their potential as sustainable organisations, we initiate new Law Centre services for particularly vulnerable groups, and we champion the Law Centre model. We are the collective voice of Law Centres.

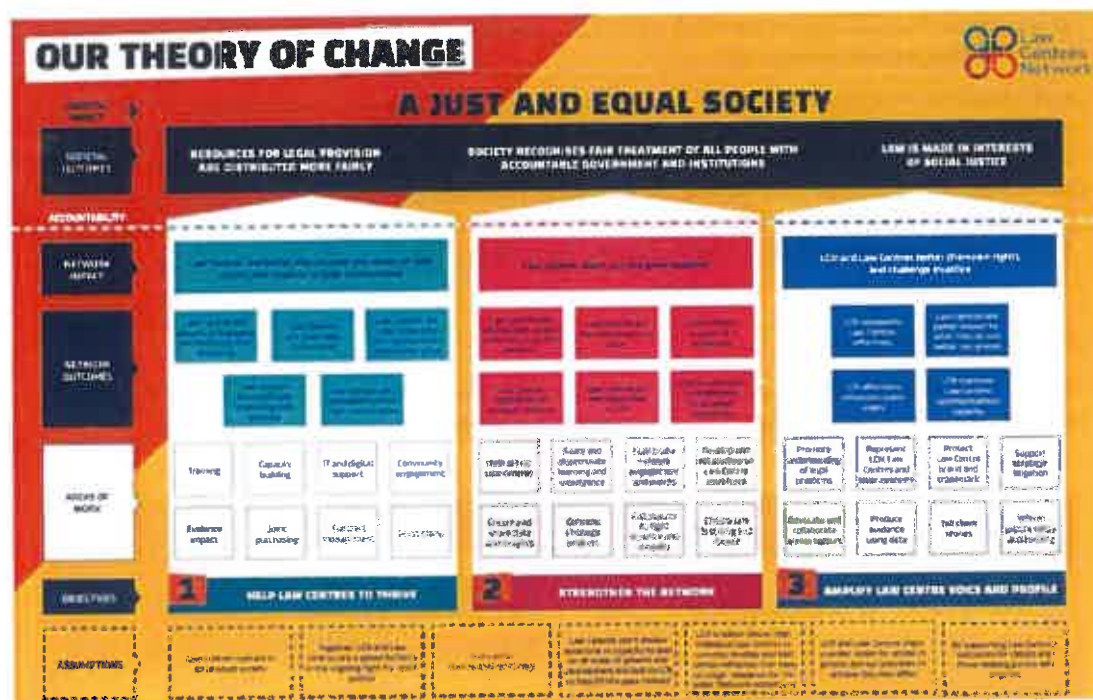
### LCN's Theory of Change

Below is our Theory of Change that illustrates how LCN will achieve its Mission and make the change we seek to make in service of our charitable objects.





**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**



The Theory of Change illustrates LCN's Strategic Objectives for 2023-2024 and until 2029.

1. Help Law Centres to thrive
2. Strengthen the network of Law Centres
3. Amplify the collective voice and profile of Law Centres

The Law Centres Network acts as a catalyst for activity across Law Centres, working on a national level to reveal injustice, analysing needs and root causes and advocating for change. LCN is uniquely placed to identify what has worked, collect evidence and share that learning across the network of Law Centres and then support other Law Centres to take up proven methods. It drives quality across Law Centres and enables local Law Centres to join together so they can design strategic national responses and exert influence, yet still be embedded in and driven by the needs in their local communities. In this way LCN achieves its charitable objects and its public benefit is produced.



**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

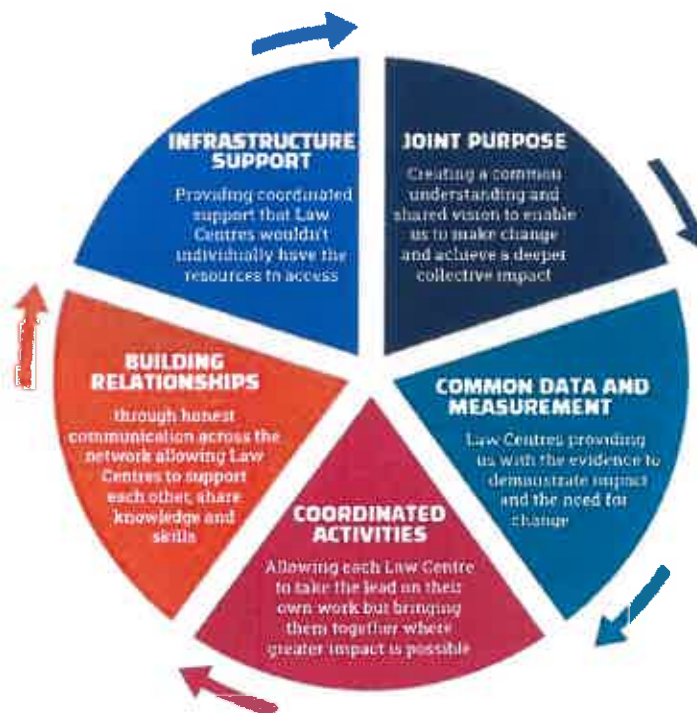
**New 5 year Strategic Plan**

As reported in 2023 we undertook a 360 degree review of our previous Strategic Plan. Based on the findings and recommendations LCN has adopted a new plan for the coming 5 years.



A particular focus of the new strategy is to harness the network of Law Centres to achieve a deeper impact. The following illustration indicates **how** LCN achieves this impact.

Following the illustration below we report on the progress that was made in 2023-2024 against the plan of work developed to achieve the strategic objectives. Each objective also highlights some of the impact of this activity.



## Progress against LCN's Strategic Objectives for 2023-24

### Strategic Objective 1 - Help Law Centres to thrive



In **2023-2024** to achieve the objective to **Help Law Centres to thrive** the following streams of work were undertaken. The work was funded by:

- LCN Membership Subscriptions
- AB Charitable Trust
- John Ellerman Foundation
- London Legal Support Trust
- The National Lotteries Community Digital Fund
- The Legal Education Foundation



Law Centres are uniquely placed to use the law as a tool for social change, but our network is only as strong as our weakest member. Our continued progress towards a just and equal society is only possible if each and every Law Centre can secure and deploy the resources it needs.

Our work under this objective is about supporting Law Centres to:

- Improve their financial sustainability
- Identify and embed best and emerging practice

## Law Centres Federation

### Report of the Executive Committee for the year ended 31 March 2024

- better understand their role as legal advice organisations within their local ecosystem of residents, community groups, and other charities
- manage and deploy their people, money, buildings, time, equipment, and data more effectively
- identify potential challenges at an earlier stage and act quickly to mitigate them

Beyond these overarching themes, our close relationship with members means we can respond quickly and strategically to emerging pressures and opportunities, such as developments in AI or new pathways to solicitor qualification.

This year, we have undertaken work in the following initiatives:

Initiative Name	Description
Community Engagement	Ongoing support to help Law Centres better understand their role within their communities and to engage more effectively with the people they represent.
Digital Program Management	LCN's digital transformation programme is a framework to support the individual digital transformation of Law Centres to enable them to harness digital solutions to enhance their ability to strive for a just and equal society where everyone's rights are valued, defended and protected.
Digital Back Office Project	Implementing a custom configuration of Salesforce designed on Law Centres' requirements for managing back-office functions like HR, grants, contacts and office compliance.
Law Centre Fundraising	This is part of LCN's routine work to provide funding support to Law Centres in the form of: capacity building direct support and training raising awareness of funding opportunities supporting or leading on collaborative bids developing resources and sharing learning on applying for and managing grants, donations and contracts.
IT Infrastructure	This is part of LCN's broader Digital Transformation program to ensure that Law Centres have the IT infrastructure they need to effectively and efficiently run their Centre and deliver services.
Enquiry Desk	A project as part of LCN's wider Digital Transformation Program to test out the concept of deploying a tool to help Law Centres capture data on enquiries and client profile, including those people they have to turn away.
Law Centre Capacity Building	This is about building Law Centre's capacity so they are better able to meet the needs of their clients and respond to their communities. It includes direct support and training.

## **Law Centres Federation Report of the Executive Committee for the year ended 31 March 2024**

Underpinning each of these initiatives is a series of workstreams, including:

### **Law Centre Hubs (funded by The Baring Foundation)**

Demand for social welfare legal advice is increasing and Law Centres simply can't keep up. Many of the problems that drive people to Law Centres are systemic; caused by biased systems, poor decision making, and fractured services. Our hub project aims to support a cohort of Law Centres to explore a 'hub' model of legal action for their communities. This means that, in addition to advising and representing individuals, they will work with local partners in a joint effort towards a broader social change goal; one that, if achieved, could lead to changes in policy, law, behaviours or attitudes, or new ways of designing and delivering services. Since March, we have supported Law Centres in three separate regions — Vauxhall in Merseyside, Derbyshire in the Midlands, and Suffolk in East Anglia — to develop their respective approaches.

As each Law Centre advances its goal, we are surfacing and capturing their learning – convening, coaching, connecting, and questioning. During year two we will look to outline just how Law Centres and similar organisations can use their legal skills to inform, advise and represent local groups, so together they can achieve meaningful change. Law Centres' capacity to help individuals with their cases is not expected to grow significantly, so making common cause with other groups and stretching our legal skills in other directions is a timely project for these trying times.

### **Funding for Law Centres**

As people struggle through the cost-of-living crisis, so do the organisations that are meant to help them through hardship. This year has been crucial for ensuring that Law Centres are able to continue to serve their communities. We have been working in partnership with Law Centres, other community organisations and the London Legal Support Trust to fight the cost-of-living crisis across the capital. Backed by the Greater London Authority, the project aims to increase advice capacity to Londoners in hardship, and to deliver it in ways that respond to their needs. After a successful first year, when the project helped thousands access nearly £10m in additional support, the Mayor of London renewed its funding. We have also mobilised our resources to help Law Centres nationwide meet this fundraising challenge. Our offer included opportunity briefings, bid writing workshops, and 1:1 bid checking and development. Through this we supported 31 Law Centres with 63 grant applications, raising a total of £7.9m.

We have also helped Law Centres bid for legal aid contracts in two tender exercises. Last winter, this covered the expanded Housing Loss Prevention Advice Service (HLPAS) as well as seizing opportunities for contracts in additional areas of practice. These contracts were barely underway when the tender for their replacements opened in the autumn. Within a month, every Law Centre had to bid to replace each of the multiple legal aid contracts it held and wanted to continue to deliver. Within the first week, we briefed Law Centres on the terms of the new contracts. In the second and third week, we delivered four workshops to guide them through writing their bids. In the fourth, we checked and fed back on bids before they were submitted.

In addition, for the first time in over a decade, the government decided to support the creation of new legal aid lawyers through a pilot training grants scheme. Teaming up with the company that administered the grants, we improved the selection criteria to get the best candidates for the job. We also helped Law Centres apply for the grants, assisting six of them to get the funding. With it, they will train up new legal aid lawyers in what we think is the best setting for it.

### **Training for Law Centres**

Few realise the unique challenges that come with the Law Centre territory, such as running a small charity that is also a law practice; adhering to requirements from multiple regulators; and facing a sector-wide recruitment and retention crisis. Encountering this level of complexity can be daunting, so we provide member support in several key ways.

To resolve particular operations issues, we offer coaching to senior staff members in Law Centres. In the past year, we held over 55 one-on-one coaching sessions, that also enable us to identify and address

## Law Centres Federation Report of the Executive Committee for the year ended 31 March 2024

further support needs. We also facilitate peer support for Law Centre leaders, in part through popular weekly meetings when they can connect with colleagues across the network, share challenges and successes and seek advice.

We also continue to support over 25 themed communities of practice that allow practitioners from every Law Centre to engage with their peers in other Law Centres. In these groups, that from this year enjoy the integration of Office 365, colleagues can ask and answer questions, discuss challenges and opportunities and connect across the network. We are all the richer for this.

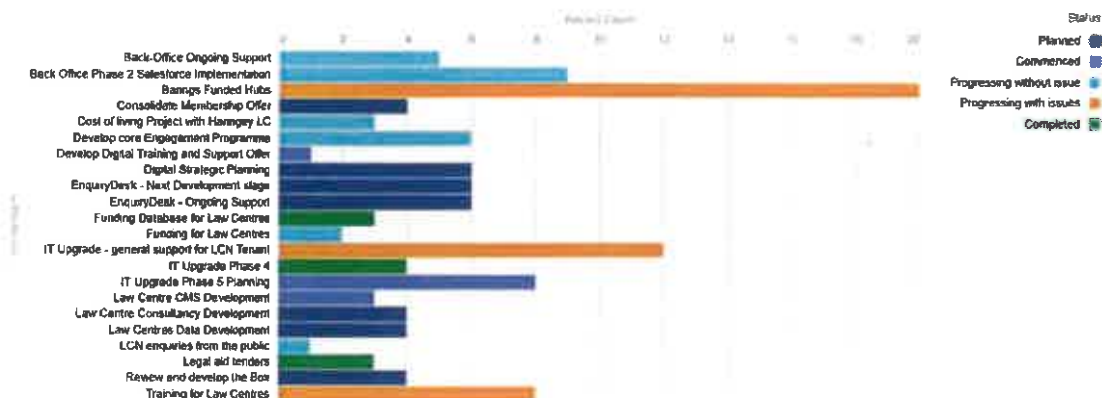
To encourage learning and contemplative practice, LCN runs regular themed training sessions on practical issues for staff and volunteers at Law Centres. This year we held 32 such sessions, attended by nearly 700 people from our members. Satisfaction levels are consistently high, with over two-thirds of attendees finding the sessions 'very good' or 'excellent'.

If running a Law Centre can be demanding for managers, it can baffle trustees, who steer Law Centres in a voluntary capacity. For this reason, a training highlight this year has been a five-session series on various aspects of Law Centre governance. New and experienced management committee members have considered how to understand local need and use it to shape services; how to approach data and reporting; the fundamentals of Law Centre funding; and understanding and managing risk.

### Our progress:

#### Objective 1: Workstream Progress

Delay



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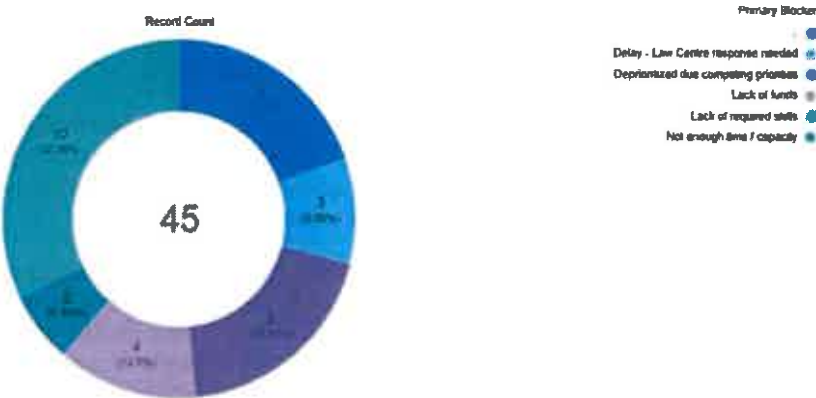


Law Centres Federation  
Report of the Executive Committee for the year ended 31 March 2024

The main **blocks** to progress are:

Obj. 1 Workstream Tasks - Primary Blockers

Issues flagged with progressing tasks



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The **impact** of this work in 2023:





**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

**Strategic Objective 2 - Strengthen the network of Law Centres**



The following programmes of work were funded by:

- LCN Membership Subscriptions
- AB Charitable Trust
- John Ellerman Foundation
- The Bell Foundation
- London Legal Support Trust
- The Legal Education Foundation



Our members tell us that one of the biggest benefits of being a Law Centre is the opportunity to join with others in a combined effort to change society for the better. Although each is unique, they are all working towards the same goal, with shared challenges and opportunities. They can also do more because they're together. This objective is about convening and connecting Law Centres to leverage their shared experience and deepen their impact by working together to address systemic issues. This helps to ensure that Law Centres:

- Offer consistently high-quality services
- Feel part of a movement
- Collaborate on strategic projects
- Are desirable places to work

**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

It also aims to make sure that LCN has the resources it needs to properly support its members. This year, we have undertaken work in the following initiatives:

Initiative Name	Description
Family Law Project	A project to explore how Law Centres might increase access to family law advice, in partnership with LCN and Mishcon de Raya.
Law Centre Engagement	Deepening LCN's relationship with Law Centres so that we have the intelligence we need to support them, convene them, and advocate for them.
Law Centre Workforce Development	Supporting Law Centres to attract, recruit, develop and retain the staff they need.
LCN Conference	Holding an annual conference to bring together Law Centres around shared challenges and interest areas, building community and action planning on how as a Network we can grow and thrive.
LCN Data	This is about building the data maturity of LCN to ensure we have the right skills, tools, leadership, culture and governance to collect, analyze and draw, as well as share, insights from the important data we hold on our operations and Law Centres' legal work.
LCN Finances	This is about ensuring LCN has the financial resources it needs to deliver its objectives and ensuring the organisation is financially resilient.
LCN Governance	This is about ensuring LCN has the relevant governance infrastructure to ensure the effective running and stewardship of the organisation.
LCN Website	This is about designing and improving LCN's website through agile iteration.
LCN Workforce Development	This is about ensuring LCN has the workforce it needs to deliver on its objectives.
Member's Platform	This initiative is about developing a platform for members and LCN to share information and engage with one another.
New Law Centres	This is about increasing the coverage of Law Centres across the country. The work is mainly reactive but with more capacity can allow for more proactive activity to build up Law Centre presence, particularly in so called 'advice deserts'.
Racial Justice	Programme of work with Law Centres focused on dismantling system racism.

Our work towards this objective includes:

**Workforce Development**

As the UK struggles through tough times, this is keenly felt in Law Centres, who help those worst affected. Our network-wide employee assistance programme reflects the toll this takes on Law Centre people. This year, nearly two-thirds of the colleagues who have used it have accessed counselling, with anxiety being the most common complaint, in 2 in 5 of cases. We are glad to be able to offer this resource, which also offers confidential advice, guidance and a wellbeing portal.

## **Law Centres Federation**

### **Report of the Executive Committee for the year ended 31 March 2024**

In these conditions, workforce development continues to be among our biggest challenges. Building on previous scoping work, this year we continued to explore it with Law Centres, sector colleagues, funders and the Legal Aid Agency. Thanks to the Propel programme, we have secured funding to work with five London Law Centres over the next three years. This has allowed us to recruit a cohort of seven apprentice solicitors to increase access to justice in the capital, while testing new approaches to recruitment, training and retention. We will share our learnings nationwide as we continue to seek additional funding to address the different challenges of Law Centres outside of London.

#### **New Law Centres**

As a movement for change we continue to grow. Over the last year we have streamlined our application and on-boarding process for prospective members, greatly reducing the administrative burden and providing a clearer pathway to Law Centre status.

In September 2023, Leicester-based Community Advice & Law Service joined our ranks, becoming Leicester Community Advice & Law Centre. They were swiftly followed by RCJ Advice who were granted membership in November but are yet to begin operating as a Law Centre, in part due to the very sad and untimely passing of their highly regarded Chief Executive, Allison Lamb. We continue to work with seven other organisations moving towards membership in the coming year.

#### **LCN Governance**

In 2023 the Executive Committee decided that it was time to review and rewrite LCN's Memorandum and Articles of Association to make sure it was a governing document suitable for our needs in the twenty-first century. Our current Memorandum & Articles, although amended over the years, was written in 1978, almost 50 years ago. We are not changing the charitable objects or the fundamentals of Articles but simplifying, clarifying and modernising them. With the expertise and many hours of work from Allen & Overy Shearman, we aim to adopt the new governing document at the 2024 AGM.

In addition to the revised Articles, the Membership Agreement is being rewritten to sit alongside the new Articles. Like the Articles, the purpose of the Agreement and the criteria of membership will remain the same, but it will more clearly set out what it means to be a member of the network of Law Centres.

#### **LCN Data**

Having adopted the new Theory of Change and agreed the next 5 years' strategic plan, LCN has put considerable work into collecting the data that can evidence our progress and impact against the Theory of Change and Strategic Plan. The graphs throughout this report are produced by LCN's Salesforce implementation developed to collect the data and other evidence to monitor and report on our work. It is a long and slow process and not finished yet. We will continue to develop the data we collect as we better understand how we should measure our impact.

Data is a critical resource for LCN, Law Centres and most other organisations. Consequently, the governance of data, its security and the protection of privacy are now major areas of concern. LCN has Cyber Essentials accreditation and assists Law Centres to become accredited. Data governance is an area of work that continues to grow and will be a major focus in coming years.

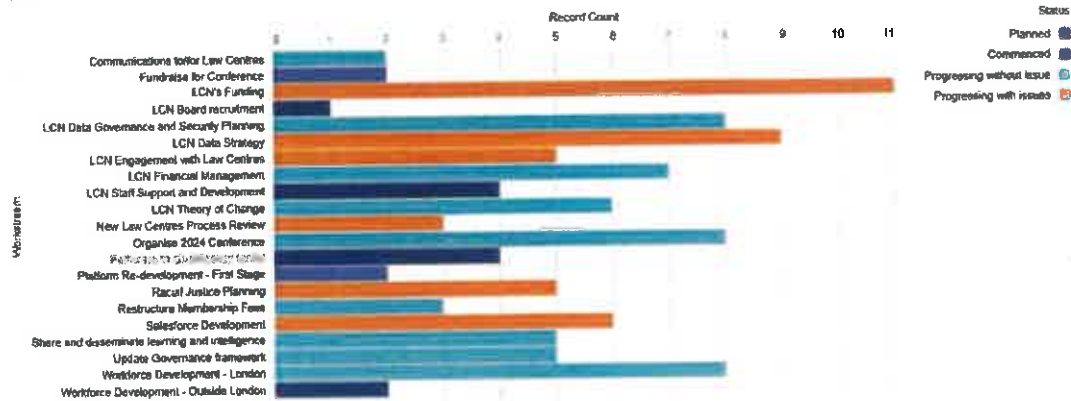
Developing LCN's and Law Centres' data maturity is a key project for the coming 5 years. We plan to commence a programme of work with London Law Centres and other partner organisations in London in 2024-2025 with the support of the City Bridge Foundation.

Our **progress** and **impact** are illustrated on the following page.

## Law Centres Federation Report of the Executive Committee for the year ended 31 March 2024

### Objective 2: Workstream Progress

Detail



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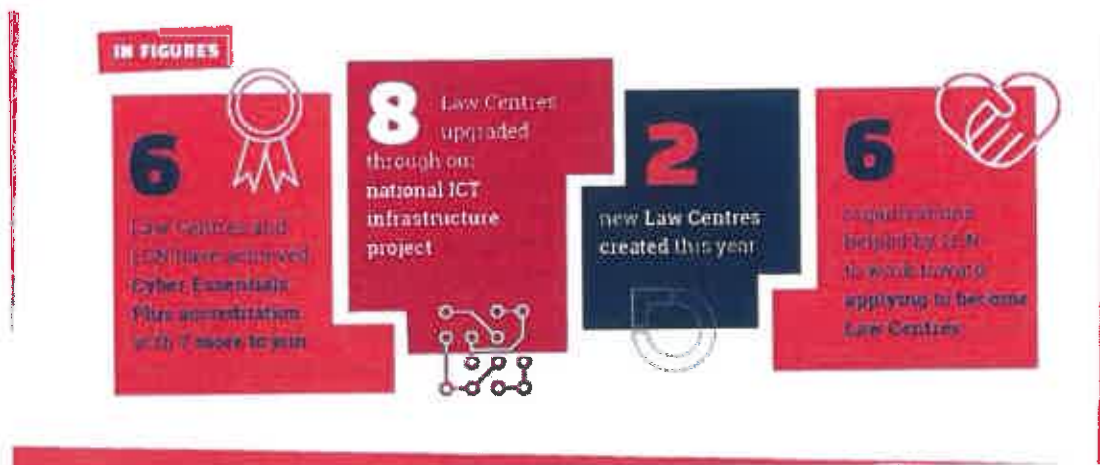
### Obj. 2 Workstream Tasks - Primary Blockers

Issues flagged with progressing issues



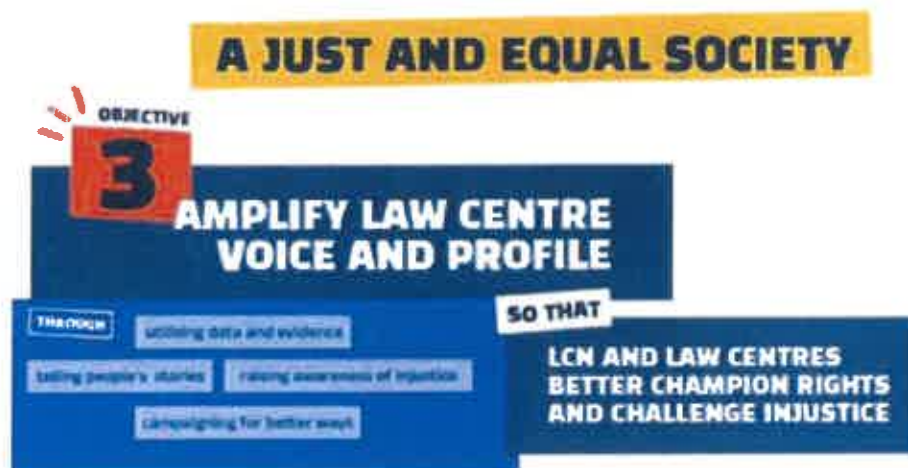
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### Some of our impact:



**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

**Strategic Objective 3 - Amplify the collective voice of Law Centres**



The following programmes of work which was funded by:

- LCN Membership Subscriptions
- Esmée Fairbairn Foundation
- John Ellerman Foundation



To bring about a just and equal society, we need to work toward social change. To affect social change, we know that Law Centres must not stick to their proverbial knitting. Rather, we need to engage the public with what Law Centres' work teaches us about the change that our society needs. To do this well, LCN has identified as one of its key objectives the raising of Law Centres' profile, which in turn would enable us to amplify their advocacy voice.

Pursuing this, LCN aims first to establish Law Centres' standing in the discourse on social reform. We make people aware of Law Centres and what they do, emphasising their professionalism as law practices, their strong roots in their respective communities, and their places in a wider, longstanding movement. This then creates space for LCN to speak out more effectively: convey their clients' voices, to point out injustices and how they can be righted, and to support their arguments with data and expert analysis.

There are two distinct but overlapping parts to this work, the first is focused on policy and direct advocacy, and the second on communications (public advocacy), profile raising and building Law Centres' brand's recognition – that is, people's understanding of what we stand for and why they should listen to us. Last



**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

year, these were borne out in four high level areas of work. To achieve this, we are undertaking the following initiatives:

Initiative Name	Description
<b>Access to Justice Policy</b>	Advocating with the government and other stakeholders for a fairer access to justice policy, beyond legal aid: this includes commissioning legal support services, maintaining the justice system's accessibility to vulnerable people through court reform and digitalisation, ensuring that new forms of dispute resolution better meet legal needs, and that legal service regulation is proportionate and enabling.
<b>Civil Legal Aid Policy</b>	Advocating with the government for better civil legal aid policy: more inclusive scope and eligibility, greater availability across the country, more streamlined processes and fairer remuneration - as well as greater infrastructure investment in local offices and the legal aid workforce.
<b>Communications - External</b>	This initiative covers LCN approach for raising the profile of Law Centres and their work externally.
<b>Law Centre Branding</b>	This is about developing and sharing the Law Centre branding material.
<b>Communications - Law Centres</b>	This initiative covers LCN approach for building Law Centres' capacity and skills around communications, including how LCN communicates with Law Centres
<b>Law Centre Data</b>	This is about building the data maturity of Law Centres to ensure they have the right skills, tools, leadership, culture and governance to collect, analyze and draw, as well as share, insights from the important data they hold on their operations and legal work.
<b>Social Justice Advocacy</b>	Collective heading for LCN's advocacy work on issues relating to Law Centres' work that are beyond the justice portfolio: these include migrant rights and migrant support, renters' rights and access to redress, workers' rights, disability rights and overall human rights.
<b>Overcoming Language Barriers to Access Justice</b>	The project will use LCN's policy expertise together with that of the partners to help remove barriers that prevent people who speak English as another language to access justice.  We will use LCN's membership of various reference and advisory groups with Ministry of Justice (MoJ) and His Majesty's Court and Tribunal Service (HMCTS) to identify and advocate for changes required to services (including digital tools) to enable better access to the justice system. We will also work with the partner Law Centres to identify systemic barriers at a local level and identify and advocate for the change needed.

In a busier year than before, our policy work had two main preoccupations:

- **Advocating for greater access to justice**, especially for people in disadvantage: this included engagement with two comprehensive review of civil legal aid, one by the Ministry of Justice itself and another by the National Audit Office, to influence their findings and recommendations. We also engaged with the Opposition to get new policy ideas into circulation, contributing to a pamphlet by the Society of Labour Lawyers espousing a national legal service. We have also influenced policymakers on the direction of existing provisions, such as the Home Loss Prevention Advice Service and the review of legal aid's means threshold, both showing initial promise.
- **Advocating for the rights of disadvantaged groups** and upholding them: here we have continued and escalated two pre-existing advocacy projects. As part of the Renters Reform Coalition we campaigned for the housing rights of the UK's 13m private renters, including affordability, home standards, protections and preventing evictions. We have also been advocating for migrants' rights through two joint campaigns and beyond them. This has



## Law Centres Federation

### Report of the Executive Committee for the year ended 31 March 2024

included asylum seekers' right to work and to reunite with families already in the UK, as well as ensuring that, if a migrant is detained and faces removal from the UK, they can access a legal aid lawyer to defend their rights.

Our communications and profile-raising work has also seen a busy year, chiefly on two fronts:

- **Stepping up our communications output and its impact:** we have put in considerable work to post more digital content on our website and social media, that would reach more people and engage them with more attractive, more visual content. Along with this, we have worked with Law Centres to support the network of new and existing communications role holders across the county. We also helped them respond to news media enquiries more effectively, resulting in an increase in media appearances, especially in national publications/channels. In terms of content, our communications combine three main factors: showcasing Law Centres, their people and work; platforming our advocacy work, as above; and, importantly, featuring Law Centre clients' voices.

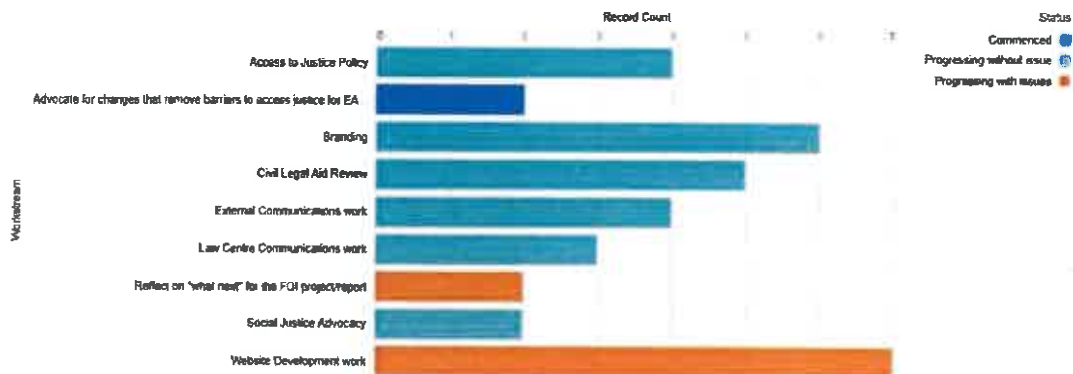


**Relaunching our website, sporting refreshed branding:** in December, we were very happy to relaunch our website, that serves a dual role as LCN's own website as well as an entry point to local Law Centres and their services. The new website was largely developed in house, and takes a new, more semantic approach to how we present information, and uses no cookies. However, what visitors would notice most readily is the refreshed brand identity that it showcases: a clear, bolder look; an authentic, informed feel; and a brighter extended colour palette, all better to engage the public.

## Law Centres Federation Report of the Executive Committee for the year ended 31 March 2024

### Objective 3: Workstream Progress

[Detail](#)



5 Jul 2024 13:00 - Viewing as Alex Charles

### Obj. 3 Workstream Issues - Primary Blockers

[Issues flagged with progressing work](#)



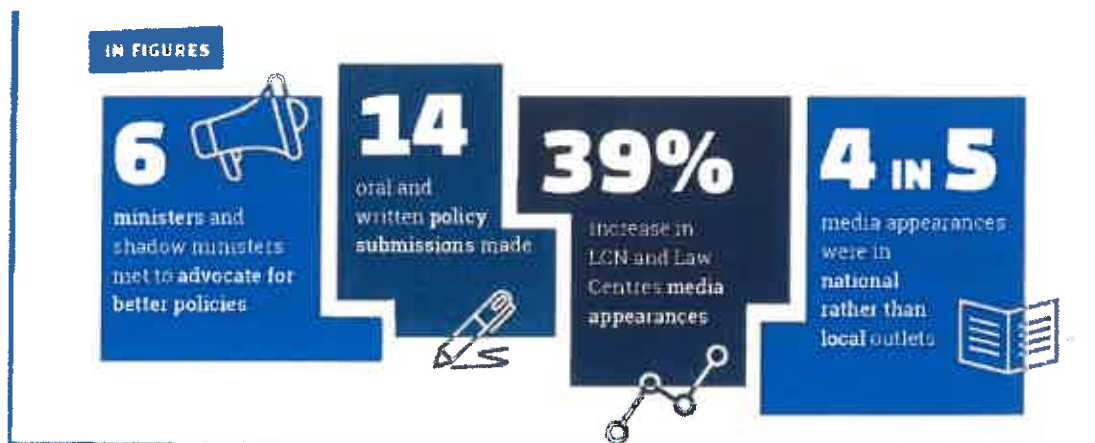
5 Jul 2024 13:00 - Viewing as Alex Charles

### Some of our **Impact** of Objective 3:

The general election called in June has disrupted some work planned for the period, but it has not affected the accumulated impact of our advocacy and communications work. On the contrary, the change of government presents opportunities to build on last year's solid progress.

LCN has made the best case that it could have in the Review of Civil Legal Aid, and much of our evidence and arguments is reflected in the National Audit Office report, published in February. While the Renters (Reform) Bill fell away as Parliament was dissolved, there remains the political will to make generational changes to private renters' rights and, through our recent work, LCN is better placed than before to influence this.

A key plank in this influencing work is our communications and profile building, where LCN is in a stronger position than a year ago thanks to the developments reported above. We already see the increased media interest that this work has generated and look to better exploit it. This advancement also provides us with a good foundation to work more closely with member Law Centres on engaging new MPs and ministers with our calls to action on social justice.



### The Future - the next 10 years

The simple reality is that the speed of change is such that detailed planning for any longer than 6-12 months is often of very limited value as the staffing, funding, political and technological environment changes at a pace which means that strategic and operational planning need to be agile and adaptable (to ensure that opportunities are taken and that risks are managed and mitigated).

For this reason, LCN has changed its approach to business planning. Instead of annual reviews, we have implemented a 6 monthly review process. At each review, detail for the coming six months will be updated and the plan will be extended so that it always looks at least three years into the future.

In December 2019 LCN set out a longer term (10 years) outlook for Law Centres and for LCN. This gives us a clear sense of direction and aspiration. In early 2024 we reviewed the 10 year outlook. Below is our ambition:

**Our 10-year ambition is that we work towards:**

- 1. The national network of Law Centres will have grown to at least 50 Centres;**
- 2. All Law Centres will be resilient and secure with access to the latest technology and able to meet community needs and expectations;**
- 3. Law Centres will be recognised as rights-based organisations working with local communities to use the law as a tool for change;**
- 4. LCN will remain at the heart of the network providing an increased range of support services to Law Centres and recognised nationally as the voice of Law Centres and a champion for access to justice and social change.**

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**Report of the Executive Committee for the year ended 31 March 2024**

**The next 5 years**

LCN's new strategic plan based on the updated Theory of Change has identified that in the coming 5 years we will focus on the following:

## THE NEXT FIVE YEARS

Based on the recommendations made by Social Finance following their review in 2023, the next five years will see us focus on:

- **Funding:** Help to identify sources of funding outside of legal aid and coordinate funding applications.
- **Workforce development:** LCN to assist Law Centres manage the staffing challenges informed by the needs of the centres. This could include support for recruitment, succession planning; developing relationships with universities/schools and benchmarking data on Law Centre pay scales.
- **Cooperation:** LCN to continue to support more cross-centre collaboration in Law Centres. Ensure all LC staff are aware of LCN offering.
- **Advocacy:** Make a louder policy push to gain updated Legal Aid contract fees.
- **Impact:** Support Law Centres to articulate succinctly the impact of Law Centres' work in ways that appeal to funders, including storytelling linked to data and focus on the client perspective.
- **Community:** Build on current work with Law Centres to be embedded (organisationally connected and visible to those in need) in the service of their communities.
- **IT, Data and Digital:** Offering IT and digital support and training opportunities to meet the needs of those who are less skilled in this area. Continue to develop the digital programme. Work to develop data maturity across the network.

### The Year Ahead - 2024/2025

Following the external review of LCN and the continued focus on our new Theory of Change, in 2024-2025 LCN aims to continue to work towards the following 3 objectives:

1. **Help Law Centres to thrive – getting more help to people in need**
2. **Strengthen the network of Law Centres – solving bigger problems together**
3. **Amplify the collective voice of Law Centres – speaking out for change**

### Fundraising Practice

As for many charities, raising voluntary funds from trusts, foundations and individuals is a vital source of income for LCN, enabling us to fulfil our charitable objectives as effectively as possible. We are very grateful for the support given by all our donors.

LCN believes that fundraising should be an open, honest and respectful process. We aim to build and maintain solid partnerships with our supporters and donors, based on mutual understanding and shared values. In developing our approach to fundraising we have taken account of the Code of Fundraising Practice issued by the Fundraising Regulator. LCN is registered with the Fundraising Regulator.

LCN operates with a small internal fundraising team. LCN does not, nor will not, engage in face-to-face or telephone fundraising. LCN has received no complaints about its fundraising activities either during the financial year or subsequently.

**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

**GDPR and Cyber Essential**

LCN continues to monitor our compliance with GDPR. LCN's Privacy Policy, published on our website, clearly states what personal data LCN will hold in relation to supporters and how this data will be used. It also sets out how individuals can raise concerns or complaints. In 2023-2024, we undertook the work to be certified as having met the Cyber Essential standard.

**Financial review**

The total net incoming resources for LCN were £32,386. (2023: outgoing resources (£156,667)).

LCN had a net deficit on unrestricted funds of (£13,946). Together with the accumulated surplus brought forward from previous years, the charitable company now has unrestricted funds of £98,899 (2023 £112,845).

Our main source of unrestricted income continues to be from subscriptions from Law Centres and donations. In addition, a contribution this year of £5,483 gifts-in-kind was generously provided by several law firms (2023: £9,470).

Restricted funds at 31 March 2024 amounted to £214,302 (2023: £167,970) This is sufficient for the activities for which the funds were provided.

**Reserves policy**

The Executive Committee has considered the following factors when considering a reserves policy:

- the organisation's contractual obligations to its staff in terms of parental rights, sickness pay and redundancy provisions;
- the organisation's obligation to maintain a safe and clean working environment;
- that certain equipment is essential for our work;
- that an increasing proportion of the organisation's income is now derived from fixed term project grants.

The Executive Committee agreed that LCN should aim to maintain unrestricted funds equal to six month's core service running costs. This amounts to £129,450. The current level of unrestricted reserves is £98,899, at Balance Sheet date. This is sufficient for LCN to run for 4.5 months.

The level of unrestricted reserves and available cash is sufficient for LCN to meet its obligations should it cease trading. With the award of new multi-year grants, the EC anticipates that they will achieve a small surplus in 2024 - 2025 and will aim to rebuild reserves to the level they believe is prudent given the current circumstances in the UK. The EC noted that LCN needs to secure additional core funding so that its financial position will be stronger in coming years and its reserves can be rebuilt.

**Going Concern**

At its meeting on 15 July 2024, the Executive Committee considered whether LCN will be a going concern for the coming twelve months. The EC was provided with draft end of year accounts, Quarter 1 2024/2025 Management Accounts including the Balance Sheet, revised budget 2024-2025 with cash flow projections to October 2025 and LCN Fundraising Strategy. They also considered Charity Commission Guidance as well as Guidance from the Auditors.



## **Law Centres Federation**

### **Report of the Executive Committee for the year ended 31 March 2024**

The EC discussed whether LCN has sufficient reserves to cover its liabilities should it have to close; they assessed whether the documents indicated that LCN is on sound financial footing for the immediate future. They considered the Reserves policy, how LCN manages its finances, its staffing requirements, its charitable objects, its strategic plan, its obligations to funders, the safeguards it has in place to protect against fraud, its leases and premises, and our current banking arrangements. Importantly the Committee considered the current funding climate. They asked whether LCN is robust enough to address unexpected situations. Finally, they discussed the likelihood of the number of Law Centres increasing or decreasing in coming years and what impact that would have. It was also asked whether LCN had considered merging with other charities. It was agreed that the Finance Sub-Committee should monitor cashflow and funding opportunities on a regular basis alongside the finance reports. It was agreed to review going concern at each EC meeting.

**The Executive Committee agreed that LCN is a going concern until October 2025.** They also noted that it needs to continue to secure core funding so that its financial position will be stronger in coming years.

## **Statement of Trustees' Responsibilities**

The trustees (who are also directors of the Law Centres Federation for the purposes 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) including FRS 102.

Company law requires trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 charitable company will continue in business.

The trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company 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 charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.



**Law Centres Federation**

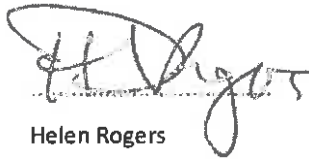
**Report of the Executive Committee for the year ended 31 March 2024**

**Events since the end of the year**

In the opinion of the Executive Committee no event since the balance sheet date significantly affects the company's financial position. However, the Executive Committee is continually monitoring LCN's current and future finances.

Having carried out a detailed review of the Charity's resources and the current economic challenges facing both the Charity and its members, together with the review of Going Concern discussed above, the Trustees are satisfied that the Charity has sufficient cash flows to meet its liabilities as they fall due for at least one year from the date of approval of the financial statements.

Approved by the Executive Committee on 14 October 2024 and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'H. Rogers', written over a horizontal line.

Helen Rogers

Chair of Trustee

**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF LAW CENTRES FEDERATION FOR  
YEAR ENDED 31 MARCH 2024**

**Opinion**

We have audited the financial statements of Law Centres Federation ('the charitable company') for the year ended 31 March 2024 which comprise the Statement of Financial Activities (including the Summary Income and Expenditure Account), the Balance Sheet, the Cash Flow Statement 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 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 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 charitable company 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.

**Other Matter**

The financial statements of the charitable Company for the year ended 31 March 2023 were not audited.

**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 charitable company'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 there is 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.

**Law Centres Federation**  
**Report of the Executive Committee for the year ended 31 March 2024**

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 the audit:

- the information given in the [strategic report and the] trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

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

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

We have nothing to report in respect of the following matters where 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' exemption in preparing the trustees' annual report and from preparing a strategic report.

**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, 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 charitable company'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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material

## **Law Centres Federation**

### **Report of the Executive Committee for the year ended 31 March 2024**

misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

#### **Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud**

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.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

## **Law Centres Federation**

### **Report of the Executive Committee for the year ended 31 March 2024**

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

#### **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 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 any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Moore Kingston Smith LLP.*

James Saunders (Senior Statutory Auditor)  
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 19 November 2024  
9 Appold Street  
London  
EC2A 2AP

## LAW CENTRE FEDERATION

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

For the year ended 31 March 2024

	Note	Restricted £	Unrestricted £	2024 Total £	2023 Total £
<b>Income and Endowments</b>					
Donations	2a		125,489	125,489	169,244
Charitable activities	2b	540,154	425,584	965,738	728,686
Investments			478	478	169
Other	2c	-	5,273	5,273	14,492
<b>Total</b>		<b>540,154</b>	<b>556,824</b>	<b>1,096,978</b>	<b>912,591</b>
<b>Expenditure on:</b>					
Raising funds			50,853	50,853	43,475
Charitable activities	3	502,547	511,192	1,013,739	1,025,783
<b>Total</b>		<b>502,547</b>	<b>562,045</b>	<b>1,064,592</b>	<b>1,069,258</b>
<b>Net income/(expenditure)</b>		<b>37,607</b>	<b>(5,221)</b>	<b>32,386</b>	<b>(156,667)</b>
<b>Transfers between funds</b>	10	8,725	(8,725)		
<b>Net movement in funds</b>	10	<b>46,332</b>	<b>(13,946)</b>	<b>32,386</b>	<b>(156,667)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward	10	167,970	112,845	280,815	437,482
<b>Total funds carried forward</b>		<b>214,302</b>	<b>98,899</b>	<b>313,201</b>	<b>280,815</b>

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above.

The accompanying notes form part of these financial statements.



# LAW CENTRE FEDERATION

## Balance sheet

As at 31 March 2024

	Note	£	2024 £	2023 £
<b>Fixed Assets</b>				
Tangible Fixed Assets	9	224		1,047
		<u>224</u>		<u>1,047</u>
<b>Current assets</b>				
Debtors	7	135,208		144,063
Cash at bank and in hand		<u>372,417</u>		<u>295,756</u>
Total Current Assets		507,625		439,819
<b>Creditors: amounts falling due within one year</b>	8	<u>(194,648)</u>		<u>(160,051)</u>
<b>Net current assets</b>			<u>312,977</u>	<u>279,768</u>
<b>Net Assets</b>			<u>313,201</u>	<u>280,815</u>
<b>Funds</b>				
<b>Restricted funds</b>				
In surplus	10		214,302	167,970
<b>Unrestricted funds:</b>				
General fund	10		98,899	112,845
of which designated			<u>—</u>	<u>20,593</u>
<b>Total funds</b>			<u>313,201</u>	<u>280,815</u>

These financial statements have been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved and authorised for distribution by the Executive Committee on 14th October 2024 and signed on its behalf by

Helen Rogers  
Chair



Patrick Marples  
Treasurer



The accompanying notes form part of these financial statements.

## LAW CENTRE FEDERATION

### Cash Flow Statement

For the year ended 31 March 2024

	Note	2024 £	2023 £
<b>Cash flows from operating activities:</b>			
Net cash provided by / (used in) in operating activities	15	76,183	(115,336)
<b>Cash flows from investing activities:</b>			
Interest income		478	169
<b>Net cash provided by investing activities</b>		<u>478</u>	<u>169</u>
Change in cash and cash equivalents in the reporting period		76,661	(115,167)
<b>Cash and cash equivalents at the beginning of the reporting period</b>		<u>295,756</u>	<u>410,923</u>
<b>Cash and cash equivalents at the end of the reporting period</b>		<u><u>372,417</u></u>	<u><u>295,756</u></u>

### Analysis of cash and cash equivalents

	2024 £	2023 £
Cash in hand	<u>372,417</u>	<u>295,756</u>
<b>Total cash and cash equivalents</b>	<u><u>372,417</u></u>	<u><u>295,756</u></u>

### Analysis of changes in net debt

	1 April 2023	Cash flows	31 March 2024
Cash	295,756	76,661	372,417
<b>Total</b>	<u>295,756</u>	<u>76,661</u>	<u>372,417</u>

## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

#### 1.1) Accounting policies

##### Basis of Preparation

- a) The financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charitable Company is a public benefit entity for the purposes of FRS 102 and therefore the charity also prepared its financial statements in accordance with the 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 (The FRS 102 Charities SORP), the Companies Act 2006 and the Charities Act 2011. The financial statements are prepared in sterling, which is the functional currency of the company. Monetary amounts in these financial statements are rounded to the nearest pound.
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when there is entitlement, it is measurable and receipt is probable. Intangible income is recognised as a gift in kind where the provider of the service has incurred a financial cost and is valued at the value to the charity. Income is deferred when it relates to a specific later period, or there are conditions yet to be fulfilled for entitlement.
- c) Subscription income from Law Centre members is recognised in the year in which it relates.
- d) Gifts in Kind reflect the costs of rooms, catering and staff support from Law Firms and other suppliers to promote seminars, training and advice sessions conducted by Law Centres Federation as well as pro bono legal advice provided to LCF. Gifts in Kind are either valued by the suppliers undertaking the work or, where this is not immediately obtainable, by taking a reasonable estimate of the length of time involved in doing the work multiplied by the Standard London pro-bono rate.
- e) Grants are recognised in full in the statement of financial activities in the year in which they are receivable.
- f) Resources expended are recognised in the period in which they are incurred. Resources expended include irrecoverable VAT. Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which is an estimate, based on staff time, of the amount attributable to each activity.
- Direct service provision
  - Cost of generating voluntary income
  - Governance costs, which are included within support costs, include the management of the charity's assets, organisational management and compliance with constitutional and statutory requirements.
- g) The costs of generating voluntary income relate to the costs incurred by the charity in raising funds for the charitable work.
- h) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value on a straight line basis over its expected useful life. The useful lives are as follows:
- |                    |         |
|--------------------|---------|
| Computer equipment | 4 years |
| Office equipment   | 4 years |
- Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. During the period of their depreciation, assets are reviewed for impairment if circumstances indicated their carrying value may exceed their net realisable value and value in use.
- i) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.
- j) Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.
- k) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

#### 1.2) Going concern basis

The Executive Committee at each of its meetings throughout 2023-2024 considered its financial position and whether LCF continued to be a going concern. At its meeting on 15 July 2024 it also considered the guidance provided by the Charity Commission in relation to 'going concern'. The EC also considered LCN's ability to sustain and grow its membership and its cash position. The Executive Committee's Finance Sub-Committee monitored risk, LCF's future funding 'pipeline' and the financial position of Law Centres as part of its judgement about 'going concern'. LCF secured 4 new multi-year grants in the first 6 months of 2024 and continues to submit other funding applications.

EC noted that there is sufficient cash for the year ahead. There is concern that LCN's free reserves have dropped below the Charity Commission's recommendation of holding equivalent of 3 months of running costs. The EC are taking the necessary steps to mitigate this risk and aim to rebuild reserves in 2024/25. EC agreed that LCN is a going concern. The charitable company therefore continues to adopt the going concern in preparing its financial statements.

## LAW CENTRE FEDERATION

### Notes to the financial statements

#### For the year ended 31 March 2024

##### 1.3) Accounting estimates and judgements

In the view of the trustees in applying the accounting policies adopted, no judgements were required that have a significant effect on the amounts recognised in the financial statements, nor do any estimates or assumptions made carry a significant risk of material adjustment in the next financial year.

##### 1.4) Staff Policies

The costs of short-term employee benefits are recognised as a liability and an expense.

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 company is demonstrably committed to terminate the employment or to provide termination benefits.

##### 1.5) Financial Instruments

###### Basic Financial Instruments

The charity only holds basic financial instruments as defined by FRS 102.

###### a) Cash and cash equivalents

Cash and cash equivalents include cash at banks and in hand and short term deposits with a maturity date of three months or less.

###### b) Debtors and creditors

Debtors and creditors receivable or payable within one year of the reporting date are carried initially at their transaction price and subsequently at the recoverable amount. Debtors and creditors that are receivable or payable in more than one year are carried at their present value of the expected future receipts or payment discounted at a market rate of interest.

##### 2a. Donations

			2024	2023
	Restricted	Unrestricted	Total	Total
	£	£	£	£
Subscriptions - Law Centre members	-	95,100	95,100	89,600
Donations	-	30,389	30,389	79,644
<b>Total</b>	<b>-</b>	<b>125,489</b>	<b>125,489</b>	<b>169,244</b>

In the preceding year, 2022-23, donation of £36,226 was received to fund Family Law Workshops and was treated as a Restricted fund.

##### 2b. Charitable Activities

	Restricted	Unrestricted	2024 Total	2023 Total
		£	£	£
AB Charitable Trust	-	55,000	55,000	50,000
Allen & Overy Foundation	-	8,000	8,000	-
Access to Justice	-	-	-	10,000
Baring Foundations	184,454	-	184,454	184,729
Bell Foundation	7,210	-	7,210	8,020
Comic Relief	-	-	-	6,986
East Midland Business Ltd	-	15,000	15,000	-
Esmée Fairbairn Foundation	-	65,000	65,000	78,000
IT - Digital Transformation (TNLCF)	17,500	-	17,500	91,250
IT National Project (TLEF)	-	-	-	85,600
John Ellerman Foundation	-	48,000	48,000	49,000
Law Society	22,500	-	22,500	-
London Legal Support Trust	285,990	5,000	290,990	33,350
Money For LC_TLEF	-	-	-	20,000
Paul Hamlyn Foundation	-	100,000	100,000	-
Sustainability (TLEF)	-	-	-	16,667
Workforce Development (TLEF)	22,500	-	22,500	7,500
Trust for London Post Brexit	-	-	-	24,500
Training Fee /Services to LCs	-	124,101	124,101	39,738
Gifts in Kind	-	5,483	5,483	9,470
Annual conference	-	-	-	13,876
<b>Total</b>	<b>540,154</b>	<b>425,584</b>	<b>965,738</b>	<b>728,686</b>

In the preceding year, 2022-23, £245,426 of total income from charitable activities were related to unrestricted funds and £483,260 attributable to restricted funds.

# LAW CENTRE FEDERATION

## Notes to the financial statements

For the year ended 31 March 2024

### 2c Other income

	Restricted £	Unrestricted £	2024 £	2023 £
Sundry income	-	5,273	5,273	14,492
<b>Total</b>	-	5,273	5,273	14,492

In the preceding year, 2022-23, £14,492 were attributable to unrestricted income.

### 3. Total expenditure

	Raising Funds £	Charitable Activities £	Support Costs £	2024 £	2023 £
Staff costs	45,152	355,926	55,070	456,148	481,490
Staff Travel, Training, Recruitment & Mtgs	-	7,524	3,228	10,752	13,145
Governance costs	-	28,220	-	28,220	11,362
Premises costs	-	26,817	-	26,817	25,967
Office costs, ICT, Insurance & Comms	-	6,954	3,667	10,621	8,735
Legal and Professional Fees	-	3,430	-	3,430	9,495
Services to Law Centres	-	119,206	-	119,206	77,776
Grants & Payments to Law Centres	-	310,678	-	310,678	128,482
Annual Conference & Events	-	-	-	-	23,947
Subscriptions & Journals	-	8,872	-	8,872	10,186
Training and Course Costs	-	1,963	-	1,963	12,422
Website / Digital Development	-	54,336	-	54,336	24,936
Project specific cost	-	28,067	-	28,067	231,845
Gifts in Kind	-	5,483	-	5,483	9,470
<b>Total expenditure</b>	<b>45,152</b>	<b>957,475</b>	<b>61,965</b>	<b>1,064,592</b>	<b>1,069,258</b>
Support Costs	5,701	56,264	(61,965)	-	-
<b>Total expenditure</b>	<b>50,853</b>	<b>1,013,739</b>	<b>-</b>	<b>1,064,592</b>	<b>1,069,258</b>

In the preceding year, 2022-2023, £592,394 of expenditure was attributable to unrestricted funds and £476,864 attributable to restricted funds.

### 3 Total expenditure (comparison 2023)

	Raising Funds £	Charitable Activities £	Support Costs £	2023 £	2022 £
Staff	36,907	368,619	75,964	481,490	512,238
Staff Travel, Training, Recruitment & Mtgs	-	10,403	2,742	13,145	11,323
Governance costs	-	11,362	-	11,362	14,987
Premises costs	-	25,967	-	25,967	23,284
Office costs, ICT, Insurance & Comms	-	3,410	5,325	8,735	13,344
Legal and Professional Fees	-	7,833	1,662	9,495	6,780
Services to Law Centres	-	77,776	-	77,776	75,071
Grants & Payments to Law Centres	-	128,482	-	128,482	242,509
Annual Conference & Events	-	23,947	-	23,947	10,802
Subscriptions & Journals	-	10,186	-	10,186	9,651
Training and Course Costs	-	12,422	-	12,422	149
Website / Digital Development	-	24,936	-	24,936	8,700
Bad debts expense	-	-	-	-	-
Project specific cost	-	231,845	-	231,845	298,279
Gifts in Kind	-	9,470	-	9,470	-
<b>Total expenditure</b>	<b>36,907</b>	<b>946,658</b>	<b>85,693</b>	<b>1,069,258</b>	<b>1,227,117</b>
Support Costs	6,569	79,125	(85,693)	-	-
<b>Total expenditure</b>	<b>43,475</b>	<b>1,025,783</b>	<b>-</b>	<b>1,069,258</b>	<b>1,227,117</b>



# LAW CENTRE FEDERATION

## Notes to the financial statements

For the year ended 31 March 2024

### 3a Analysis of Grant Payments to Law Centres

	2024	2023
	£	£
Baring Foundations	126,918	30,482
Justice Fund - Money for LC	-	60,000
LLST - Cost of Living	55,000	28,000
LLST - Propel	128,760	-
TFL - Post Brexit	-	10,000
<b>Total</b>	<b>310,678</b>	<b>128,482</b>

### 3b Analysis of governance costs

	2024	2023
	£	£
Annual Report	3,972	1,815
Audit fees	17,700	2,428
Independent examiner fees (2023)	4,440	6,000
EC travel (reimbursed)	1,276	1,119
Governance meetings	832	-
<b>Total</b>	<b>28,220</b>	<b>11,362</b>

### 4. Net Income / (Expenditure) for the year

This is stated after charging:	2024	2023
	£	£
Executive Committee's reimbursed expenses	1,276	1,119
Auditors' remuneration		
▪ Audit*	14,750	2,428
▪ Independent Examination	4,400	6,000
Operating lease rentals:		
▪ property	10,584	9,486

Audit Fees for the financial year 2023-24 totalled £14,750 (excluding VAT). An independent examination was undertaken relating to the prior year ended 31 March 2023, fees paid totalled 10,000 of which £4k was incurred during current year ended 31 March 2024 (2023: £6k).

### 5. Staff costs and numbers

	2024	2023
	£	£
Staff costs were as follows:		
Salaries and wages	397,651	416,967
Social security costs	30,661	36,248
Pension contributions	27,836	28,275
<b>Total</b>	<b>456,148</b>	<b>481,490</b>

#### 5a. Staff costs by activities

	2024	2023
	£	£
Raising Funds	45,153	36,907
Charitable Activities	355,925	368,619
Support Cost	55,070	75,964
<b>Total</b>	<b>456,148</b>	<b>481,490</b>

One employee earned more than £60,000 during the year.

Total pension contributions paid during the year in relation to this employee was £4,841 (2022-23: £4,592).

#### 5b. Staff numbers by activities

The average monthly number of employees (full-time equivalent) during the year is as follows:

	Head Count		Full Time Equivalent	
	2024	2023	2024	2023
	No.	No.	No.	No.
Cost of generating income	4	4	0.7	0.6
Support costs	3	4	1.3	1.6
Direct Service provision	5	5	6.4	7.0
<b>Average Employee Numbers</b>	<b>12</b>	<b>13</b>	<b>8.4</b>	<b>9.2</b>

Staff have been allocated to areas of work where they spend most time.

## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

#### 5c. Key Management Personnel

The Key Management of the Charity is considered to be the Director, Finance Officer & Trustees. The total employee benefits of the key management personnel were £98,250 (2022-23: £97,179), which includes total employer NIC Contributions of £4,562 (net of 5k employment Allowance) and total employer pension contributions of £6,129.

Trustees are not remunerated but are reimbursed for travel and subsistence expenses incurred through attendance of governance meetings.

Executive Committee expenses of £1,276 were incurred in 2023- 2024 (£1,119 in 2022-23). None of the 17 members (16 members to Nov 2023; 17 members from Nov 23) of the committee serving during 2023 -24 were remunerated.

#### 6. Taxation

All income is charitable and applied for charitable purposes only and thus is exempt from Corporation Tax.

#### 7. Debtors

	2024	2023
	£	£
Grants receivable	3,605	18,582
Prepayments	32,819	48,492
Conference fees	300	8,487
Membership & Lexis Nexis	27,164	35,092
VAT Due	4,546	910
Professional Indemnity Insurance	61,011	30,553
Other debtors	5,763	1,947
<b>Total</b>	<b>135,208</b>	<b>144,063</b>

#### 8. Creditors:

	2024	2023
	£	£
Trade creditors	24,243	16,691
Taxation and social security	10,464	9,376
Accruals	26,284	30,516
Pension contributions	6,441	3,175
Deferred Income	97,966	70,380
Amount held on behalf of Law Centres	27,673	27,673
Other creditors	1,577	2,240
<b>Total</b>	<b>194,648</b>	<b>160,051</b>

#### 8a.

	2024	2023
	£	£
Balance at the beginning of the year	70,380	-
Amount released to income in the year	70,380	-
Amount deferred in the year	97,966	70,380
<b>Balance at the end of the year</b>	<b>97,966</b>	<b>70,380</b>

Deferred income for the year includes £87,966 for invoicing of the Professional Indemnity Insurance in March 24, which relates to the next financial year 2024-25, along with a £10,000 grant from the Talent Fund, received in advance for the 2024-25 period. Deferred income of £70,380 in 2023 corresponds to the invoicing of the Professional Indemnity Insurance in March 23, which was applicable to and released in the 2023-24 financial year.

## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

9. Fixed assets	Computer equipment £	Total £
<b>Cost</b>		
As at 01 April 2023	15,838	15,838
Additions	-	-
As at 31 March 2024	15,838	15,838
<b>Depreciation</b>		
As at 01 April 2023	14,790	14,790
Charge for the year	824	824
As at 31 March 2024	15,614	15,614
<b>Net book value</b>		
As at 31 March 2023	1,047	1,047
As at 31 March 2024	224	224

## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

#### 10. Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
<b>Restricted funds:</b>					
Baring Foundation	139,153	184,454	170,455	-	153,152
Bell Foundation	-	7,210	7,210	-	-
IT - Digital Transformation (TNLCF)	12,917	17,500	39,142	8,725	-
Law Society	-	22,500	22,500	-	-
London Legal Support Trust - Cost of Living	-	60,990	60,990	-	-
London Legal Support Trust - Propel	-	225,000	163,850	-	61,150
Philip King Charitable Trust	15,900	-	15,900	-	-
TLEF - Workforce Development	-	22,500	22,500	-	-
<b>Total Restricted Funds</b>	<b>167,970</b>	<b>540,154</b>	<b>502,547</b>	<b>8,725</b>	<b>214,302</b>
<b>Unrestricted funds **</b>	<b>112,845</b>	<b>556,824</b>	<b>562,045</b>	<b>(8,725)</b>	<b>98,899</b>
<i>of which designated £20,593</i>	<i>20,593</i>	<i>-</i>	<i>-</i>	<i>(20,593)</i>	<i>-</i>
<b>Total Funds</b>	<b>280,815</b>	<b>1,096,978</b>	<b>1,064,592</b>	<b>-</b>	<b>313,201</b>

#### Comparative information: Movements in funds for year ended 31 March 2023

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers	At the end of the year £
<b>Restricted funds:</b>					
AB Charitable Trust (Nth Wales Law Centre)	20,000	-	20,000	-	-
Baring Foundation	-	184,729	45,576	-	139,153
Bell Foundation	1,107	8,020	9,127	-	-
Comic Relief	-	6,986	6,986	-	-
IT - Digital Transformation (TNLCF)	84,001	91,250	162,334	-	12,917
IT - Digital Upgrade(TLEF)	10,413	85,600	96,013	-	-
London Legal Support Team	-	33,350	33,350	-	-
Mischon Donation	-	23,973	23,973	-	-
Philip King Charitable Trust	8,697	12,253	5,050	-	15,900
Sustainability (TLEF)	595	16,667	17,262	-	-
TLEF (Money for NWLC SG)	-	20,000	20,000	-	-
TLEF (Work force Development)	-	7,500	7,500	-	-
Trust for London Post Brexit	535	24,500	25,035	-	-
Gifts in Kind	-	4,658	4,658	-	-
<b>Total Restricted Funds</b>	<b>125,348</b>	<b>519,486</b>	<b>476,864</b>	<b>-</b>	<b>167,970</b>
<b>Unrestricted funds **</b>	<b>312,134</b>	<b>393,105</b>	<b>592,394</b>	<b>-</b>	<b>112,845</b>
<i>of which designated</i>	<i>62,253</i>	<i>34,757</i>	<i>76,417</i>	<i>-</i>	<i>20,593</i>
<b>Total Funds</b>	<b>437,482</b>	<b>912,591</b>	<b>1,069,258</b>	<b>-</b>	<b>280,815</b>

## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

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#### 10. Movements in funds (continued)

##### Purposes of restricted grant funds received:

**Baring Foundation:** restricted 3 year grant to undertake in-depth work with three Law Centres (Suffolk, Vauxhall (Liverpool) and Derbyshire) to develop and scale hub activities in their locales to achieve longer-term social change for their communities and beyond.

**Bell Foundation:** Project initially lead by Harrow Law Centre to support victims of Crime, particularly those who speak languages other than English. LCN's role is to extend the learning from Harrow's project to other Law Centres with view to establish model in other parts of the UK.

**Legal Education Foundation:** Workforce Development - 1 year restricted grant to scope a scheme to assist Law Centres outside London recruit and retain staff.

**London Legal Support Trust - Cost of Living Project:** Funds grant to support London Law Centres work to increase advice capacity to help people affected by the rising cost of living; Improve community outreach; increase provision of specialist legal advice in the boroughs of Brent and Haringey.

**London Legal Support Trust - PROPEL:** 3 year grant to develop London Law Centres' workforce, including funding legal apprentices at 5 Law Centres.

**National Lottery Community Digital Fund:** Final year of a three year grant aimed at digital transformation within Law Centres. £8,725 was transferred from LCN unrestricted funds to cover the budget overspend.

**Philip King Charitable Trust:** This grant was provided to support the development of the Ride for Justice fundraising event and other fundraising activities aimed at securing funds for Law Centres.

**The Law Society:** Two year grant to review and further develop the Law Centres' Platform aimed at improving online collaboration, support, and sharing of resources.

##### Purposes of unrestricted grant funds received:

The following funding is included within the unrestricted funding line in note 10. See note 2b for a detailed breakdown of unrestricted income.

**AB Charitable Trust:** 5 year unrestricted core fund grant to LCN to increase capacity and extend the impact of LCN's work based on recommendations from the Strategic Review of LCN conducted in 2018. This grant ends in early 2024.

**Esme Fairbairn Foundation:** An unrestricted two year grant to contribute to core costs to maintain capacity and delivery on LCN's policy objectives.

**John Ellerman Foundation:** An unrestricted three year core fund granted to support LCN focus on further developing its strategy and theory of change, and to make community engagement more central to our work.

**Paul Hamlyn Foundation:** An unrestricted five year core grant provided to work on influencing government departments and other public bodies on the future of a fair and effective justice system, particularly in response to the impact of changes arising from the Covid pandemic.



## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

#### 11. Net Assets by Fund

	Unrestricted £	Restricted £	2024 Total £
Fixed Assets	224	-	224
Cash	122,073	250,344	372,417
Other Net Assets	(23,399)	(36,042)	(59,441)
<b>Net Current Assets / (Liabilities)</b>	<b>98,674</b>	<b>214,302</b>	<b>312,976</b>
<b>Total</b>	<b>98,898</b>	<b>214,302</b>	<b>313,200</b>

#### 11a. Net Assets by Fund (2023 Comparison)

	Unrestricted £	Restricted £	2023 Total £
Fixed Assets	1,147	-	1,147
Cash	127,786	167,970	295,756
Other Net Assets	(16,088)	-	(16,088)
<b>Net Current Assets / (Liabilities)</b>	<b>(15,988)</b>	<b>167,970</b>	<b>(15,988)</b>
	<b>112,845</b>	<b>167,970</b>	<b>280,815</b>

#### 12. Operating lease commitments

	2024 £	2023 £
Property		
Within 1 year	10,584	9,486
	<b>10,584</b>	<b>9,486</b>

## LAW CENTRE FEDERATION

### Notes to the financial statements

For the year ended 31 March 2024

#### 13. Related party transactions

Some members of LCN's board of trustees work in community Law Centres that receive funds from LCN. When funding decisions are taken in respect of these community Law Centres, the relevant representative is excluded from the discussions taking place.

	2024	2023
	£	£
Camden Law Centre	15,900	10,500
Derbyshire Law Centre	40,666	9,834
Ealing Law Centre	25,752	-
South West London Law Centre	25,752	15,000
Vauxhall Law Centre	39,852	-

#### 14 Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2024	2023
	£	£
Net income/(expenditure) as per the statement of financial activities	32,386	(156,667)
Adjustments for:		
Depreciation charges	824	1,207
Investment income	(478)	(169)
Decrease in debtors	8,855	18,997
Increase in creditors	34,597	21,297
Net cash provided by / (used in) operating activities	76,184	(115,336)

#### 15. COMPARATIVE INFORMATION: Statement of financial activities (incorporating an income and expenditure account) for year ended 31 March 2023

	2023		2022	
	Restricted	Un restricted	Total	Total
	£	£	£	£
<b>Income and Endowments</b>				
Donations	36,226	133,018	169,244	159,847
Charitable activities	483,260	245,426	728,686	893,971
Investments	-	169	169	37
Other	-	14,492	14,492	3,753
<b>Total</b>	<b>519,486</b>	<b>393,104</b>	<b>912,591</b>	<b>1,057,608</b>
<b>Expenditure on:</b>				
Raising funds	-	43,475	43,475	33,064
Charitable activities	476,864	548,918	1,025,783	1,194,053
<b>Total</b>	<b>476,864</b>	<b>592,393</b>	<b>1,069,258</b>	<b>1,227,117</b>
<b>Net income/(expenditure)</b>	<b>42,623</b>	<b>(199,290)</b>	<b>(156,667)</b>	<b>(169,509)</b>
<b>Transfers between funds</b>				
<b>Net movement in funds</b>	<b>42,623</b>	<b>(199,290)</b>	<b>(156,667)</b>	<b>(169,509)</b>
<b>Reconciliation of funds:</b>				
Total funds brought forward	125,348	312,134	437,482	606,991
Total funds carried forward	167,971	112,844	280,815	437,482