

LAW CENTRES FEDERATION

Report and Audited Financial Statements

31 March 2025

Law Centres Federation

Reference and Administrative Details for the year ended 31 March 2025

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 2024 to 22 November 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

From 22 November 2024 to 31 March 2025:

Chair: Helen Rogers
Vice Chair: Nick Whittingham
Vice Chair: Michael Fawole
Treasurer: Victor McAllister

Committee Members: Sara Chandler (co-opted on 9 December 2024)
David Jackson
Peter Kandler (co-opted on 9 December 2024)
Ngaryan Li
Lydia Nash
Pamela Robotham (co-opted on 9 December 2024)
Sagar Shah
Miriam Smith-Ihionvien
Thomas Stephens
Emma Stradling
Gareth Thomas
Mark Weights

On 31st March 2025 there was 1 elected vacancies on the 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 2025 was 40.

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: Goldwins Chartered Accountants
 75 Maygrove Road
 West Hampstead
 London
 NW6 2EG

Law Centres Federation

Report of the Executive Committee for the year ended 31 March 2025

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 trades 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 2025. 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 or other relevant information that may assist them to carry out their duties as Trustees. We also provide training on relevant topics.

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 2025

The charity purchased insurance costing £1,106.43 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 ending of multi-year grants; loss of key personnel; cyber security; 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

The LCN has in place a Salary Policy. All salaries are set and managed in reference to the policy which is reviewed regularly. All LCN staff including key managers have their salary set against the NJC Pay Scales and in accordance with the Salary Policy. 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.

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: **[Read Annual Review 2023–24](#)** and published with our annual return to the Charities Commission.

Throughout 2024-2025 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 2025, there were 40 Law Centres (with 44 offices / branches) 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.

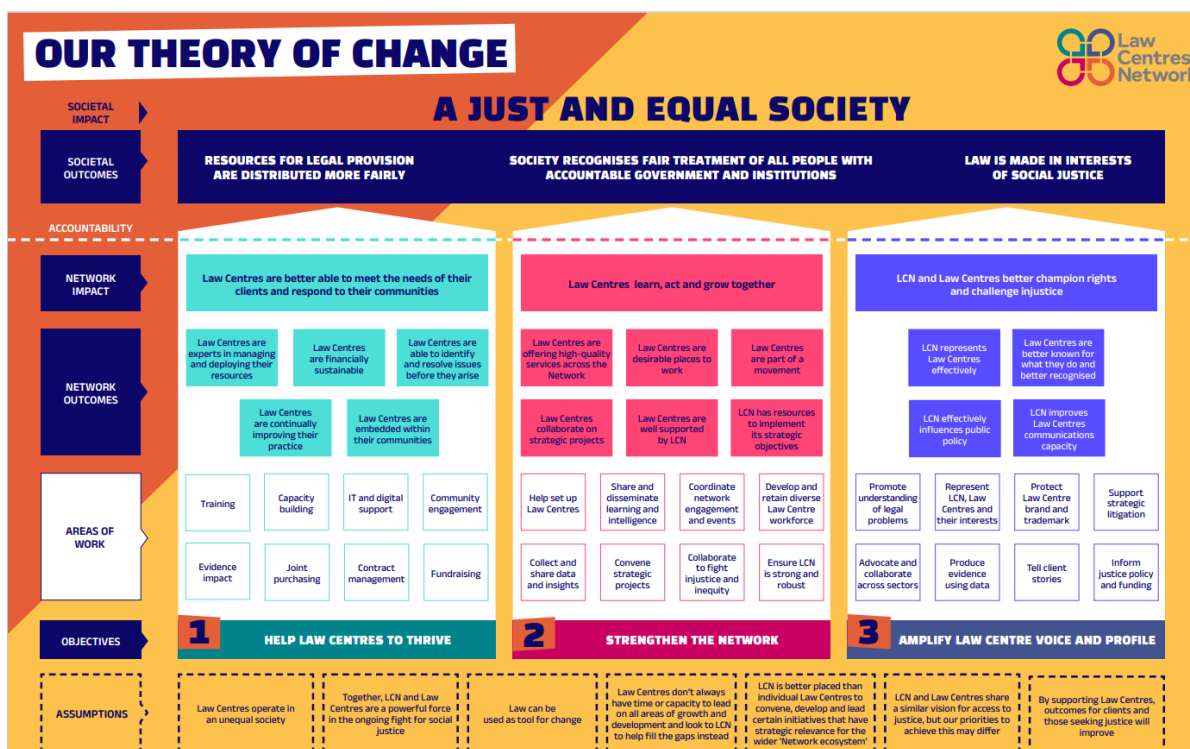
The Executive Committee secured resources to employ a Director with 11 staff to implement the organisation’s strategic objectives in 2024-2025. These are reviewed and agreed each year so that LCN can achieve its vision and mission:

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.



The Theory of Change illustrates **LCN's Strategic Objectives for 2024-2025** (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**

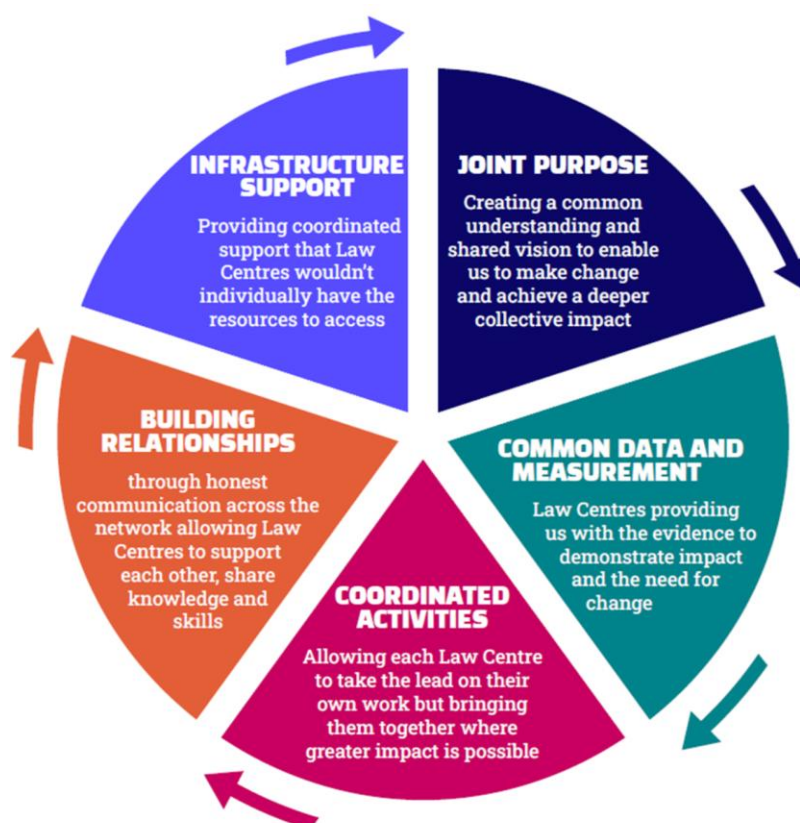
The Law Centres Network acts as a catalyst for activity across Law Centres, working on a national level to reveal injustice, analysing needs and root causes and advocating for change. LCN is uniquely placed to identify what has worked, collect evidence and share that learning across the network of Law 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.

5-year Strategic Plan

LCN continued to implement its 2024-2029 strategic plan in 2024-2025.



Out our strategic planning meeting in February 2025 we reaffirmed our particular focus to harness the network of Law Centres to achieve a deeper impact. The following illustration indicates **how** LCN achieves this impact. The work undertaken to achieve this is illustrated below:



Impact 2024-2025

LCN categorises its work by **Initiatives** that are undertaken to achieve our strategic objectives, **workstreams** that are undertaken to implement the initiative, and **tasks** that are done to complete the workstream. Following are a series of graphs illustrating our progress over the last year.

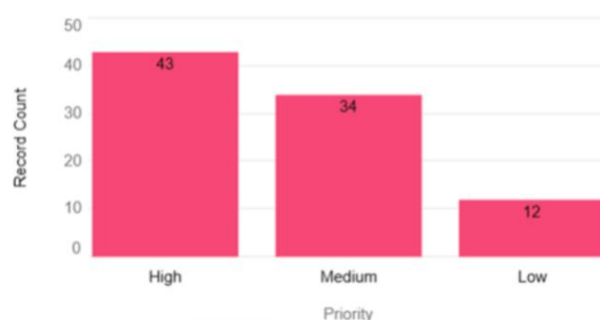
Total Initiatives

32

Total Workstreams

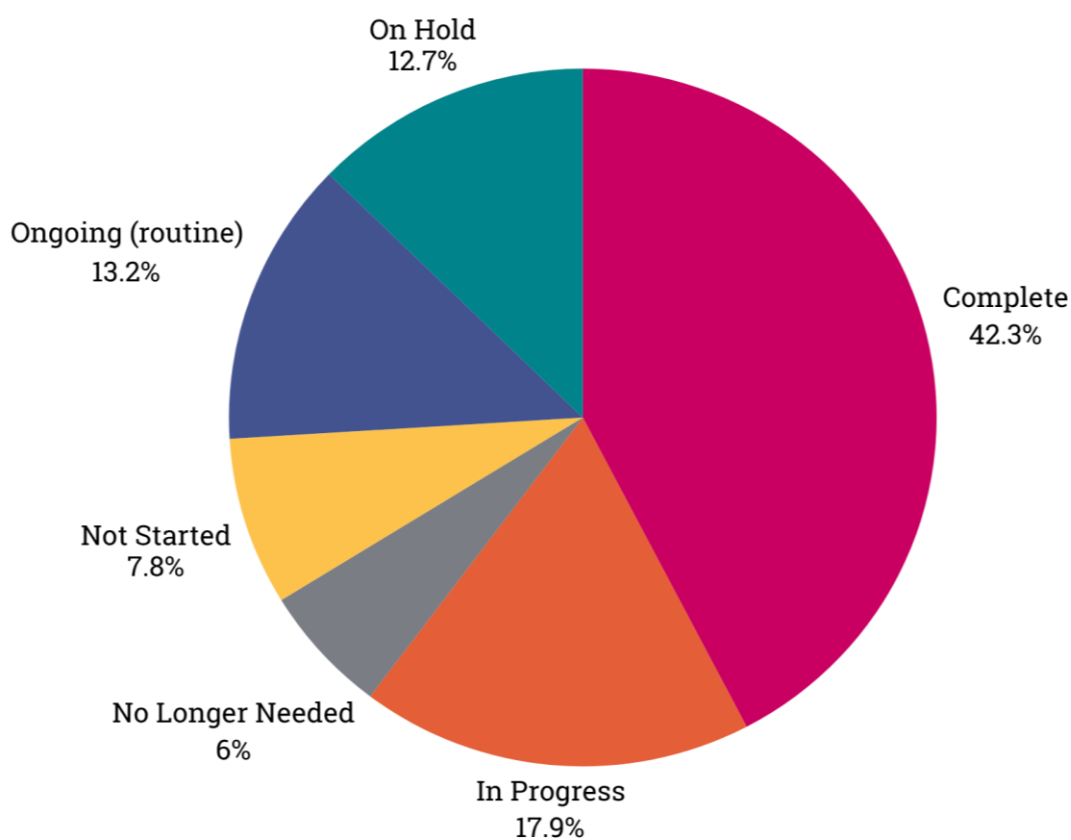
82

No. Workstreams by Priority



Tasks:

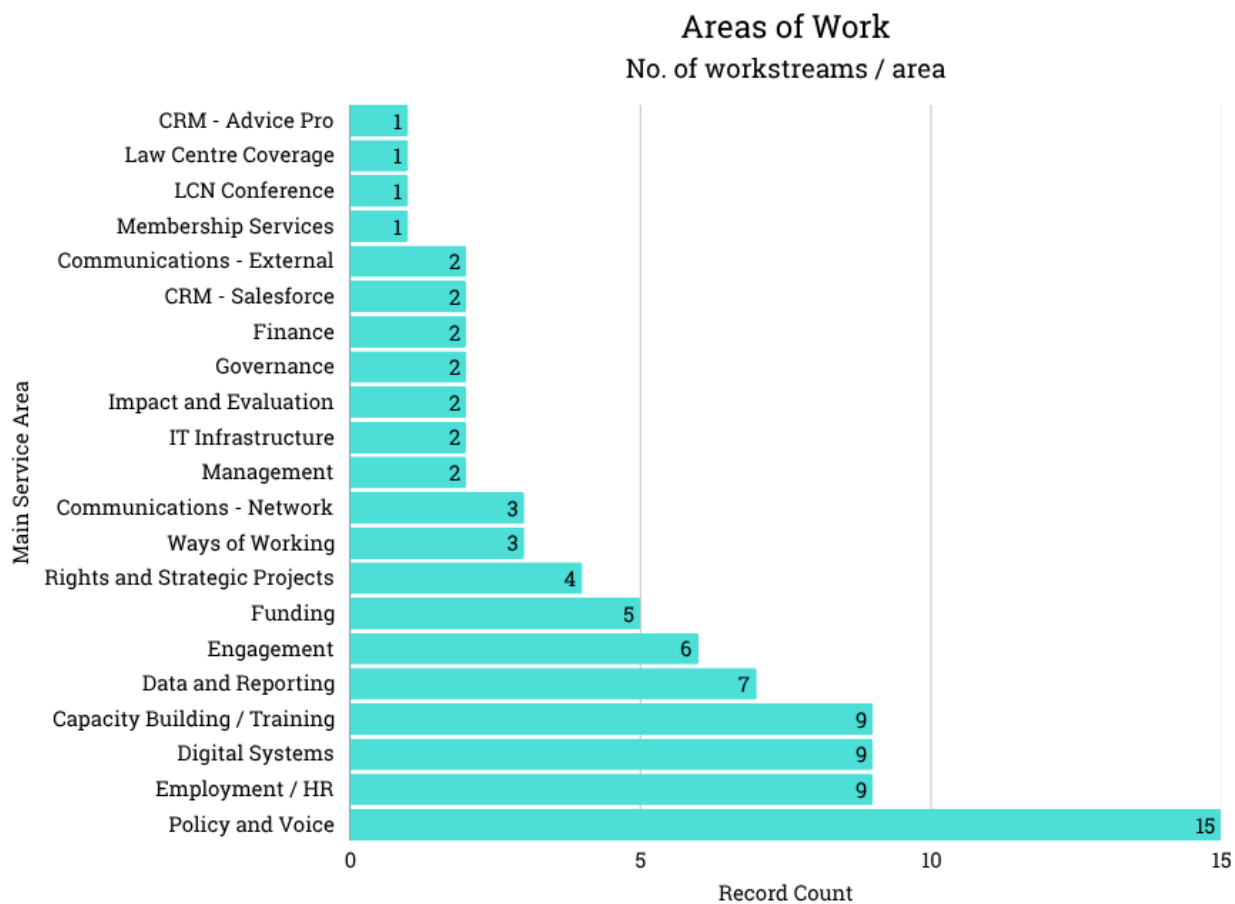
Workstream Task Status



Law Centres Federation

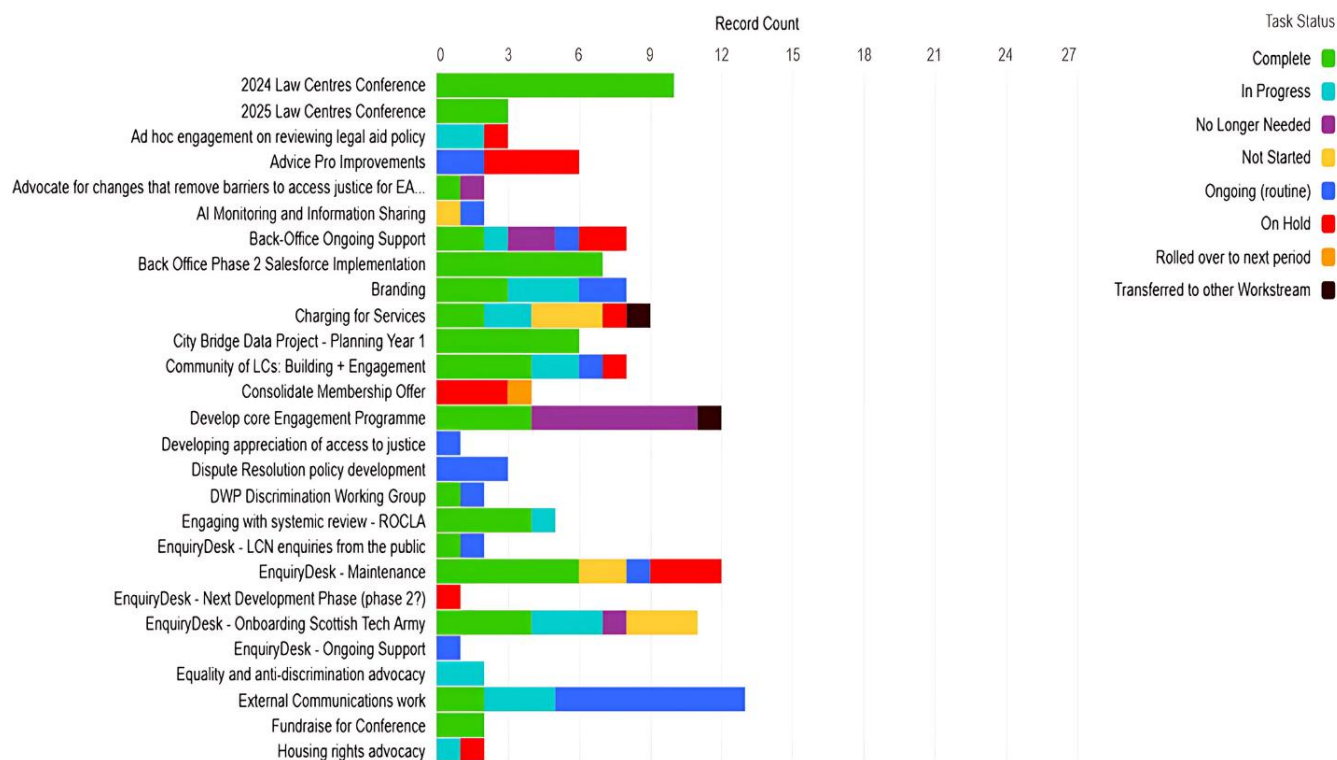
Report of the Executive Committee for the year ended 31 March 2025

Areas of Work:



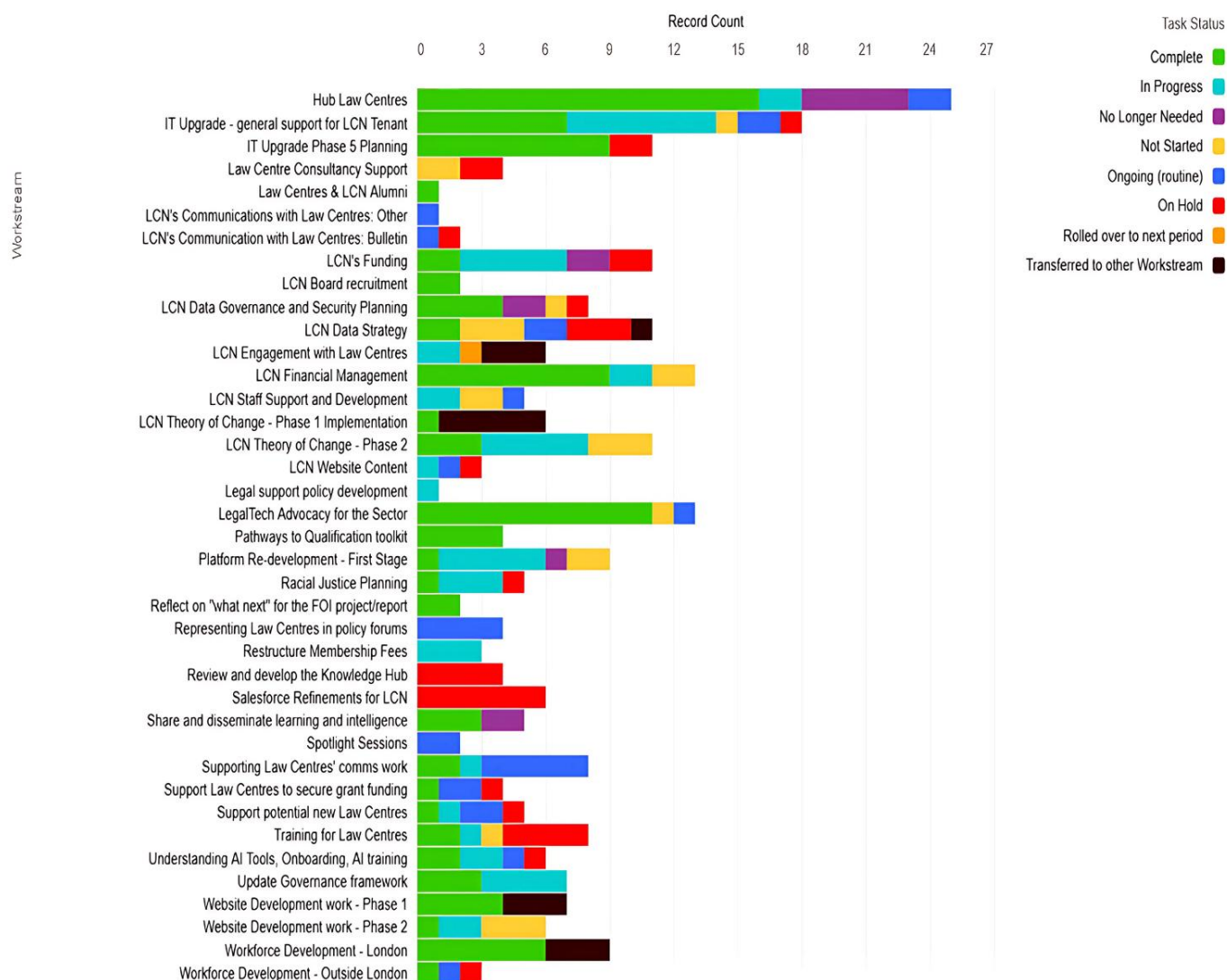
Workstream details:

Workstream Detail and Progress



Law Centres Federation

Report of the Executive Committee for the year ended 31 March 2025



Progress against LCN's Strategic Objectives for 2024-25

Strategic Objective 1 - Help Law Centres to thrive

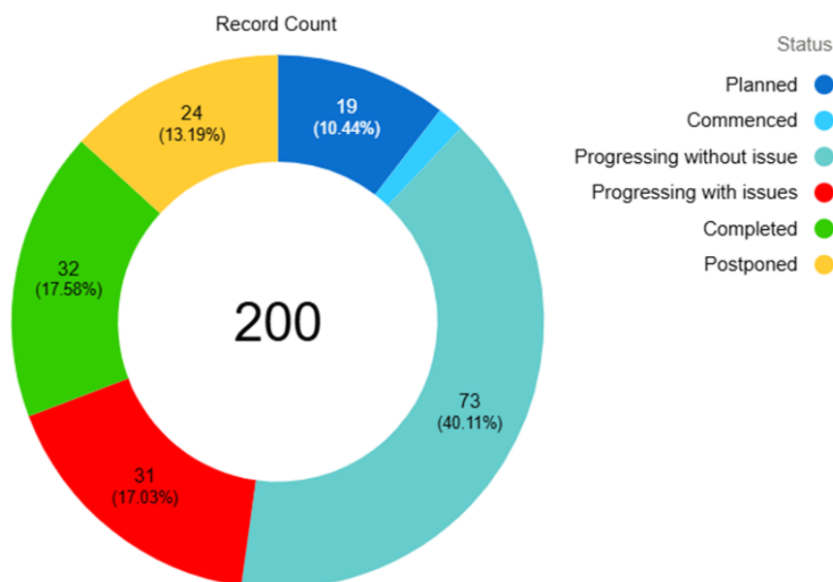


In 2024-2025 to achieve the objective to **Help Law Centres to thrive** the following streams of work were undertaken. The work was funded by:

- LCN Membership Subscriptions
- AB Charitable Trust
- John Ellerman Foundation
- London Legal Support Trust – Cost of Living
- The Legal Education Foundation



OBJECTIVE 1: OVERALL TASK STATUS



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**
- **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
AI Tools, Monitoring and Information Sharing	Understanding how LCN and Law Centres can leverage AI in their work, and ensure that onboarding and ongoing use of AI is undertaken within a proper governance framework so use of AI is in accordance with values and data is 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.
Digital Development and New Tech	A framework to support Law Centres at different stages of development and with differing resource constraints and differing levels of buy-in and no ultimate control.
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.
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.
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.
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 Centre Data	Building the data maturity of Law Centres to ensure they have the right skills, tools, leadership, culture and governance to collect, analyze and draw insights from the important data they hold on operations and legal work.
Law Centre Funding	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.
Law Centre Workforce Development	Supporting Law Centres to attract, recruit, develop and retain the staff they need.

The Hub Approach	Ongoing support to help Law Centres better understand their role within their communities, to engage more effectively with the people they represent, and to contribute their legal expertise to a joint effort in creating social change.
Individual Law Centre fundraising, consultancy and support	Responding to requests for assistance from individual Law Centres on a range of topics from governance, to regulation, to HR, to administration, to financial management, to contract management, ongoing sustainability, etc.

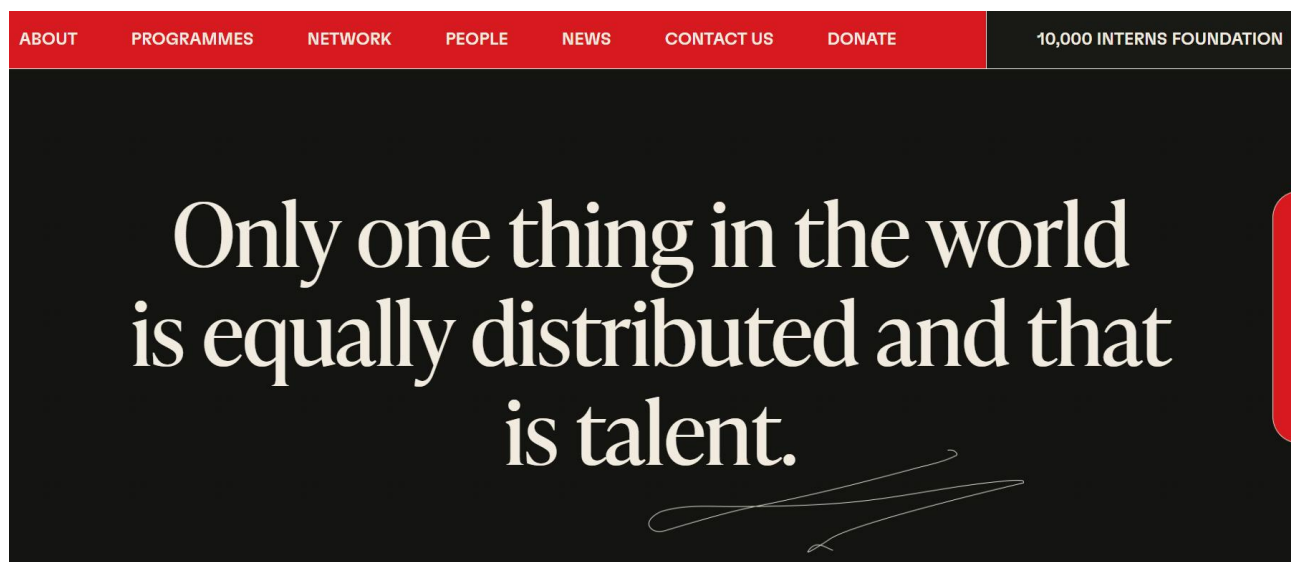
Underpinning each of these initiatives is a series of workstreams, including the following HIGHLIGHTS in 2024-2025:

Developing paid internships (funded by Propel)

The Law Centre workforce is more diverse than the wider legal sector. However, we know that people from historically excluded communities often face systemic barriers to employment, including those who want to work in Law Centres. As part of our work to become an anti-racist movement, we are committed to identifying these barriers and supporting people to overcome them.

In 2024-25 we worked with the 10,000 Interns Foundation to create six paid internships in LCN and Law Centres as part of the 10,000 Black Interns programme. By matching aspiring Black students and graduates with employers, ensuring pay at the Real Living Wage, and providing additional training and support, this programme enables young Black people to gain valuable experience in their chosen sector. In 2022, 80% of interns said they would not have secured an internship without the programme.

We supported four Law Centres to recruit from 200 candidates, with internships running between June and August 2025. If successful, we intend to repeat and expand this work to include more Law Centres and engage with other historically excluded groups, such as deaf and disabled people.



Responding to Law Centre requests for support (funded by The Legal Education Foundation)

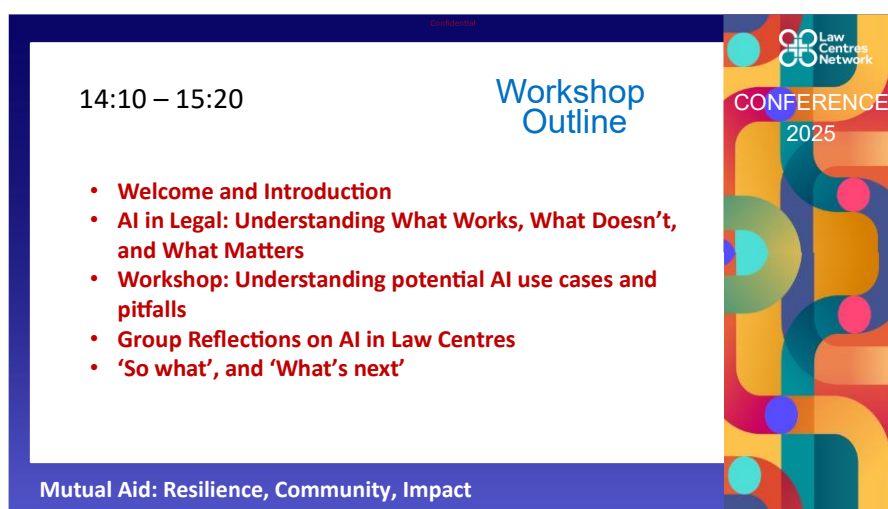
Law Centres have long looked to LCN for support, whether in developing new approaches or resolving emerging issues. As our capacity is finite, we focus on our role as convenor – connecting those who need advice, guidance or support with those best placed to provide it, whether they are other Law Centres, trusted consultants, or other partners within the sector.

An example of this approach in practice relates to a Law Centre that came to us in early 2024 with a number of challenges which, when combined, threatened its viability. Following an initial assessment by LCN staff, we commissioned a trusted consultant to conduct an in-depth review and report their recommendations. We then worked with trustees and senior staff at the Law Centre to agree a support package which included further consultancy and infrastructure support. We also convened expertise from across the Network to strengthen the management committee and mentor senior staff. Our approach ensured that the immediate crisis was resolved and, while much remains to be done, the Law Centre is in a more sustainable position. Meanwhile, those from other Law Centres who lent their support also gained experience and new skills.

In addition to this peer-to-peer model, we also delivered 53 one-to-one support sessions, helping Law Centres to resolve a range of issues. We also delivered 10 training sessions and workshops on key topics including compliance, supervision, data maturity, AI, and legal aid contracting. Each of these was recorded and uploaded, along with accompanying resources, to our Law Centres Platform to support asynchronous learning.

AI and Emerging Technology

We are actively monitoring developments in the application of artificial intelligence (and other technological innovations) within the legal and charitable sectors, as well as the evolving frameworks governing AI and their implications for our operations and those of Law Centres. Our organisation has prepared comprehensive guidance and training materials to support Law Centres in effectively and safely implementing AI solutions. We are piloting a range of AI tools (such as Copilot and ChatGPT) to evaluate their utility, identify areas where they provide value or fall short, and disseminate noteworthy use cases from across Law Centres and the wider legal and advice sectors within our Network. While we are cautiously optimistic about the potential efficiencies AI may introduce in the coming years, we recognise it is not a definitive solution for challenges related to access to justice. We remain committed to engaging with our members to understand their perspectives on the role and significance of AI in our field, while emphasising the indispensable contributions of legal advisors in guiding individuals through periods of crisis.



Data Project

This year saw the launch of our ambitious 'Unlocking the Power of Data' project. With data now one of our most business-critical assets, this five-year programme aims to improve Law Centres' ability to leverage data for storytelling, fighting injustice and decision-making; as well as how to effectively govern and protect our data assets.

The project aims to enhance Law Centres' understanding of data usage, emphasising the role of all the team in improving data practices. It hopes to make it easier to demonstrate how locally or regionally collected data can illustrate issues faced by Law Centres and support funding efforts, as well as contribute to internal efficiencies and impact assessment. Regardless of each Centre's current level of data maturity, the project seeks to clarify the meaning of data, key elements of effective data management, and best practices. It also strives to establish a consensus within the network regarding the purpose and use of collected data. The project has a large focus on skill development – both at leadership level: to embed improved data work within the organisational culture and strategic approach, as well as the data skills across the team: whether this be around using tools, visualizing and analysing data, protecting, sharing data etc. The initial year of the project will primarily involve research, discovery, and planning, focusing on identifying core challenges, determining areas of interest and feasibility for Law Centres, and preparing for subsequent implementation phases.

PROJECT GOALS

UNLOCKING THE POWER OF DATA

HIGH LEVEL GOALS

Use Data for Impact, Advocacy & Storytelling

- Make it easier to collect and use data
- Develop shared understanding of what we can collect and how to leverage data.
- Improve tools, tech, systems and processes to collect / analyse data
- Boost appetite, literacy, skills, confidence
- Improve data management, privacy, security & governance
- Facilitate sharing, learning, and best practices

Benefits for:

Your Law Centre	The Network	The Access to Justice Sector
Make Smarter Decisions - Use data to inform planning and strategy and improve outcomes. Strengthen Fundraising & Advocacy - Build a compelling case for support. Improve Service Delivery - Ensure your work reaches those who need it most. Enhance Security, Compliance & Reduce Risk - Stay ahead of data protection requirements. Future-Proof Your Organisation - Adapt to the evolving digital landscape and ensure data is at the heart of decision making and strategic planning.	Economies of Scale - Leverage the excellent data work happening across the Network and scale it up. Tackle Tricky Problems Together - Engage in collective problem-solving to address our most critical data challenges. Develop a Shared Data Framework - Help build a unified approach to data across all Law Centres. Aggregate Data - Pool data to better advocate for our work and strengthen the impact of our Network.	Influence Policy and Funding - Leverage our collective data to shape policy and funding decisions. Systemic Change - Help drive the agenda for broader changes needed in the sector. Bottom-Up Approach - Develop strategies based on what is best for clients, rather than being dictated by funders or policymakers. Respect, Trust, and Influence - Earn respect and trust from our sector partners and cross-sector stakeholders by demonstrating our commitment to data.

WORKSTREAMS & ACTIVITIES

BENCHMARKING MATURITY

Building Digital Maturity

- Mapping Tools and Uses
- Digital Skills and Training
- Digital Tools and Systems
- Back-Office CRM
- M365 apps and tools
- Client Management Systems
- Emerging Technology
- Policies, Resources & Toolkits

Building Data Maturity

- Mapping Data Work
- Developing Data Champions
- Deep Dive Consultancy
- Building Capacity
- Data Skills and Training
- Data Governance & Security
- Data for Leaders Course
- Level 3 Data Apprenticeships ('cohort' approach)

Data Standards Development

- Review of existing literature and research on data standards
- Direct work with Law Centres, funders, and partners. Working with all, wherever you are on data
- Data review (data packs)
- Developing a common data taxonomy and definitions
- Piloting the standards with selected Law Centres
- Iterative improvements based on feedback and testing

SHARING AND LEARNING

Our Progress in 2024-2025:

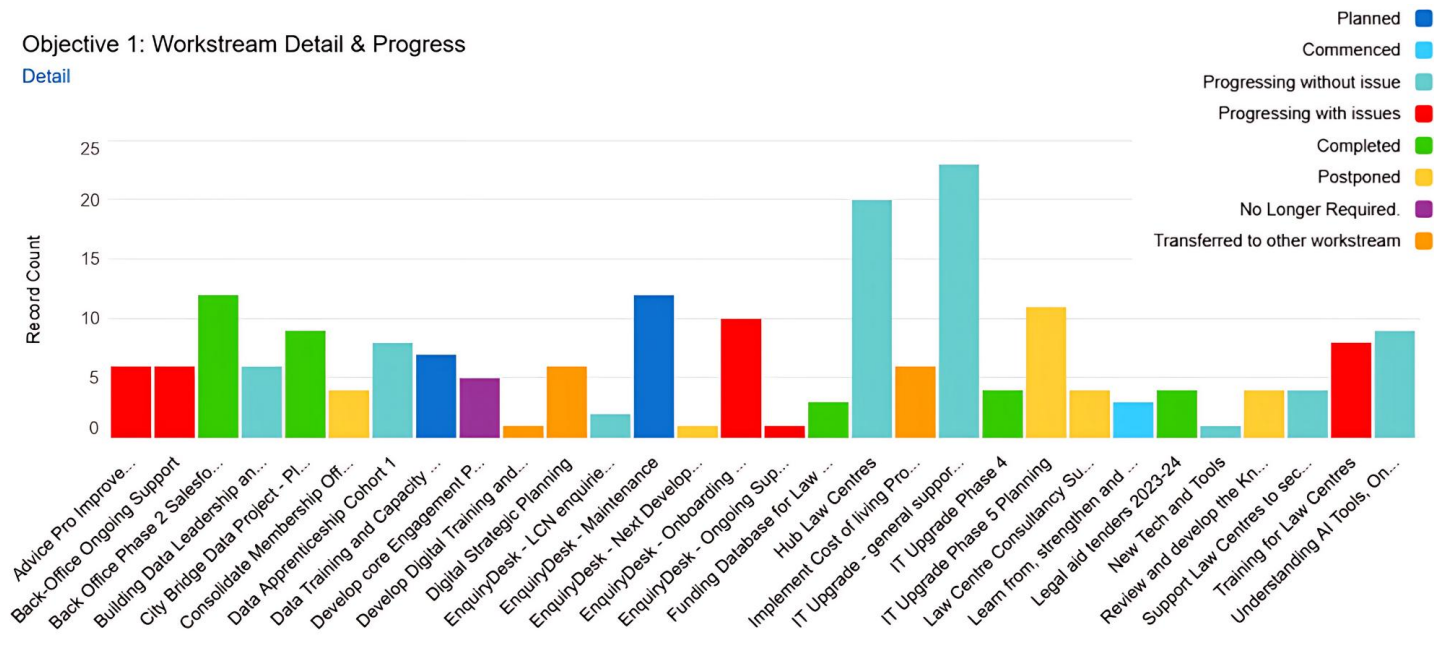
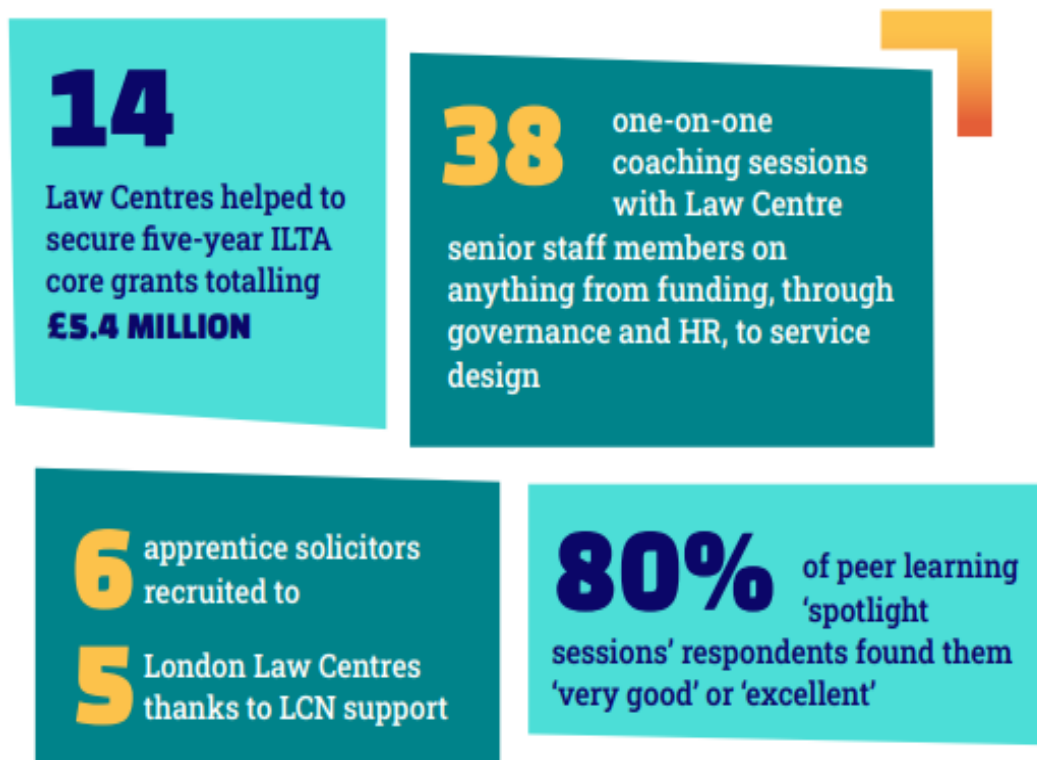


Illustration of the **impact** of this work in 2024:



Strategic Objective 2 - Strengthen the network of Law Centres



The following programmes of work were funded by:

- LCN Membership Subscriptions
- AB Charitable Trust
- Baring Foundation
- Bell Foundation
- City Bridge Foundation
- John Ellerman Foundation
- Bell Foundation
- London Legal Support Trust – PROPEL
- Paul Hamlyn Foundation
- Talent Fund
- The Legal Education Foundation
- The Law Society



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:

Law Centres Federation
Report of the Executive Committee for the year ended 31 March 2025

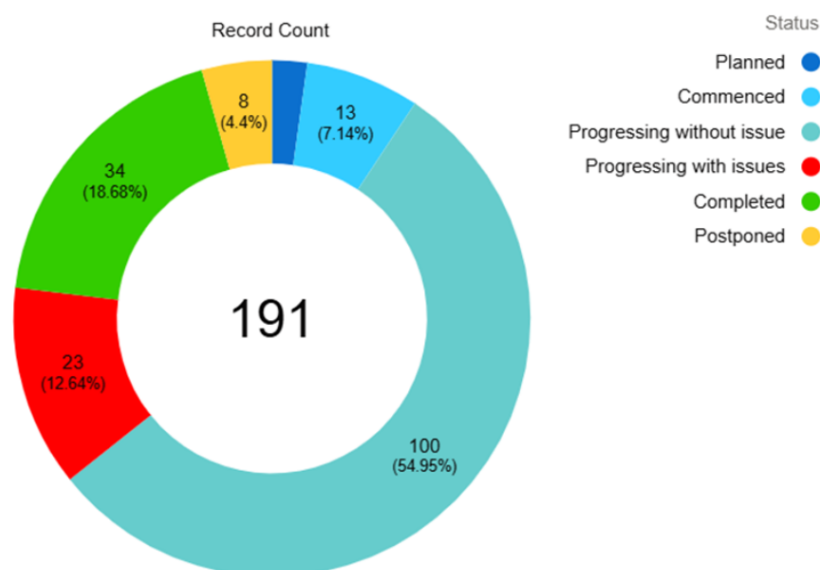
- **Offer consistently high-quality services**
- **Feel part of a movement**
- **Collaborate on strategic projects**
- **Are desirable places to work**

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
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'.

Our **progress** and **impact** are illustrated below.

OBJECTIVE 2: OVERALL TASK STATUS



Some HIGHLIGHTS in 2024-2025

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.

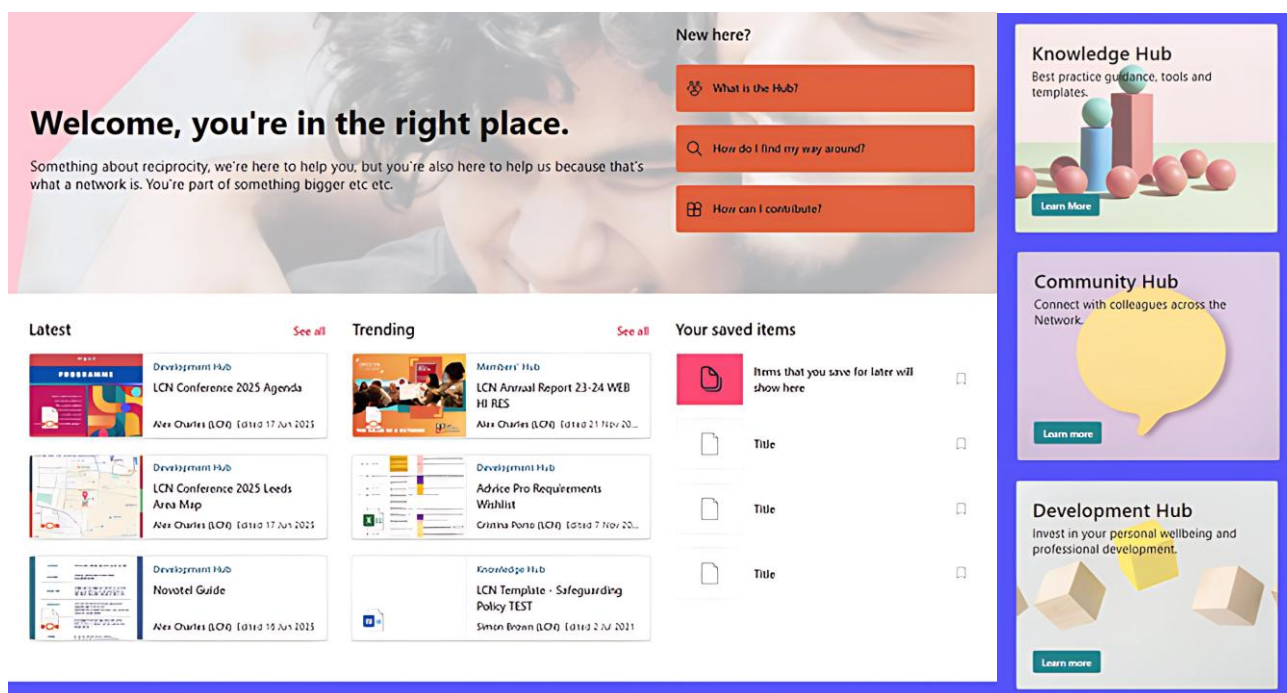
In these conditions, workforce development continues to be among our biggest challenges. Building on previous scoping work, this year we continued to explore it with Law Centres, sector colleagues, funders and the Legal Aid Agency. Thanks to the Propel programme, we have secured funding to work with 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.



Law Centres Federation Report of the Executive Committee for the year ended 31 March 2025

Several years ago we developed the concept of a 'Law Centre in a Box'; a virtual toolbox containing everything you would need to effectively run a Law Centre. Building on this we launched the Law Centres' Platform in 2021; an online space where Law Centre staff and volunteers could connect and learn.

Although elements of the Platform proved successful, the bespoke architecture meant that resolving bugs or adding new features required costly developer expertise. Users also reported that they disliked leaving their native workspace (Microsoft365) to access the tool. Finally, we wanted to create more and better ways for Law Centre staff to connect to their peers and share good practice. In 2024-25 we have developed the Law Centres' Hub:



Built within M365 the Hub is more accessible for users, easily maintained and developed by LCN staff, and features and security are supported by Microsoft and our IT partners. Due to launch later in 2024, we are excited to develop the Hub in partnership with Law Centres, adding new content and functionality over time.

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

November 2024, we welcomed Leeds Citizens Advice to be now known as Leeds Citizens Advice and Law Centre. As an opening act of support for the network of Law Centres, Leeds will host our 2025 Annual conference in June 2025.

Law Centre Spotlights

Each month during 2024-25 we highlighted best and emerging practice in Law Centres through online Spotlight sessions. Each 'lunch and learn' session was open to all Law Centre staff and volunteers and

included a short presentation followed by a group Q&A. Staff from a variety of roles presented innovative and creative approaches to legal practice and a wide range of shared problems and priorities. Topics included education law, health justice partnerships, trauma-informed supervision, and supporting Roma communities. Through these sessions we aim to highlight innovation, promote curiosity, and increase peer-to-peer support and learning.

A promotional poster for a 'Law Centre Spotlight' event. The title 'Law Centre Spotlight' is in large, bold, dark blue font. Below it, 'featuring Bristol Law Centre and Trauma Foundation South West' is written in a smaller, pink font. The poster includes four key details in colored boxes: 'Supervision, but not as you know it' (dark blue), 'When? 19 May, 12.30 - 1 pm' (pink), 'Where? Microsoft Teams (registration required)' (dark blue), and 'Who? Law Centre Staff, Trustees and Volunteers' (pink). On the left, there is an illustration of three people in business attire working together to assemble large puzzle pieces. On the right, there is a logo consisting of four interlocking circles in teal, orange, and blue. The background is a light cream color with vertical bars of various colors (blue, orange, teal, pink) on the left and right sides.

Law Centre Spotlight
featuring **Bristol Law Centre and Trauma Foundation**
South West

Supervision, but not as you know it

When? 19 May, 12.30 - 1 pm

Where? Microsoft Teams (registration required)

Who? Law Centre Staff, Trustees and Volunteers

LCN Governance

With the expertise and many hours of work from Allen & Overy Shearman, LCN has completed its revised Articles of Association which has also been approved by the Charity Commission.

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.

Both documents will be presented to the 2025 AGM for adoption.

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 supported by the City Bridge Foundation.

Cybersecurity

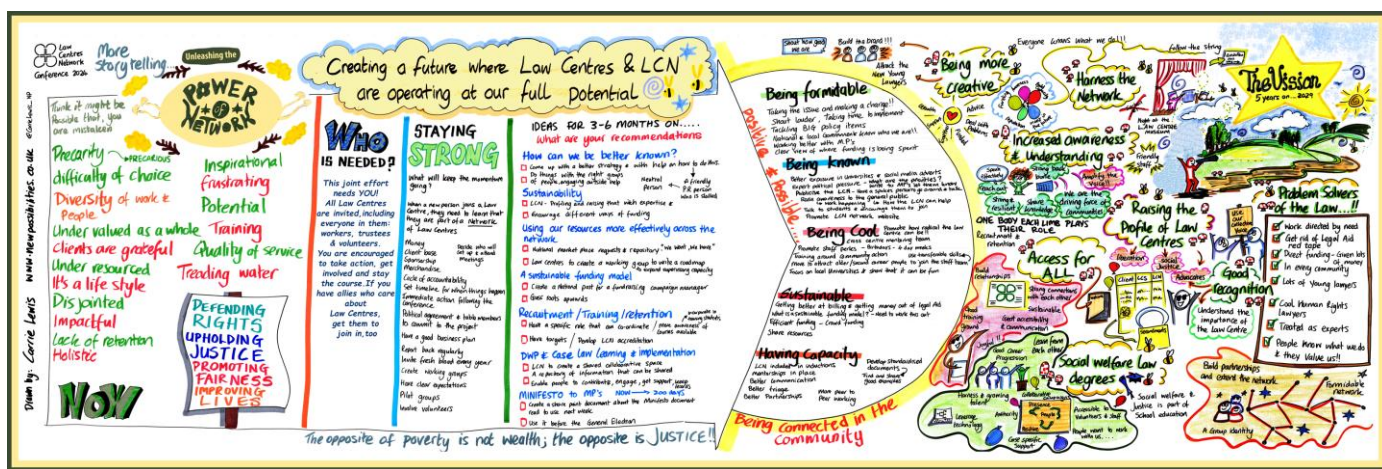
With the ever-growing increase and risk of cyber-attacks, especially directed at legal and charitable organisation, we have ramped up our efforts to help our members stay safe. A big part of this involves achieving our own Cyber Essentials accreditation each year and supporting Law Centres to do the same. This

Report of the Executive Committee for the year ended 31 March 2025

year, we helped 13 Law Centres secure Cyber Essentials or Cyber Essentials Plus and have developed guidance and policies to help ensure ongoing compliance. We undertook third-party independent testing of the setup and configuration of our National Microsoft 365 tenant to identify and act on any improvements to bolster security. We ran regular simulated phishing attacks improve our cybersecurity posture by educating employees on how to identify and respond to real-world phishing attempts. Our Network Information Governance working group has also met regularly thought the year to improve policies and procedures around accidental data loss and data breach.

National Conference 2024 – Unleashing the Power of the Network

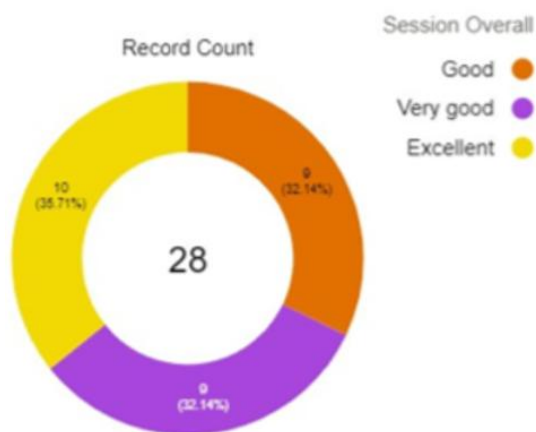
The National Conference was held in Birmingham in June 2024 attended by 108 delegates. The 2 days of conference was captured by the illustration below.



FEEDBACK FROM DELEGATES

(28 responses)

Conference: Overall Satisfaction



Conference: Workshop Rating



Conference: Speaker Rating



Conference: Admin Rating



Our Progress in 2024:

Objective 2: Workstream Detail & Status

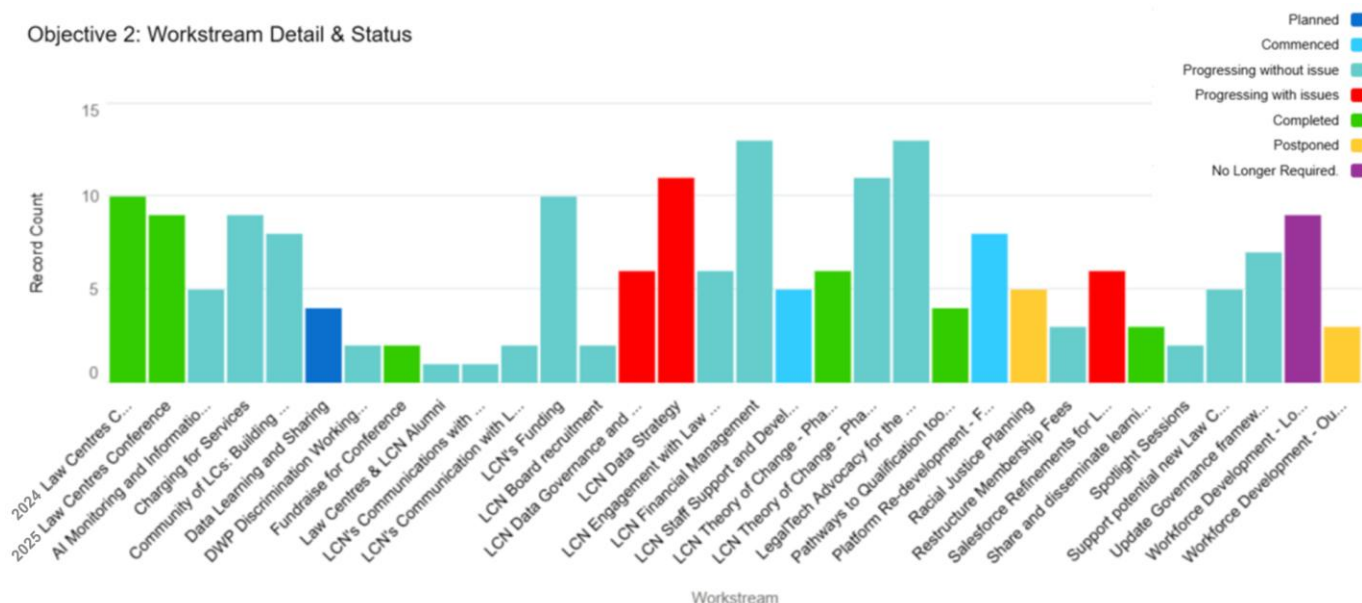
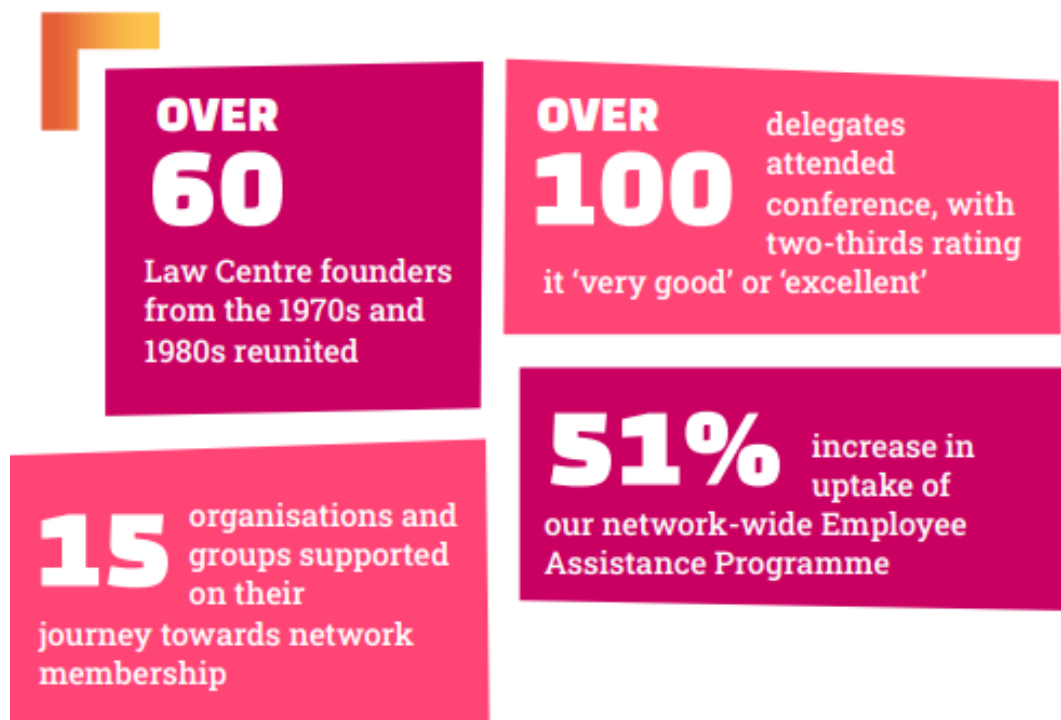


Illustration of our **impact in 2024:**



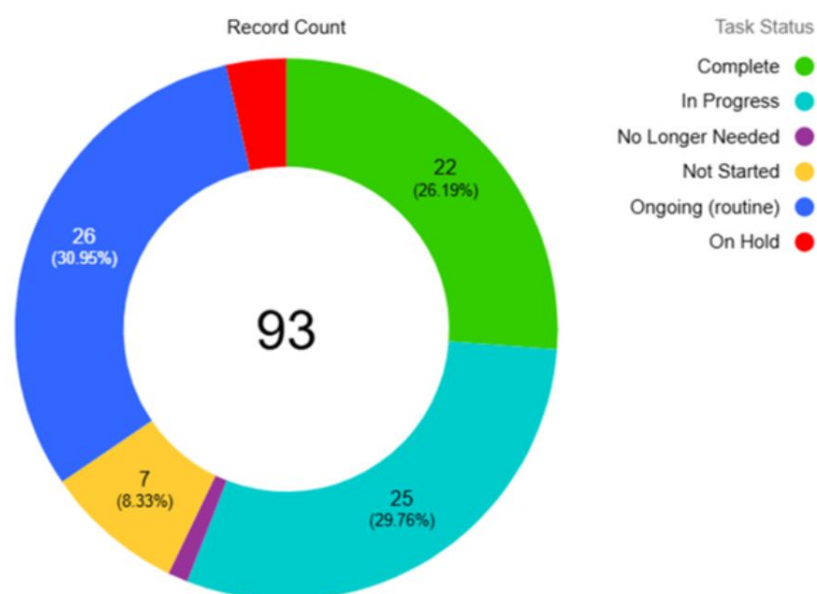
Strategic Objective 3 - Amplify the collective voice of Law Centres



The following programmes of work which was funded by:

- LCN Membership Subscriptions
- Esmée Fairbairn Foundation
- John Ellerman Foundation
- The National Lotteries Community Fund – Awards for All

OBJECTIVE 3: OVERALL TASK STATUS



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 year, these were borne out in four high level areas of work.

To achieve this, we are undertaking the following [initiatives](#):

Initiative Name	Description
Access to Justice Policy	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.
Civil Legal Aid Policy	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.
Communications - External	This initiative covers LCN approach for raising the profile of Law Centres and their work externally and includes LCN's website.
Law Centre Branding	This is about developing and sharing the Law Centre branding material.

Communications - Law Centres	This initiative covers LCN approach for building Law Centres' capacity and skills around communications, including how LCN communicates with Law Centres
Law Centre Data	This is about analysing and using Law Centres' data to tell the story of what Law Centres see everyday, to highlight their unique contribution to access to justice and to make them better known.
Social Justice Advocacy	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.
Overcoming Language Barriers to Access Justice	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.

Highlights for 2024 - 2025

This year has been clearly affected by the UK general election, the change of government and our new national and international context. In public policy terms, the election and, to a lesser extent, the autumn statement shortened the year. It also drove some course adjustments as the new government's priorities changed, purse strings were tightened and expectations were managed. Against this background, our advocacy impacts this year are all the more appreciated.

Influencing to make **legal aid** more sustainable:

- LCN and Law Centres contributions earlier have led to critical findings and recommendations for comprehensive change in the government's Review of Civil Legal Aid, or **RoCLA**.
- LCN has lobbied ministers and officials for improving legal aid terms and investing in it. New government has renewed its commitment to legal aid, and has consulted on proposals for increasing **immigration and housing legal aid fees** by £20m per year. These categories are not only those in most immediate need of support, they are also the two most common practice areas for Law Centres. The fee increase is now awaiting implementation.
- LCN has collaborated with others to support a legal challenge to the terms of the **welfare benefits legal aid** contract. The new government has settled the case and escape fees are now available for welfare benefits legal aid cases. This has particular benefit for Law Centres, that make up over half of welfare benefits legal aid providers.

Advocacy to expand **access to justice** supports:

- LCN was invited to take part in the **Legal Support** Strategy Delivery Group, led by the justice minister, which aims to bring the legal and advice sector together to influence how the much smaller funding scheme can best support more legal assistance. Law Centres, we want to build on our previous advocacy to keep funding levels at least comparable to those of recent legal support funding.
- Following advocacy from LCN and other groups, the new government has agreed to extend the exemption of housing cases from the civil courts' **Fixed Recoverable Costs** regime. The three-year extension is longer than the original two-year period. The housing exemption is important to the economics of legal aid housing practices. It is also key to upholding the rights of tenants to a live in decent rented homes and not in neglect and disrepair.
- **Represented Law Centres'** interests and voice with policymakers, decision makers and parliamentarians at national level, meeting new ministers several times, and responding to four consultations in a policy year shortened by the election. Also being external stakeholders' first point of

contact with our wider network, e.g. as the Cabinet Office considered updating Equality Act provisions.

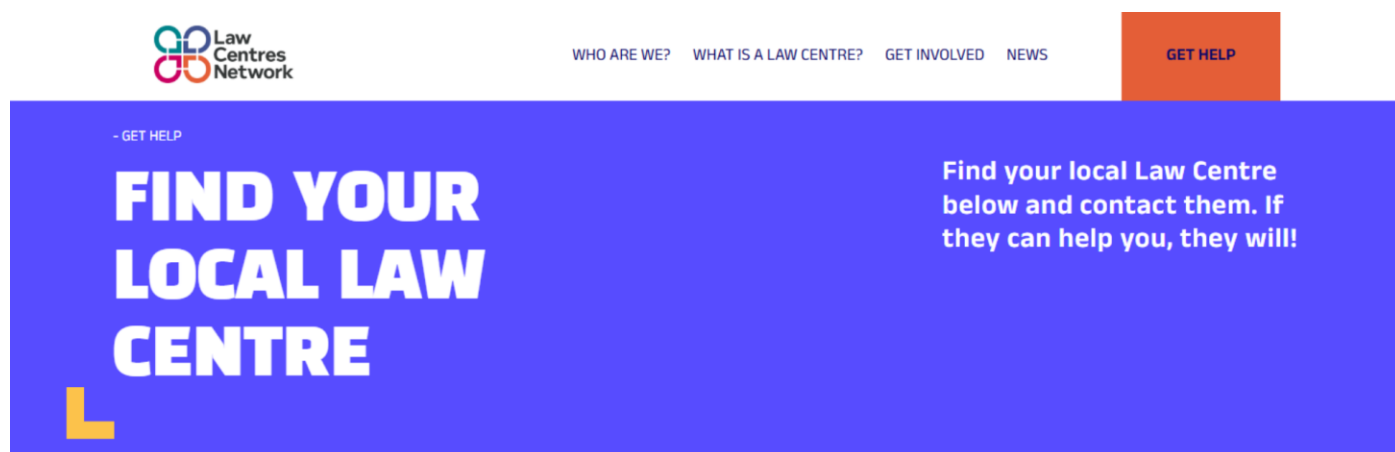
- Undertook **upstream influencing** work by informing other representative bodies' submissions where we have no capacity to engage directly (the Treasury's Spending Review consultation) or where we are not directly consulted (legal aid contract conditions), and contributing to a short-term applied academic project on strengthening the rule of law.

Policy work in support of **other objectives**:

- Since the general election, guided Law Centres on how to **engage their local MPs**, most of whom were newly elected, and build supportive relations. This included general guidance on methods, positions and messaging; template documents (e.g. letters to MPs urging a charity exemption from NICs); individual background briefings; and other direct support.
- Provided **advocacy support** to several collaborative LCN and Law Centres projects: countering discriminatory practices by DWP, supporting the rights of victims of crime with language needs, testing out hub approaches to Law Centre services and others.

WEBSITE – GET HELP PAGE

Last year LCN launched it's new website with view to continue to develop sections of the website as funds became available. This year, with a grant from the National Lotteries Community Fund - Awards for All – we commenced work on enhancing the *Get Help* page.



The *Get Help* page is an important resource that aims to help people find the help they need.

LCN cannot provide legal advice but each day we receive enquiries from people desperate for assistance.

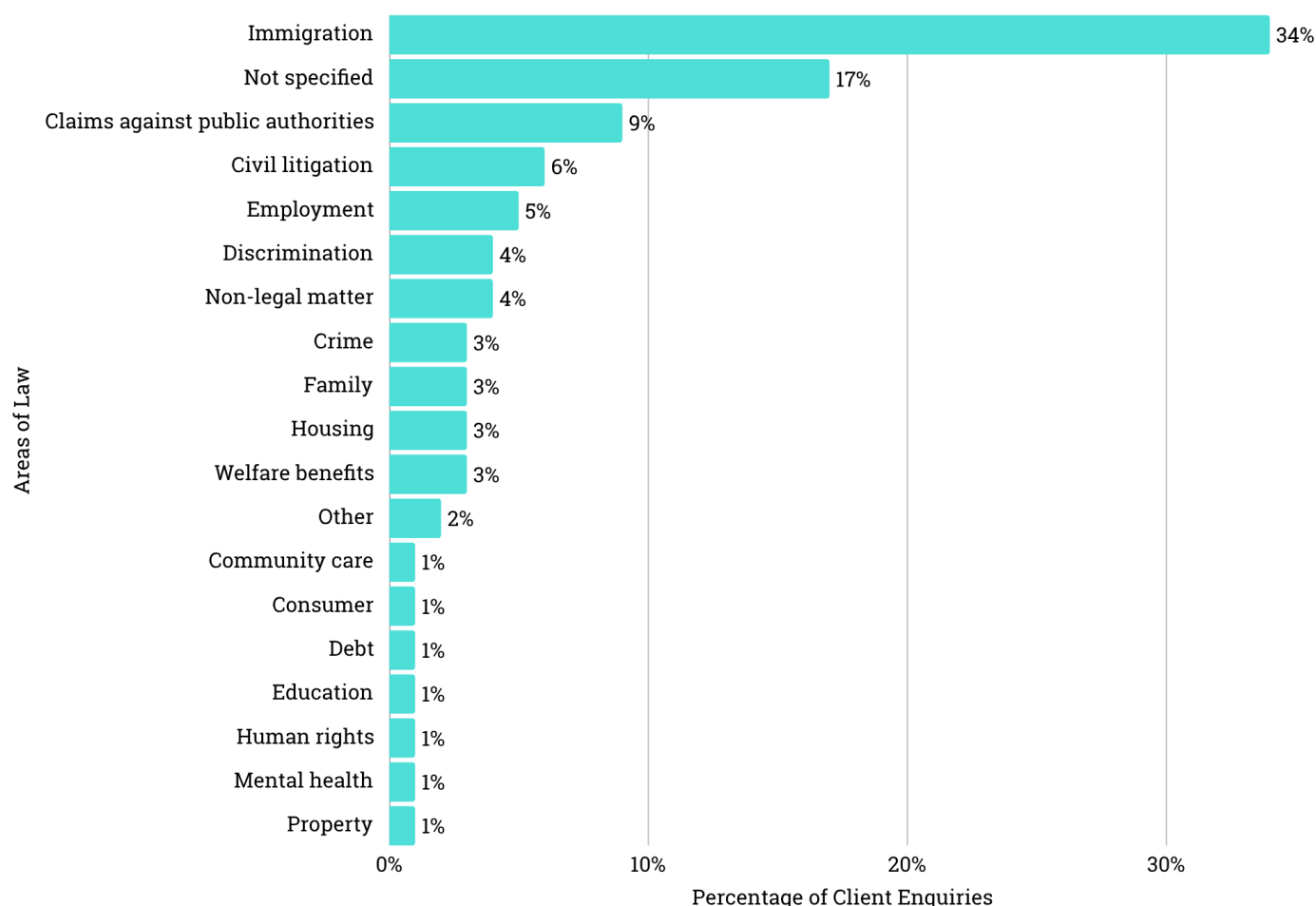
In 2024-25 LCN received the following enquiries:

ENQUIRIES: 2844

CLIENT ENQUIRIES: 2020

Law Centres Federation

Report of the Executive Committee for the year ended 31 March 2025



Communications Highlights

This year saw a shift in LCN's comms, particularly around the use of social media. LCN made the decision to leave X on 3rd February 2025. Prior to this, a Bluesky account was set up in December 2024.

A 'Being Better Known' briefing (an overview of the network's comms setup and capacity) was drawn up in response to the Law Centres Conference in 2024. This and a draft communications plan has fed into a larger upcoming piece of work: an LCN communications strategy setting out LCN's priorities and key messages

Analytics: social media, newsletter analytics, media requests, media coverage

Full year social media and newsletter analytics collected this quarter. Comparisons with previous years show:

- Supporters Newsletter: subscriber growth of 24.4% in 2024–25 compared to 10.94% in 2023–24 and 5% in 2022–23
- LinkedIn: follower growth rate of 32% in 2024–5 compared to 36% in 2023–24 and 27.3% in 2022–3. LinkedIn followers have more than doubled since 1 April 2023
- Facebook follower growth rate of 1.6% in 2024–5 compared to 4.5% in 2023–24 and 3.4% in 2022–3

Media requests

- 31 media requests (both reactive and proactive) in 2024–5. 8 resulted in published coverage (26%)
- 24 media requests (both reactive and proactive) in 2023–4. 10 resulted in published coverage (42%)

Media coverage

- 94 Law Centre/LCN media appearances in 2024–25
- 62% media appearances were in national rather than local outlets
- LCN was involved in 18% of the coverage

Coverage included:

- KCAL's DWP discrimination case which made national news.

- Housing court duty schemes with Bradford Law Centre staff and clients featured in the published article
- Feature on Law Centres and poverty made the front cover of The Law Society Gazette Magazine November edition which included 16 Law Centre spokespeople. Covid 19 inquiry and other features in Gazette throughout the year
- BBC One Morning Live. Filmed at Greater Manchester Law Centre, and with a client at Bristol Law Centre which also resulted in a short film on litigants in person

Supporters Newsletter

- 12 editions this year: see summary.
- Editions ranged from Southwark Law Centre's Homeless Patients Legal Advocacy Service, KCALC's DWP discrimination case, LCN's Victims of Crime report and Law Centre perspectives on disability benefits cuts

Website news posts

- 21 in the past year. See summary.

London Marathon fundraiser

- Selected LCN's runner, designed an LCN-branded running top and set up a fundraising page for a campaign which raised £1360

Bulletins

- Kept Law Centres in the loop with weekly Bulletins across the year comprising updates, events and more

Supporting Law Centre comms:

- Established and supported Communications community of practice (CommsNet) with 5 meetings
- Inform Law Centres with communications news, training and tools and shared resources
- Created an awards calendar for Law Centres to encourage nominating staff
- Law Centre award nominations
- Branding -New logo and brand guidelines our Citizens Advice members who are Law Centres.

Social media round-up

- Promoted LCN's policy positions (and legal aid) in the following examples:



The **value** of legal advice

- **Spend to save:** investing in free legal advice could save the Treasury up to £12 billion in the next 10 years.
- **A stronger society:** higher employment rates, fewer people in insecure housing, improved health and wellbeing, and reduced reliance on benefits.

Originally a volunteer for Shpresa Programme, Esme Madill supported Albanian children and young people to find lawyers to represent them in their asylum claims.

As this became more difficult, Esme made it her mission to help meet this need by training as a lawyer herself.



Esme is shortlisted for a legal award



"This report exposes how the UK's immigration system has unfairly targeted the Windrush Generation for decades, revealing deep-rooted racism in the way policies were made.

"Many have suffered, and some are still waiting for justice. It's time for the government to right these wrongs and ensure this never happens again."

Nana Adusei
Southwark Law Centre




The Historical Roots of the Windrush Scandal report






"It will be one of the few law clinics in the country focused on helping LGBTQ+ people assert their rights at a time when they face a growing backlash, ensuring vulnerable LGBTQ+ people know they don't have to fight their battles alone."

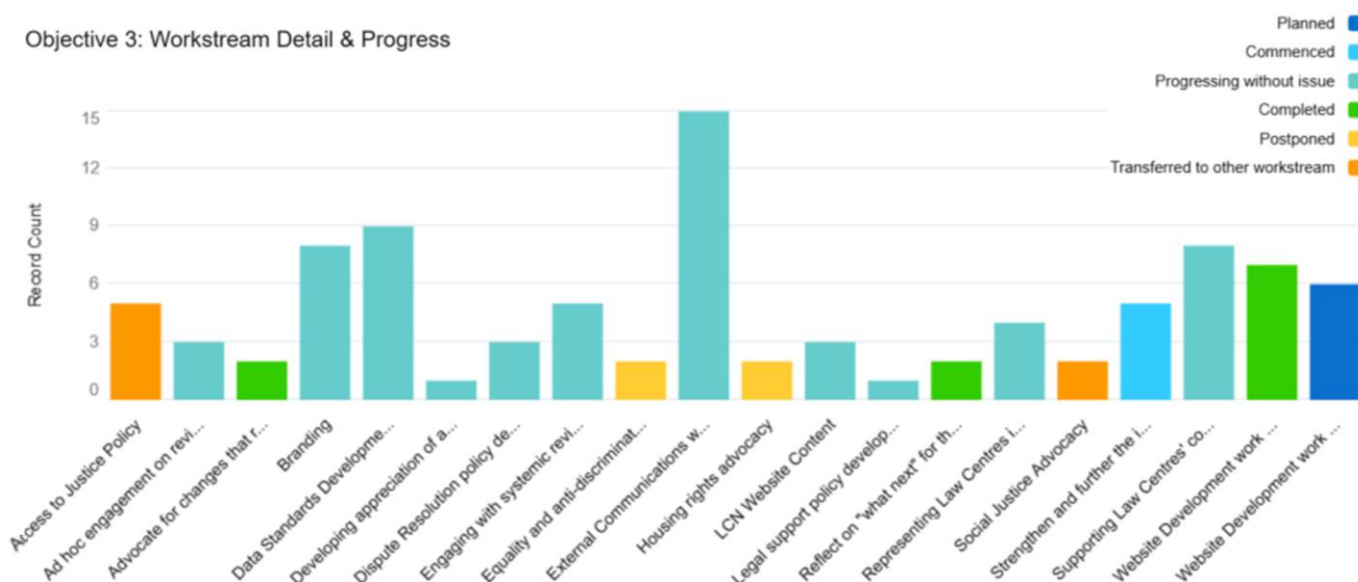


Martin South
Tower Hamlets Law Centre

Pride Beats Prejudice



Progress made throughout the year on Objective 3:





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 2025 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.

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.
- **Collaboration:** 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 - 2025/2026

Following the external review of LCN and the continued focus on our new Theory of Change, in 2025-2026 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**

We will also further develop our monitoring and evaluation framework. Considerable progress was made this year, but that work will be implemented in the coming year.

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 2025

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 £48,874 (2024: incoming resources £32,386).

LCN had a net deficit on unrestricted funds of (£9,467). Together with the accumulated surplus brought forward from previous years, the charitable company now has unrestricted funds of £89,432 (2024 £98,899).

Our main source of unrestricted funds continues to be from subscriptions from Law Centres and donations. In addition, a contribution this year of £7,683 (2024: £5,483) as gifts-in-kind was generously provided by several law firms.

Restricted funds carried forward on 31 March 2025 amounted to £272,643 (2024: £214,302) 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 £177,000 The current level of unrestricted reserves is £89,432 at Balance Sheet date. This is sufficient for LCN to run for 3 months.

The level of unrestricted reserves and available cash is sufficient for LCN to meet its obligations should it cease trading. The Executive Committee has budgeted to break even in the coming year. LCN aims to build reserves to the level they believe is prudent given the current circumstances in the UK.

Going Concern

At its meeting on 14 July 2025, 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 2025-2026 Management Accounts including the Balance Sheet, revised budget 2025-2026 and budget projection for 2026-2027, cash flow projections to April 2026 and LCN Fundraising Strategy. They also considered Charity Commission Guidance as well as Guidance from the Auditors.

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 the end of 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.

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 13 October 2025 and signed on its behalf by:


..

Helen Rogers
Chair of Trustees

Independent auditors' report
To the members of Law Centres Federation
For the year ended 31 March 2025

Opinion

We have audited the financial statements of Law Centres Federation (the 'Charity') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including [Financial Reporting Standard 102](#): The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. 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.

In connection with our audit of the financial statements, 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 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 or a material misstatement of the other information. If, based on the work

Independent auditors' report
To the members of Law Centres Federation
For the year ended 31 March 2025

we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' report (incorporating the directors' report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' report (incorporating the directors' 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 Charity 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 in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us;
- the financial statements are not in agreement with the accounting records and returns;
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not obtained all the information and explanations necessary for the purposes of our audit.

Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees 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 they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

Our responsibilities for the audit of the financial statements

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

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

Independent auditors' report
To the members of Law Centres Federation
For the year ended 31 March 2025

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management, which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to the internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities]. This description forms part of our auditor's report.

This report is made solely to the Charity'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 Charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Anthony Epton (Senior Statutory Auditor)
for and on behalf of
Goldwins Limited
Statutory Auditor
Chartered Accountants
75 Maygrove Road
West Hampstead
London NW6 2EG

15 October 2025

LAW CENTRES FEDERATION

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

For the year ended 31 March 2025

	Note	Restricted £	Unrestricted £	2025 Total £	2024 Total £
Income and Endowments					
Donations	2a		152,219	152,219	125,489
Charitable activities	2b	602,035	341,647	943,682	965,738
Investments			520	520	478
Other	2c		26,854	26,854	5,273
Total		602,035	521,240	1,123,275	1,096,978
Expenditure on:					
Raising funds	3		37,583	37,583	50,853
Charitable activities		568,819	467,999	1,036,818	1,013,739
Total		568,819	505,582	1,074,401	1,064,592
Net income/(expenditure)		33,216	15,658	48,874	32,386
Transfers between funds	10	25,125	(25,125)	-	-
Net movement in funds	10	58,341	(9,467)	48,874	32,386
Reconciliation of funds:					
Total funds brought forward		214,302	98,899	313,201	280,815
Total funds carried forward		272,643	89,432	362,075	313,201

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 CENTRES FEDERATION

Balance sheet

As at 31 March 2025

	Note	2025 £	2024 £
Fixed Assets			
Tangible Fixed Assets	9	-	224
		-	224
Current assets			
Debtors	7	101,010	135,208
Cash at bank and in hand		397,763	372,417
Total Current Assets		498,773	507,625
Creditors: amounts falling due within one year	8	(136,698)	(194,648)
Net current assets		362,075	312,977
Net Assets		362,075	313,201
Funds	10		
Restricted funds			
In surplus		272,643	214,302
Unrestricted funds			
General fund		89,432	98,899
Total funds		362,075	313,201

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 13 October 2025 and signed on its behalf by



Helen Rogers
Chair



Victor McAllister
Treasurer

The accompanying notes form part of these financial statements.

Company no. 2433492

LAW CENTRES FEDERATION

Cash Flow Statement

For the year ended 31 March 2025

	2025 £	2024 £
Cash flows from operating activities:		
Net cash provided by / (used in) in operating activities	24,826	76,183
Cash flows from investing activities:		
Interest income	520	478
Net cash provided by investing activities	520	478
Change in cash and cash equivalents in the reporting period	25,346	76,661
Cash and cash equivalents at the beginning of the reporting period	372,417	295,756
Cash and cash equivalents at the end of the reporting period	397,763	372,417

Analysis of cash and cash equivalents

	2025 £	2024 £
Cash in hand	397,763	372,417
Total cash and cash equivalents	397,763	372,417

Analysis of changes in net debt

	01 April 2024 £	Cash flows £	31 March 2025 £
Cash	372,417	25,346	397,763
Total	372,417	25,346	397,763

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

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. 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) 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 2024 - 2025 considered its financial position and whether LCF continued to be a going concern. At its meeting on 13 July 2025, 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 3 new multi-year grants and 3 new short-term grants during 2024-2025 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 2025/26. EC agreed that LCN is a going concern. The charitable company therefore continues to adopt the going concern in preparing its financial statements.

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.

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

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.

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

2a. Donations	Restricted	Unrestricted	2025 Total	2024 Total
	£	£	£	£
Subscriptions - Law Centre members	-	115,100	115,100	95,100
Donations	-	37,119	37,119	30,389
Total	-	152,219	152,219	125,489

2b. Charitable Activities	Restricted	Unrestricted	2025 Total	2024 Total
	£	£	£	£
AB Charitable Trust	-	69,000	69,000	55,000
Allen & Overy Foundation	-	-	-	8,000
Awards For All	19,700	-	19,700	-
Baring Foundations	191,206	-	191,206	184,454
Bell Foundation	16,679	-	16,679	7,210
City Bridge Trust	88,275	-	88,275	-
East Midland Business Ltd	-	-	-	15,000
Esmee Fairbairn Foundation	-	-	-	65,000
John Ellerman Foundation	-	48,000	48,000	48,000
Law Society	22,500	-	22,500	22,500
LLST - Cost of Living	28,675	10,000	38,675	65,990
LLST - Propel	225,000	-	225,000	225,000
Paul Hamlyn Foundation	-	-	-	100,000
Talent Fund	10,000	-	10,000	-
The Legal Education Foundation	-	65,000	65,000	22,500
Services to LCs	-	135,116	135,116	124,101
Gifts in Kind	-	7,683	7,683	5,483
Annual conference	-	6,848	6,848	-
IT - Digital Transformation (TNLCF)	-	-	-	17,500
Total	602,035	341,647	943,682	965,738

In the preceding year, 2023-24, £425,584 of total income from charitable activities were related to unrestricted funds and £540,154 attributable to restricted funds.

2c Other income	Restricted	Unrestricted	Total 2025	2024
	£	£	£	£
Sundry income	-	26,854	26,854	5,273
Total	-	26,854	26,854	5,273

In the preceding year, 2023-24, £5,273 were attributable to unrestricted income.

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

3 Total expenditure

	Raising Funds	Charitable Activities	Support Costs	2025	2024
	£	£	£	£	£
Staff costs	34,614	375,127	76,742	486,483	456,148
Staff Travel, Training, Recruitment & Mtgs	-	2,320	5,408	7,728	10,752
Governance costs	-	14,173	-	14,173	28,220
Premises costs	-	28,237	-	28,237	26,817
Office costs, ICT, Insurance & Comms	-	12,666	-	12,666	10,621
Legal and Professional Fees	-	3,089	-	3,089	3,430
Services to Law Centres	-	128,986	-	128,986	119,206
Grants & Payments to Law Centres	-	323,795	-	323,795	310,678
Annual Conference & Events	-	14,054	-	14,054	-
Subscriptions & Journals	-	7,712	-	7,712	8,872
Training and Course Costs	-	1,824	-	1,824	1,963
Website / Digital Development	-	11,157	-	11,157	54,336
Project specific cost	-	26,815	-	26,815	28,067
Gifts in Kind	-	7,682	-	7,682	5,483
Total expenditure	34,614	957,637	82,150	1,074,401	1,064,592
Support Costs	2,969	79,181	(82,150)	-	-
Total expenditure	37,583	1,036,818	-	1,074,401	1,064,592

In the preceding year, 2023 -24, £562,045 of expenditure was attributable to unrestricted funds and £502,547 attributable to restricted funds.

3 Total expenditure (comparison 2024)

	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
Total expenditure	45,152	957,475	61,965	1,064,592	1,069,258
Support Costs	5,701	56,264	(61,965)	-	-
Total expenditure	50,853	1,013,739	-	1,064,592	1,069,258

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

3a Analysis of Grant Payments to Law Centres

	2025	2024
Funders	£	£
Baring Foundation	133,875	126,918
LLST - Cost of Living	25,578	55,000
LLST - Propel	164,342	128,760
Total	323,795	310,678

3b Analysis of governance costs

	2025	2024
	£	£
Annual Report	1,969	3,972
Audit fees	11,400	17,700
Independent examiner fees (2023)	-	4,440
EC travel (reimbursed)	212	1,276
Governance meetings	592	832
Total	14,173	28,220

4 Net Income / (Expenditure) for the year

This is stated after charging:	2025	2024
	£	£
Executive Committee's reimbursed expenses		1,276
Auditors' remuneration		
Audit*	11,400	14,750
Independent Examination		4,400
Operating lease rentals:		
property	11,112	10,584

*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 paid / incurred during current year ended 31 March 2024

5 Staff costs and numbers

	2025	2024
Staff costs were as follows:	£	£
Salaries and wages	417,964	397,651
Social security costs	39,252	30,661
Pension contributions	29,267	27,836
Total	486,483	456,148

5a. Staff costs by activities

	2025	2024
	£	£
Raising Funds	34,614	45,153
Charitable Activities	375,126	355,925
Support Cost	76,743	55,070
Total	486,483	456,148

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

Total pension contributions paid during the year in relation to this employee was £5,018 (2023-24: £4,841).

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	
	2025	2024	2025	2024
	No.	No.		
Cost of generating income	2	4	0.4	0.7
Support costs	3	3	1.5	1.3
Direct Service provision	7	10	6.4	6.4
Average Employee Numbers	12	11	8.3	8.4

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

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

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 £99,533 (2023-24: £98,250), which includes total employer NIC Contributions of £4,718 (net of 5k employment Allowance) and total employer pension contributions of £6,202

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

Executive Committee expenses of £212 were incurred in 2024- 2025 (£1,276 in 2023-24). None of the 17 members were remunerated.

6 Taxation

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

7 Debtors

	2025	2024
	£	£
Grants receivable	5,560	3,605
Prepayments	34,001	32,819
Conference fees	680	300
Membership & Lexis Nexis	31,757	27,164
VAT Due	2,784	4,546
Professional Indemnity Insurance	23,880	61,011
Other debtors	2,348	5,763
Total	101,010	135,208

8 Creditors:

	2025	2024
	£	£
Trade creditors	17,951	24,243
Taxation and social security	11,134	10,464
Accruals	15,714	26,284
Pension contributions	6,406	6,441
Deferred Income	83,124	97,966
Amount held on behalf of Law Centres	0	27,673
Other creditors	2,369	1,577
Total	136,698	194,648

8a. Deferred Income

	2025	2024
	£	£
Balance at the beginning of the year	97,966	70,380
Amount released to income in the year	97,966	70,380
Amount deferred in the year	83,124	97,966
Balance at the end of the year	83,124	97,966

Deferred income for the year includes £83,124 for invoicing of the Professional Indemnity Insurance in March 25, which relates to the next financial year 2025-26. Deferred income of £97,966 in 2024 corresponds to the invoicing of the Professional Indemnity Insurance (£87,966) and grant in advance from the Talent fund (£10,000), which was applicable to and released in the 2024-25 financial year.

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

9 Fixed assets	Computer equipment £	Total £
Cost		
As at 01 April 2024	15,838	15,838
Additions	-	-
As at 31 March 2025	15,838	15,838
Depreciation		
As at 01 April 2024	15,614	15,614
Charge for the year	224	224
As at 31 March 2025	15,838	15,838
Net book value		
As at 31 March 2024	224	224
As at 31 March 2025	-	-

10 Movements in funds

	At the start of the year £	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Restricted funds:					
Awards For All	-	19,700	12,868	-	6,832
Baring Foundation	153,152	191,206	187,288	-	157,070
Bell Foundation	-	16,679	16,679	-	-
City Bridge Trust	-	88,275	65,482	-	22,793
Law Society	-	22,500	40,932	25,125	6,693
LLST - Cost of Living	-	28,675	28,675	-	-
LLST - PROPEL	61,150	225,000	206,895	-	79,255
Talent Fund	-	10,000	10,000	-	-
Total Restricted Funds	214,302	602,035	568,819	25,125	272,643
Unrestricted funds	98,899	521,240	505,582	(25,125)	89,432
Total Funds	313,201	1,123,275	1,074,401	-	362,075

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

Movements in funds (2024)

	At the start of the year	Incoming resources	Outgoing resources	Transfers	At the end of the year
	£	£	£	£	£
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	-	-
Total Restricted Funds	167,970	540,154	502,547	8,725	214,302
Unrestricted funds	112,845	556,824	562,045	(8,725)	78,306
General Fund	92,252	556,824	562,045	(8,725)	78,306
Designated Fund	20,593	-	-	(20,593)	-
Total Funds	280,815	1,096,978	1,064,592	-	313,201

10 Purposes of RESTRICTED grant funds received:

Awards for All: restricted 1 year grant to redevelop the *Get Help* page of LCN's website.

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 and to finalise and advocate on the findings of the FOI report.

City Bridge Trust 5 year programme to work with London Law Centres and Centres of Excellence to build capacity, digital and data skills, to develop digital maturity, to develop a data standard and to harness the data to give voice to Londoners on issues that concern them.

Legal Education Foundation: Workforce Development - 1 year restricted grant to scope a scheme to assist Law Centres outside London recruit and retain staff. This project ended in 2024

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 borough of Haringey.

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

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. The project ended in 2024.

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 further our aims and objectives in line with LCN'S Strategic Plan 2024-2029

Esmee Fairbairn Foundation: An unrestricted two year grant to contribute to core costs to maintain capacity and delivery on LCN's policy objectives. This grant ended in 2024.

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

10 Movements in funds (continued)

Purposes of UNRESTRICTED grant funds received:

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.

Legal Education Foundation: A three year core grant to assist LCN to increase our capacity to support Law Centres in the face of increasingly complex challenges.

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.

11 Net Assets by Fund

2025

	Unrestricted	Restricted	Total
	£	£	£
Fixed Assets	-	-	-
Cash	115,335	282,428	397,763
Other Net Assets	(25,903)	(9,785)	(35,688)
Net Current Assets	89,432	272,643	362,075

11 Net Assets by Fund (2024 Comparison)

2024

	Unrestricted	Restricted	Total
	£	£	£
Fixed Assets	224	-	224
Cash	122,075	250,344	372,417
Other Net Assets	(23,399)	(36,042)	(59,440)
Net Current Assets	98,676	214,302	312,977
Total	98,899	214,302	313,201

12 Operating lease commitments

	2025	2024
	£	£
Property		
Within 1 year	11,112	10,584
	11,112	10,584

LAW CENTRES FEDERATION

Notes to the financial statements

For the year ended 31 March 2025

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.

	2025	2024
	£	£
Camden Law Centre	-	15,900
Derbyshire Law Centre	42,526	40,666
Ealing Law Centre	35,704	25,752
South West London Law Centre	21,526	25,752
Vauxhall Law Centre	42,525	39,852

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

	2025	2024
	£	£
Net expenditure as per the statement of financial activities	48,874	32,386
Adjustments for:		
Depreciation charges	224	824
Investment income	(520)	(478)
Decrease in debtors	34,198	8,854
Decrease/Increase in creditors	(57,950)	34,597
Net cash used in operating activities	24,826	76,183

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

	Note	Restricted £	Unrestricted £	2024 Total £	2023 Total £
15 Income and Endowments					
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
Total		540,154	556,824	1,096,978	912,591
Expenditure on:					
Raising funds		-	50,853	50,853	43,475
Charitable activities	3	502,547	511,192	1,013,739	1,025,783
Total		502,547	562,045	1,064,592	1,069,258
Net income/(expenditure)		37,607	(5,221)	32,386	(156,667)
Transfers between funds	10	8,725	(8,725)	-	-
Net movement in funds		46,332	(13,946)	32,386	(156,667)
Reconciliation of funds:					
Total funds brought forward		167,970	112,845	280,815	437,482
Total funds Carried forward		214,302	98,899	313,201	280,815