

# THE 999 CLUB AND LADY FLORENCE TRUST

England & Wales · Charity number 1091077

## Details

|                |                                                         |
|----------------|---------------------------------------------------------|
| Other names    | THE 999CLUB TRUST                                       |
| Status         | Registered                                              |
| Legal form     | Charitable company                                      |
| Company number | <a href="#">04238295</a>                                |
| Registered     | 2002-03-13                                              |
| Register       | <a href="#">View on the Charity Commission register</a> |

## Contact

|         |                                                            |
|---------|------------------------------------------------------------|
| Address | The 999 Club<br>21 Deptford Broadway<br>London<br>SE8 4PA  |
| Phone   | 02086945797                                                |
| Email   | <a href="mailto:office@999club.org">office@999club.org</a> |
| Website | <a href="http://www.999club.org">www.999club.org</a>       |

## Activities

**Objects:** THE OBJECTS OF THE COMPANY ARE:-(A) THE RELIEF OF POVERTY BY THE PROVISION OF AN ADVICE AND COUNSELLING SERVICE.(B) THE ADVANCEMENT OF EDUCATION AND THE PROVISION OF FACILITIES FOR RECREATION OR OTHER LEISURE-TIME OCCUPATION FOR PEOPLE WHO HAVE NEED OF SUCH FACILITIES BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES WITH THE OBJECT OF IMPROVING THEIR CONDITION OF LIFE.

**Activities:** 999 Club supports people facing homelessness in South-East London. From our Deptford base, we run the Gateway day centre; a Women's Sanctuary; housing, employment and benefits advice; the MovePlus mentoring scheme; and The Bridge mental-wellbeing programme.

## Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** Education/training, The Advancement Of Health Or Saving Of Lives, Disability, The Prevention Or Relief Of Poverty
- **Who:** Elderly/old People, People With Disabilities

## Geography

- **Area of benefit:** GREATER LONDON
- Lewisham

## Finances

| Period end | Income     | Expenditure | Assets     | Employees |
|------------|------------|-------------|------------|-----------|
| 2025-08-31 | £1,854,065 | £1,861,490  | £3,486,510 | 39        |
| 2024-08-31 | £1,550,472 | £1,573,047  | £3,493,935 | 33        |
| 2023-08-31 | £1,358,633 | £1,322,638  | £3,516,509 | 28        |
| 2022-08-31 | £916,306   | £1,059,875  | £3,480,515 | 16        |
| 2021-08-31 | £990,011   | £1,122,952  | £3,624,082 | 16        |
| 2020-08-31 | £1,682,571 | £1,069,748  | £3,757,023 | 18        |

## Trustees

| Name                  | Role | Appointed  |
|-----------------------|------|------------|
| BALWINDER KAUR SAPPAL |      | 2026-01-26 |
| Catherine Druce       |      | 2024-01-29 |
| Dan Burraway          |      | 2021-04-29 |
| Jagpal Singh Babbra   |      | 2026-01-26 |
| Michael Pisciotta     |      | 2026-01-26 |
| Roy Brown             |      | 2024-11-04 |
| Sandra Iskander       |      | 2024-07-15 |
| Victoria Prouse       |      | 2024-01-29 |

## Linked charities

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- LADY FLORENCE INSTITUTE (1091077-1)

**THE 999 CLUB AND LADY FLORENCE TRUST**

England & Wales - Charity number 1091077

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# Accounts

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# Trustees' Report and Financial Statements

For the year ended 31 August 2025



The 999 Club and Lady Florence Trust, known as "The 999 Club"

Company Registration No. 4238295 (England & Wales)

Charity Registration No. 1091077

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## CHARITY INFORMATION

|                                    |                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                    | Arti Modhwadia (resigned November 2024)<br>Catherine Druce<br>Dan Burraway<br>Ijay Onyechi<br>Mamta Gupta (resigned November 2024)<br>Manlio Battaglia Trovato (Treasurer)<br>Roy Brown (appointed November 2024)<br>Sandra Iskander<br>Tim Colman (resigned May 2025)<br>Toju Mayomi (resigned May 2025)<br>Victoria Prouse (Chair) |
| <b>Secretary</b>                   | Thomas Neumark Jones (resigned October 2024)<br>Teresa Goede (interim, appointed October 2024)<br>Charly Richardson (appointed February 2025).                                                                                                                                                                                       |
| <b>Chief Executive</b>             | Thomas Neumark Jones (resigned October 2024)<br>Teresa Goede (interim, appointed October 2024)<br>Charly Richardson (appointed February 2025).                                                                                                                                                                                       |
| <b>Registered office</b>           | 21 Deptford Broadway<br>London<br>SE8 4PA                                                                                                                                                                                                                                                                                            |
| <b>Company registration number</b> | 04238295                                                                                                                                                                                                                                                                                                                             |
| <b>Registered charity number</b>   | 1091077                                                                                                                                                                                                                                                                                                                              |

**Bankers**

HSBC Bank Plc  
85 Lewisham High Street  
London  
SE8 4RQ

Unity Trust Bank  
PO Box 782  
Orpington  
BR6 1EN

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**Solicitors**

TV Edwards  
35 Mile End Road  
London  
E1 4TP

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**Auditors**

Buzzacott Audit LLP  
130 Wood St  
London  
EC2V 6DL



## REPORT OF THE CHAIR OF THE BOARD

It has been another busy, challenging, but rewarding year at 999 Club. The continuous increase in homelessness in south east London has created an ongoing rise in demand for our services. Despite this, the team has worked hard to support our members and provide a friendly and empowering environment for them to thrive across all our services from our centre in Deptford.

I am pleased to share the Trustees' report and financial statements for 1 September 2024 to 31 August 2025.

The year saw change in the organisation as we said goodbye to our previous CEO Tom Neumark at the end of the last year, and welcomed in February this year Charly Richardson as our new CEO. Charly brings a wealth of knowledge and experience of leading community services in Lewisham. He has had a busy first six months in the role as we manage increased demand while reviewing our internal structures and processes and planning our new five-year strategy.

As well as welcoming Charly to the role, I want to thank Teresa Goede who stepped in as interim CEO between October and February, ably guiding the organisation through this period of change.

The team has worked hard to support our members and provide a friendly and empowering environment for them to thrive

Our wraparound service supports people experiencing homelessness from the moment they walk through our door, first offering a warm welcome, clean clothes, a shower, and food. When ready, we support our Members with benefit claims, employment and training advice and help get them housed. Finally, our Move+ team mentors people for 6 months once they are housed. Our Bridge team provides mental health recovery support to the broader community 365 days a year.

This year we introduced an Essential Services Team to bring together our staff and volunteers who provide crucial support to our Members providing meals, clothes washing and general practical support to those using the Gateway. We also added a Reconnections team, who work to take people from temporary accommodation across six south east London boroughs and house them in rented accommodation.

This year work has started on our new five-year strategy. We have worked closely with our Member Committee made up of people who use our services to ensure lived experience and co-production are at the heart of the strategy. We also held an away day where trustees, staff, volunteers, and people who have used our services came together to reflect and plan.

These accounts show that the 999 Club had a small deficit within the year. We are very grateful to have received an unrestricted legacy gift this year from a long-term supporter. It has made a huge difference to what we are able to do and we thank the family for thinking of us at this time. Our fundraising was at a record high last year, which was an amazing achievement given the tough funding landscape and significant cost pressures we and many other charities are facing.

I am very grateful to all the individuals, trusts and companies that have supported 999 Club in the past year. Thank you to our funders for your generosity and support during this time. Our work would not be possible without you.

999 Club's work is made possible by a committed group of over 55 volunteers. Our volunteer roles are varied and all crucial in the running of this organisation. The time and commitment of our volunteers is outstanding and we thank them for all the amazing work they do and their good humour and care. Likewise, our knowledgeable and experienced staff are crucial in the smooth running of our services and I want to thank them for their hard work and commitment.

A key volunteer role in the organisation is that of our trustees. We have seen some movement in our trustee group this year as some of our trustees came to the end of their second three-year term. I want to thank all our existing trustees as well as those who left us this year for all their hard work and commitment to the governance of the organisation. A particular thanks to Toju Mayomi who was our treasurer for six years and Manlio Trovato who was a long-standing trustee and more recently treasurer for their time and dedication to the charity over the past six years.

As we look forward to 2026 and the launch of our new five-year strategy we know demand for our services will continue and we want to be ready and able to meet that challenge. It will be a busy and challenging year ahead, but I know we will continue to provide crucial services for our community.

**Victoria Prouse**

The 999 Club and Lady Florence Trust



Chair of Trustees

January 2026

# REPORT OF THE TRUSTEES

## Our Vision

Our *vision* is that no one will sleep on the streets in Lewisham.

Our *approach* to achieving our vision is to provide a friendly open door for anyone that is sleeping on the streets or otherwise homeless and then empower them to escape from homelessness.

We believe that sleeping rough should be rare, fleeting and never repeated.

## Our Mission

If you're experiencing homelessness, we will offer you a warm welcome, a safe space, and immediate support. We will then provide wraparound support, working with you to find a new home and settle securely



## Our Values

In everything we do, we demonstrate our *values*:

- *Inclusive*: We are welcoming and supportive.
- *Respectful*: We respect each other and celebrate diversity so that everyone can give their best.
- *Empowering*: We encourage people to take personal responsibility for making positive changes in their lives by providing opportunities, developing their talents, and helping to build their confidence and self- esteem.
- *Partnership*: We recognise the importance of working collaboratively with people who come to the centre to design, deliver and evaluate our services.
- *Inspiring*: We all inspire one another to discover our purpose and reach our full potential, celebrating our achievements and positive steps forward.

## Objectives and activities

The 999 Club's objects are "The relief of poverty by the provision of an advice and counselling service" and "The advancement of education and the provision of facilities for recreation or other leisure-time occupation for people who have need of such facilities by reason of... poverty or social and economic circumstances with the object of improving their conditions of life."

### Our story of change

Engagement with 999 Club starts by meeting basic needs, but it does not end there. We support people who are experiencing homelessness; people escaping domestic abuse; and those with no recourse to public funds. Our starting point is helping people meet their basic needs such as shower, food, phone, laundry, computer, post. Through this we build trusting relationships with the people that use our service and support them to find and sustain a home, and to take part in meaningful activities such as work or volunteering.

Our work is person-led, far-reaching and inspires meaningful change. We collaborate to ensure that our services are accessible, inclusive, and designed to improve the psychological and emotional wellbeing of the people with whom we work. We strive for continuous improvement in our delivery and adopt a flexible and personalised approach that treats people with kindness and compassion.

### Review of past activities



In 2024/25 999 Club provided the following services:

**The Gateway:** A welcoming day centre on Deptford High Street, offering practical help such as food, laundry and showers as well as a safe and friendly space, supporting an average of 55 unique individuals per day.

**HEAT:** Housing, employment and advice team providing guidance for people either experiencing or at risk of homelessness so that they can find a home and maximise their income.

**The Bridge:** A referral only, recovery focused service, operating from 6pm to 11pm on weekdays and 10am to 8.30pm on weekends and holidays for Lewisham residents who feel that they cannot cope. We supported 365 people and recorded 4911 interventions.

**MOVE+:** Our Peer Coaching service providing 1:1 and group support to 76 people so that they can sustain their new tenancies and to make progress in employment.

**Co Production:** We offer meaningful opportunities for co-design and co-production to ensure that the lived experience of our Members shapes our services. This is done through several mechanisms including our Client Committee. This year 184 Members were involved in co-production activities.

## Achievements and performance

We supported people to stay in their home or find a new home and to get employment, education or training. Last year we supported 112 people to find a home, 31 people to stay in their home and avoid eviction and 131 people to start employment, education, training or volunteering.

**63%** of people who have used 999 Club's Private Rented Sector housing navigation services are now housed.

**88%** of people who attended the Bridge had not gone back to A&E in the six months following the service.

We continued to deepen partnerships with other organisations in south-east London, working closely with: the London boroughs of Lewisham and Greenwich, Thames Reach, Refuge, South London and Maudsley NHS Foundation Trust, Change Grow Live, Advice Lewisham, Citizens Advice Bureau, Lewisham Local, Community Connections, Fareshare, the Felix Project, Lewisham Refugee and Migrant Network, Bench Outreach, Lewisham North Primary Care Network, Goldsmiths University of London, Brett Grellier Psychological Services, Barka UK, the Albany Theatre and more. We are grateful to them all.

### Quotes from people that have used our services:

*"Everything is good. 999 club helped me my situation 6 months ago was very bad. first day here to today is very different. positive experience."*

*"I was downtrodden and felt dejected from society. However, you guys made me feel seen again. Thank you"*

*"The early breakfast should happen every day, good food and the staff they're fantastic."*

*"On a scale from 1 to 10 I rate it 11."*

*"Continue to be a Beacon of Hope in the Deptford community."*

*"The 999 Club is a real and trustable place for men and women in social difficulties."*

## Case study

SA is a forty-year-old man who started coming to the 999 Club in September '24 following his release from custody. Having left prison with no fixed abode he had been sleeping rough and chanced upon the 999 Club.

Having been abstinent in custody SA struggled to remain clean in the community. Unsurprisingly, given his situation, he lapsed into drug use, specifically opiates and struggled with the consequences of this for a significant period of time.

SA was introduced to CGL through the Rough Sleeper's Breakfast and, working at his own pace, eventually engaged with them. Even though he was motivated to change, SA struggled with managing on script and with the support of the RSB team and CGL, in April he was prescribed weekly injections of Buvidal which was the key for him.

### **Below is his story in his own words:**

*"I aged each day, hard looks, pointing fingers, not a day without verbal abuse. Same routine each day, hunting for drugs, money to score, a place to sleep at night! Weight lost by the day, self-esteem lost by the day, me lost by the day. Who am I? What am I? Have I got in a hole I can't get out? I don't like my life (if that's what you call it). Don't like me, so lonely, so, so lost. Day after day, no sleeping, no eating. Same clothes, no shave, tooth brush, no wash. Where do I go? Is there a way out? So lonely, no1 to talk to, no family or friends. One day where, as always, I'm walking, searching for a way to get a fix, looking at [the] floor. Can't remember a day I held my head up, getting more deep, lost then I turn to see...A blue building, few people outside, clear to see [they were] where I am, so I go over & look. Homeless? Need help? Need support? YES, YES, YES, so I walk in, have I found help? I walked in near [the] time it was closing so I introduced myself at the desk as you walk in, gave my name and was given advice in regards to officially going in to register, plus asked to come back in next day around 9.30-10am. As with anything in my life, I missed next day and [it] was probably near a fortnight before going but regardless of that the staff still welcomed me on arrival, knew*

*even my name and saw me straight away. Registration I expected just the normal, name, DOB etc but no, I had --- sit with me nearly an hour while I spoke of where I am, how it happened, the life before it, life now and he was so understanding, pleasant and [it] was the 1st time I felt human and welcomed in a long, long time.*

*After this, I found myself using the 999 Club + its services a lot more often. Thankfully, I came across this at the most vital time as well as by this time I found myself completely homeless and without question I was now in the most darkest hole, and lowest place I'd been in my life in a long time. Homeless, deep in the Class A drug world lonely, not seeing my children, losing weight rapidly, crime world now was a regular for me, shoplifting everyday morning til night, days without sleep, no routine, stopped all my meds so my epilepsy + mental health worsening + spending £150-£250 a day on drugs. My main use of 999 Club was breakfast club Monday + Thursday which after a couple of months went to Mon, Wed + Fri which was a God send as breakfast club was the only time I found myself ever eating any food and even [the] only time I ever even had a drink. I was invited to come for lunch too which was so nice, yet my drug habit being so bad meant 9am till 1am + even later (up to 2-3 days non-stop) I was out stealing, selling, scoring, smoking + that was repeated so many times [a] day non-stop hence why my life spiralled out of control.*

*Any way over [the] last 6-9 months the staff have been my rock, my support, my only reason I am not dead or on a serious jail sentence is the help of them, with Terry and Teresa's amazing brekkies and the female staff who have all in their own ways been a big huge support in my terrible nightmare of*

*From the bottom of my heart, I won't ever forget what you all done for me, like family, so caring, so thoughtful*

*a time, sorry not to mention names as I am rubbish with names and couldn't think of them all LOL! Frankie the Manager, WOW, just WOW, what a godsend she is, never ever give up on me, so caring, so supportive + understanding she is! She has worried about me more than I have myself + having no family or friends, she has been like them all, you can see this is not just a job and feel + see she really does care + goes all out to do all and more to be there for me + I can never thank her enough. So yeah to close on this the best way (and before I keep going on + on which I could do due to how much they have done + how much I hugely appreciate it) LOL, I am now, Finally CLEAN COMPLETELY from opiates + have a bed to sleep in. I'm in no way lonely or*

*feel I am alone with nobody as I know I always have people I can chat to, who will help me, support me + understand me. Even up to still now I have them helping me move forward, it's just a few days until Frankie + my drug worker [from CGL] are seeing me for a joint meeting to help me progress more, this I didn't even request, they have so kindly organised this for me. Breakfast, hot drink, washing, shower, haircut, help with benefits, banking, home/housing queries + mainly a friendly chat, laugh + escape from all the day to day problems + stress ALL THERE AT THE 999 CLUB DEPTFORD! A BLESSING IN DISGUISE! From the bottom of my heart, I won't ever forget what you all done for me, like family, so caring, so thoughtful + I can tell my last XXX. Thank you SA Always a place in my heart for U all."*

## Volunteers

Our work is supported by a team of over 55 dedicated volunteers with backgrounds as diverse as the local population. Some of our volunteers have either used our service in the past or have experienced homelessness. They help to make our services feel safe and welcoming by greeting people that use our services and ensuring that they find the support that they need. We are very grateful to our volunteers and thankful for their



amazing contributions.

## Fundraising

999 Club is so grateful to the individuals and organisations that so generously support our work. We are fortunate to work in and with such a generous community. Their donations make our work possible.

We are grateful to The Balcombe Charitable Trust, City Bridge Foundation, The David Family Foundation, The Drapers' Charitable Fund, The Linbury Trust, Maudsley Charity, Mercers' Charitable Foundation, The National Lottery Reaching Communities, Streets of London, Ward NCIL Fund and we are grateful to all the companies and community groups that support our work through both donations and volunteering.

We would also like to thank the many smaller trusts that have generously supported our work over the past year. The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice, and its associated rulebooks for fundraising activities.

The 999 Club is compliant with the General Data Protection Regulation and only contacts prospective and existing supporters in line with its Privacy Policy and Data Protection Statement. The 999 Club recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly.

The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

## Financial review

Financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 23. There was a deficit for the year of £7,425 (deficit in 2024: £22,576). When the deficit is added to the funds brought forward of £3,493,935, this leaves a figure of £3,486,510 for total funds carried forward at 31 August 2025.

## Reserves policy

The trustees aim to maintain unrestricted general reserves equivalent to at least three months of core running costs (including staffing, contractor, and contract costs). This provides the charity with protection against a significant drop in funding, giving time to adjust operations and ensure continuity of essential services.

The trustees will limit unrestricted general reserves to no more than of six months of core running costs, to ensure funds are applied to charitable purposes and do not accumulate beyond what is necessary.

When financial circumstances permit, the trustees will also designate funds for a Property Sinking Fund to provide for major repairs of the charity's freehold property.

Unrestricted reserves were £532,492 at 31 August 2025 which represents 3.4 months of running costs and is within the policy.

## Designated funds

During the year, the trustees designated £280,000 of unrestricted funds following an unrestricted legacy from the Wellings family. The designation includes £200,000 for longer-term property development, £70,000 to support additional staffing capacity during 2025/26, and £10,000 for essential equipment and utilities. These amounts remain part of unrestricted reserves but have been earmarked for these specific purposes.

Remaining designated reserves only include the value of the freehold property.

## Structure, governance and management

The 999 Club, a company limited by guarantee and a registered charity, was formed in 1992. The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is presented within restricted funds.



## Trustees and governance

The charity is governed by a Board of Trustees who meet regularly to oversee the strategic direction and ensure compliance with legal and regulatory requirements. Trustees are appointed in accordance with the Memorandum and Articles of Association and are recruited based on the skills and experience needed to support the charity's objectives. New trustees receive an induction covering their responsibilities and the work of the charity. The Board delegates day-to-day management to the Chief Executive Officer, who is supported by a senior leadership team.

The names of the trustees who served during the year, and any appointed since, are shown on page 1. Appointment to the Board is by nomination by the members after the needs of the charity are considered by the current trustees. The Board aims to ensure that its composition includes individuals with suitable skills and experience to contribute positively to the governance of the charity. Trustees receive a thorough induction, including Charity Commission guidance on the role of a trustee, and training is provided on a personalised basis.

The organisation has a clear structure with defined lines of authority and delegation, which are regularly reviewed by the Board. The Board is responsible for setting strategies and policies and ensuring these are implemented by the Chief Executive on its behalf. The Board also sets the remuneration of staff, undertaking market testing and benchmarking against similar-sized organisations.

The Board of Trustees confirms it has regard to the Charity Commission's guidance on public benefit and considers each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011. The trustees are satisfied that the 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity, meeting all elements of the two key principles.

## Policy, planning and risk management

The Board is responsible for managing the risks faced by the organisation. It reviews the organisational risk position, internal controls, and compliance with statutory and financial regulations. A risk register is maintained, monitored, and reviewed at Finance Committee and Board meetings. This process identifies major risks, their likelihood and significance, and the mitigating controls in place, and seeks to identify any actions and resources required to manage these risks further.

### Risks

The Board is satisfied that systems are in place to mitigate major risks, both internal and external. Risks are reviewed regularly by the Board and documented in a risk register, which identifies likelihood, impact, and mitigation actions.

#### Key risks and responses include:

| Area                                      | Risk                                                                                                                                  | Mitigation                                                                                                                                                  |
|-------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Financial sustainability</b>           | Rising costs and a challenging fundraising climate could impact service delivery.                                                     | A robust fundraising strategy, active trust and donor pipeline; careful monitoring of costs; reserves policy requiring at least three months of core costs. |
| <b>Property and building condition</b>    | Our main premises at 21 Deptford Broadway is aging and requires investment to remain fit for purpose.                                 | A property sinking fund designation; regular health and safety checks; prioritisation of essential repairs; long-term fundraising for major redevelopment.  |
| <b>Safeguarding and reputational risk</b> | We work with individuals facing multiple challenges, which requires robust safeguarding measures and proactive reputation management. | Safeguarding policies, DBS checks, staff training, and incident monitoring, and clear communication protocols.                                              |

|                                                 |                                                                                                     |                                                                                                                               |
|-------------------------------------------------|-----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|                                                 | Risks include serious safeguarding concerns or negative media coverage following serious incidents. |                                                                                                                               |
| <b>Far-right extremism and community safety</b> | The rise of far-right activity poses a potential threat to our Members and operations.              | Monitoring external threats; reviewing security measures; maintaining strong relationships with local authorities and police. |
| <b>Business continuity</b>                      | Risks from IT failure, cyber-attacks or building disruption.                                        | IT business continuity plan, IT support contracts, and insurance cover (including cyber protection).                          |

## Future plans

As we look ahead to 2025-2026, the 999 Club will continue to respond to rising demand for our services while strengthening the organisation for the future.

### Our objectives for 2025-2026:

| Objective                                           | Goal                                                                                                                                                                                                                                                                                                                 |
|-----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Delivering high-quality, empowering services</b> | <p>We will maintain a welcoming and supportive environment for people experiencing homelessness, ensuring our wraparound services—from Gateway to Move+ and Bridge—help individuals move towards stability and independence.</p> <p>We will focus on cultivating a trauma and psychologically-informed approach.</p> |

|                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengthening financial sustainability</b>                | <p>Delivering our plans next year will require significant investment amid rising demand and inflation. Trustees are committed to financial sustainability through strong fundraising, cost control, and maintaining reserves of at least three months' core costs.</p> <p>We'll strengthen resilience with diverse income streams, deeper donor engagement, and innovative fundraising in a challenging economic climate.</p> |
| <b>Enhancing communications and advocacy</b>                 | <p>We will share stories and insights co-produced with members to raise awareness of homelessness and position 999 Club as a trusted local voice. Our communications will champion lived experience and highlight the impact of our work.</p>                                                                                                                                                                                  |
| <b>Investing in our people</b>                               | <p>We will support staff, volunteers, and trustees with training and development opportunities, ensuring they have the skills and confidence to deliver excellent services and strong governance.</p>                                                                                                                                                                                                                          |
| <b>Improving facilities and planning for redevelopment</b>   | <p>We will upgrade essential facilities at our Deptford centre and progress plans for long-term building improvements to ensure our premises remain safe, welcoming, and fit for purpose.</p>                                                                                                                                                                                                                                  |
| <b>Maintaining safety and resilience</b>                     | <p>We will review security measures in response to external threats, strengthen business continuity planning, and ensure robust safeguarding and cyber-security practices.</p>                                                                                                                                                                                                                                                 |
| <b>Launching and implementing our new five-year strategy</b> | <p>This strategy, co-produced with people who use our services, will be launched in May 2026 and will guide our work over the coming years.</p>                                                                                                                                                                                                                                                                                |

## Trustees' responsibilities

The trustees (who are also directors of the 999 Club and Lady Florence Trust 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).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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;
- the trustees have taken all steps that ought to have been 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.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the trustees

The 999 Club and Lady Florence Trust



Victoria Prouse

**Chair of Trustees**

12 February 2026



# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE 999 CLUB AND LADY FLORENCE INSTITUTE

## Opinion

We have audited the financial statements of The 999 Club and Lady Florence Institute (the 'charitable company') for the year ended 31 August 2025 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

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

## Basis for opinion

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

## Conclusions relating to going concern

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

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

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

## Other information

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and

- the trustees' report, which is also the directors' report for the purposes of company law, has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 16, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

Our objectives are to obtain reasonable assurance about whether the financial statements

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

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity through discussions with representatives from the Trustees and from our knowledge and experience of the charity sector.
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of representatives of management and the review of minutes of Trustee meetings.

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

- Making enquiries of where management considers there was susceptibility to fraud and knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;

- Tested the authorisation of expenditure;
- Investigated the rationale behind significant or unusual transactions

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Hugh Swainson (Senior Statutory Auditor)

For and on behalf of Buzzacott Audit LLP, Statutory Auditor

130 Wood Street

London

EC2V 6DL

## Statement of financial activities

For the year ended 31 August 2025

|                                                   |       | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2025<br>£ | Total<br>2024<br>£ |
|---------------------------------------------------|-------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income from:</b>                               |       |                            |                          |                    |                    |
| Donations and grants                              | 2     | 667,918                    | 509,601                  | 1,177,519          | 820,123            |
| Contract Income                                   |       | 350,686                    | -                        | 350,686            | 411,476            |
| Interest received                                 |       | 16,355                     | -                        | 16,355             | 21,706             |
| Other trading activities:                         |       |                            |                          |                    |                    |
| Rental income                                     |       | 309,505                    | -                        | 309,505            | 297,166            |
| <b>Total income</b>                               |       | <b>1,344,464</b>           | <b>509,601</b>           | <b>1,854,065</b>   | <b>1,550,471</b>   |
| <b>Expenditure on:</b>                            |       |                            |                          |                    |                    |
| Raising funds                                     | 3     | 81,042                     | -                        | 81,042             | 75,348             |
| Charitable activities                             | 4     | 1,198,745                  | 581,703                  | 1,780,448          | 1,497,700          |
| <b>Total expenditure</b>                          |       | <b>1,279,787</b>           | <b>581,703</b>           | <b>1,861,490</b>   | <b>1,573,048</b>   |
| <b>Net (expenditure) income for the year</b>      |       |                            |                          |                    |                    |
|                                                   |       | 64,677                     | (72,102)                 | (7,425)            | (22,577)           |
| Transfers between funds                           | 12/13 | (37,661)                   | 37,661                   | -                  | -                  |
| <b>Net (expenditure) income for the year</b>      |       |                            |                          |                    |                    |
|                                                   | 7     | 27,016                     | (34,441)                 | (7,425)            | (22,577)           |
| Balances brought forward at 31 August 2024        |       | 2,268,503                  | 1,225,432                | 3,493,935          | 3,516,512          |
| <b>Balances carried forward at 31 August 2025</b> |       |                            |                          |                    |                    |
|                                                   | 12/13 | <b>2,295,519</b>           | <b>1,190,991</b>         | <b>3,486,510</b>   | <b>3,493,935</b>   |

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 26 to 40 form part of these financial statements.

## Balance sheet

As at 31 August 2025

|                                                       | Notes | 2025<br>£        | 2024<br>£        |
|-------------------------------------------------------|-------|------------------|------------------|
| <b>Fixed assets</b>                                   |       |                  |                  |
| Tangible fixed assets                                 | 8     | 2,674,072        | 2,656,399        |
| <b>Current assets</b>                                 |       |                  |                  |
| Debtors                                               | 9     | 141,302          | 111,222          |
| Cash at bank and in hand                              |       | 267,254          | 796,168          |
| Short Term Deposits                                   |       | 470,000          | -                |
|                                                       |       | 878,556          | 907,390          |
| <b>Creditors: amounts falling due within one year</b> | 10    | (66,118)         | (69,854)         |
| <b>Net current assets</b>                             |       | 812,438          | 837,536          |
| <b>Total assets less current liabilities</b>          |       | 3,486,510        | 3,493,935        |
| <b>Net assets</b>                                     |       | 3,486,510        | 3,493,935        |
| <b>Funds</b>                                          |       |                  |                  |
| Unrestricted funds                                    |       |                  |                  |
| General funds                                         |       | 532,438          | 785,422          |
| Designated funds                                      |       | 1,763,081        | 1,483,081        |
|                                                       | 12    | 2,295,519        | 2,268,503        |
| Restricted                                            | 13    | 1,190,991        | 1,225,432        |
|                                                       |       | <b>3,486,510</b> | <b>3,493,935</b> |

The notes on pages 26 to 40 form part of these financial statements.

Approved by the Board of Trustees on

and signed on its behalf by

Victoria Prouse

Chair

Company Number 04238295 (England & Wales)

## Cash Flow statement

For the year ended 31 August 2025

|                                                                     | Notes | 2025<br>£      | 2024<br>£      |
|---------------------------------------------------------------------|-------|----------------|----------------|
| <b>Net cash used in operating activities</b>                        | 16    | (11,683)       | (46,522)       |
| <b>Cash flows from investing activities:</b>                        |       |                |                |
| Purchase of tangible fixed assets                                   |       | (63,586)       | (8,206)        |
| Cash placed on deposit                                              |       | (470,000)      | -              |
| Interest receivable                                                 |       | 16,355         | 21,706         |
| <b>Net cash (used in) provided by investing activities</b>          |       | (517,231)      | 13,500         |
| <b>Net movement in cash and cash equivalents</b>                    |       | (528,914)      | (33,022)       |
| Cash and cash equivalents at the beginning of the reporting period  |       | 796,168        | 829,190        |
| <b>Cash and cash equivalents at the end of the reporting period</b> | 17    | <b>267,254</b> | <b>796,168</b> |

The notes on pages 26 to 40 form part of these financial statements.

There is no difference between the change in cash and cash equivalents and the change in net debt. The charity has no borrowings or finance lease obligations.

## Notes to the financial statements

### For the year ended 31 August 2025

#### 1. Accounting policies

##### 1.1 Basis of preparation

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities' preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition), the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is presented within restricted funds. The linking direction took effect for the whole of the 2023/24 financial year of The 999 Club and Lady Florence Trust.

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

The Charity constitutes a public benefit entity as defined by FRS 102.

##### 1.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern.

##### 1.3 Company status

The charity is a company limited by guarantee. The members of the company are the trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club

and Lady Florence Trust as a result of a linking direction issued by the Charity Commission.

#### **1.4 Donations and legacies**

All donation income is included in the Statement of Financial Activities in the year in which it is received unless it is restricted income and has been received specifically in respect of expenditure to be incurred in a future accounting period in which case it is deferred.

#### **1.5 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

#### **1.6 Support Costs**

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are allocated based on an estimate of the time members spend on each activity.

#### **1.7 Fundraising costs**

All expenses relating to fundraising and publicity are charged to this heading.

#### **1.8 Governance costs**

These costs relate to the governance of the organisation. They include expenses of trustees' meetings, and audit fees.

#### **1.9 Tangible fixed assets and depreciation**

- Freehold buildings are depreciated at 1% per annum.
- Deptford extension costs are depreciated over 10 years.

- Other capitalised refurbishment costs are depreciated over the length of the lease.
- Furniture and equipment and minibuses are depreciated over 5 years.
- Other significant installations (e.g., air conditioning): 7-10 years, based on useful life.

There is a capitalisation limit of £1,000 below which assets are not capitalised.

## 1.10 Funds

**Restricted funds:** These balances represent voluntary income or grants which have been received for the purposes set out in note 12. The application of these funds is restricted by the expressed wishes of the donor or the terms of the grant. Following the linking direction issued on 4 December 2023, the activities of Lady Florence Institute are now presented as a restricted fund.

**Unrestricted funds:** These balances represent funds that can be used for any of the charity's purposes.

**Designated funds:** These represent the unrestricted elements of the charities' freehold property

## 1.11 Pension Scheme

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

## 1.12 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

## 1.13 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated

assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt.

## 2. Income from: donations and grants

|                       | Unrestricted funds<br>£ | Restricted funds<br>£ | 2025 total<br>£  |
|-----------------------|-------------------------|-----------------------|------------------|
| Trust and Foundations | 41,200                  | 335,513               | 376,713          |
| Statutory             | 21,627                  | 174,088               | 195,715          |
| Individuals           | 548,821                 | -                     | 548,821          |
| Corporates            | 32,898                  | -                     | 32,898           |
| Events                | -                       | -                     | -                |
| Community             | -                       | -                     | -                |
| Gift Aid              | 21,997                  | -                     | 21,997           |
| Other                 | 1,375                   | -                     | 1,375            |
|                       | <b>667,918</b>          | <b>509,601</b>        | <b>1,177,519</b> |

|                       | Unrestricted funds<br>£ | Restricted funds<br>£ | 2024 total<br>£ |
|-----------------------|-------------------------|-----------------------|-----------------|
| Trust and Foundations | 198,186                 | 232,255               | 430,441         |
| Statutory             | 71,508                  | 17,391                | 88,899          |
| Individuals           | 251,213                 | -                     | 251,213         |
| Corporates            | 28,560                  | -                     | 28,560          |
| Events                | 3,436                   | -                     | 3,436           |
| Community             | 384                     | -                     | 384             |
| Gift Aid              | 17,190                  | -                     | 17,190          |
|                       | <b>570,477</b>          | <b>249,646</b>        | <b>820,123</b>  |

## 3. Expenditure on: raising funds

|               | 2025<br>£     | 2024<br>£     |
|---------------|---------------|---------------|
| Staff costs   | 47,188        | 52,529        |
| Direct costs  | 19,474        | 11,323        |
| Centre costs  | 12,091        | 8,247         |
| Support costs | 2,289         | 3,249         |
|               | <b>81,042</b> | <b>75,348</b> |

In 2024/25 and 2023/24, all expenditure on raising funds was unrestricted.

#### 4. Expenditure on: charitable activities

|                               | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2025<br>total<br>£ |
|-------------------------------|----------------------------|--------------------------|--------------------|
| Staff costs                   | 661,514                    | 410,497                  | 1,072,011          |
| Centre costs                  | 229,719                    | 69,158                   | 298,877            |
| Depreciation                  | 15,725                     | 30,188                   | 45,913             |
| Project costs                 | 53,351                     | 53,837                   | 107,188            |
| Miscellaneous costs           | (1)                        | 252                      | 251                |
| Support costs                 | 85,538                     | 12,764                   | 98,302             |
| Governance costs (see note 5) | 62,729                     | 5,007                    | 67,736             |
| Lady Florence Institute       | 90,170                     | -                        | 90,170             |
|                               | <b>1,198,745</b>           | <b>581,703</b>           | <b>1,780,448</b>   |

|                               | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2024<br>total<br>£ |
|-------------------------------|----------------------------|--------------------------|--------------------|
| Staff costs                   | 346,013                    | 627,994                  | 974,007            |
| Centre costs                  | 128,288                    | 66,673                   | 194,961            |
| Depreciation                  | 17,010                     | 30,188                   | 47,198             |
| Project costs                 | 17,224                     | 32,010                   | 49,234             |
| Miscellaneous costs           | -                          | 83                       | 83                 |
| Support costs                 | 99,294                     | 151                      | 99,445             |
| Governance costs (see note 5) | 41,169                     | 282                      | 41,451             |
| Lady Florence Institute       | 91,321                     | -                        | 91,321             |
|                               | <b>740,319</b>             | <b>757,381</b>           | <b>1,497,700</b>   |

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.

#### 5. Governance costs

|                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2025<br>total<br>£ |
|------------------------------------|----------------------------|--------------------------|--------------------|
| <b>Bank charges</b>                | 2,429                      | -                        | 2,429              |
| <b>Legal and professional fees</b> | 40,826                     | 5,007                    | 45,833             |
| <b>Audit and accountancy fees</b>  | 19,474                     | -                        | 19,474             |
|                                    | <b>62,729</b>              | <b>5,007</b>             | <b>67,736</b>      |

|                                    | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | 2024<br>total<br>£ |
|------------------------------------|----------------------------|--------------------------|--------------------|
| <b>Bank charges</b>                | 1,870                      | -                        | 1,870              |
| <b>Legal and professional fees</b> | 23,219                     | 282                      | 23,501             |
| <b>Audit and accountancy fees</b>  | 16,080                     | -                        | 16,080             |
|                                    | <b>41,169</b>              | <b>282</b>               | <b>41,451</b>      |

## 6. Staff costs

|                                     | 2025<br>£        | 2024<br>£        |
|-------------------------------------|------------------|------------------|
| <b>Wages and salaries</b>           | 982,972          | 898,336          |
| <b>Employers National Insurance</b> | 103,654          | 81,531           |
| <b>Pension costs</b>                | 20,116           | 19,049           |
| <b>Recruitment costs</b>            | 12,457           | 27,620           |
|                                     | <b>1,119,199</b> | <b>1,026,536</b> |

No trustees were reimbursed for expenses (2024: nil). No trustees received any remuneration in either year. In 2025 donations received from trustees was nil (2024: nil).

The number of employees who earned £60,000 per annum or more (including benefits but excluding pension contributions) during the year was as follows:

|                        | 2025 No. | 2024 No. |
|------------------------|----------|----------|
| <b>£60,001-£70,000</b> | 1        | -        |
| <b>£70,001-£80,000</b> | -        | 1        |

The key management personnel in charge of directing and controlling, running and operating the charity on a day-to-day basis comprise the Trustees, the CEO, the Head of Operations and the Head of Fundraising and Communications. The aggregate amount paid to key management personnel in the year was £190,489 (2024: £212,318).

The average number of staff employed by the charities in the year ended 31 August 2025 was 39 (2024: 33).

During the year no redundancy payments were made (2024: nil).

## 7. Net expenditure

Net expenditure for the year is stated after charging:

|                                                       | 2025<br>£ | 2024<br>£ |
|-------------------------------------------------------|-----------|-----------|
| <b>Auditors remuneration - current year audit fee</b> |           |           |
| Current year                                          | 13,800    | 13,300    |
| Prior year                                            | 2,900     | -         |
| <b>Depreciation</b>                                   | 45,913    | 47,198    |

## 8. Fixed assets

|                       | Freehold land<br>and buildings<br>£ | Refurbishment<br>of centres<br>£ | Furniture<br>and<br>equipment<br>£ | Total<br>£ |
|-----------------------|-------------------------------------|----------------------------------|------------------------------------|------------|
| <b>Cost</b>           |                                     |                                  |                                    |            |
| As at 31 August 2024  | 3,018,750                           | 392,773                          | 103,227                            | 3,514,750  |
| Additions             | -                                   | 57,913                           | 5,673                              | 63,586     |
| As at 31 August 2025  | 3,018,750                           | 450,686                          | 108,900                            | 3,578,336  |
| <b>Depreciation</b>   |                                     |                                  |                                    |            |
| As at 31 August 2024  | 457,041                             | 332,849                          | 68,461                             | 858,351    |
| Charge for year       | 30,188                              | 8,627                            | 7,098                              | 45,913     |
| As at 31 August 2025  | 487,229                             | 341,476                          | 75,559                             | 904,264    |
| <b>Net book value</b> |                                     |                                  |                                    |            |
| As at 31 August 2025  | 2,531,521                           | 109,210                          | 33,341                             | 2,674,072  |
| As at 31 August 2024  | 2,561,709                           | 59,924                           | 34,766                             | 2,656,399  |

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors as they were brought into use for the first time.

The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258.

Following the linking direction on the 4 December 2023, the land and buildings previously held by the Lady Florence Institute have been transferred to the 999 Club.

## 9. Debtors

|                                | 2025           | 2024           |
|--------------------------------|----------------|----------------|
|                                | £              | £              |
| Trade debtors                  | 89,824         | 57,762         |
| Prepayments and accrued income | 51,478         | 53,460         |
|                                | <b>141,302</b> | <b>111,222</b> |

## 10. Creditors: Amounts falling due within one year

|                              | 2025          | 2024          |
|------------------------------|---------------|---------------|
|                              | £             | £             |
| Trade creditors              | 11,883        | 22,171        |
| Accruals and deferred income | 29,567        | 27,097        |
| Tax and Social Security      | 24,668        | 20,569        |
| Other creditors              | -             | 17            |
|                              | <b>66,118</b> | <b>69,854</b> |

## 11. Analysis of net assets between funds

|                              | Restricted<br>- 999<br>Club<br>£ | Designated<br>- 999 Club<br>£ | Unrestricted<br>- 999<br>Club<br>£ | Unrestricted<br>- Lady<br>Florence<br>Institute<br>£ | 2025<br>total<br>£ |
|------------------------------|----------------------------------|-------------------------------|------------------------------------|------------------------------------------------------|--------------------|
| <b>Tangible fixed assets</b> | 1,029,744                        | 1,483,081                     | 161,247                            | -                                                    | 2,674,072          |
| <b>Net current assets</b>    | 161,247                          | 280,000                       | 328,533                            | 42,658                                               | 812,438            |
| <b>Net assets</b>            | <b>1,190,991</b>                 | <b>1,763,081</b>              | <b>489,780</b>                     | <b>42,658</b>                                        | <b>3,486,510</b>   |

|                              | Restricted<br>- 999<br>Club<br>£ | Designated<br>- 999 Club<br>£ | Unrestricted<br>- 999<br>Club<br>£ | Unrestricted<br>- Lady<br>Florence<br>Institute<br>£ | 2024<br>total<br>£ |
|------------------------------|----------------------------------|-------------------------------|------------------------------------|------------------------------------------------------|--------------------|
| <b>Tangible fixed assets</b> | 1,059,878                        | 1,483,081                     | 113,440                            | -                                                    | 2,656,399          |
| <b>Net current assets</b>    | 165,554                          | -                             | 536,685                            | 135,297                                              | 837,536            |
| <b>Net assets</b>            | <b>1,225,432</b>                 | <b>1,483,081</b>              | <b>650,125</b>                     | <b>135,297</b>                                       | <b>3,493,935</b>   |

## 12. Unrestricted funds

|                                 | Balance at<br>1<br>September<br>2024<br>£ | Income<br>£      | Expenditur<br>e<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 August<br>2025<br>£ |
|---------------------------------|-------------------------------------------|------------------|----------------------|-----------------------------------|--------------------------------------|
| <b>General fund</b>             |                                           |                  |                      |                                   |                                      |
| - LFI                           | 135,297                                   | 309,505          | (402,144)            | -                                 | 42,658                               |
| <b>General Fund</b>             |                                           |                  |                      |                                   |                                      |
| - 999 Club                      | 650,125                                   | 1,034,959        | (877,643)            | (317,661)                         | 489,780                              |
| <b>Designated funds</b>         |                                           |                  |                      |                                   |                                      |
| Legacy donations                | -                                         | -                | -                    | 280,000                           | 280,000                              |
| Property fund                   |                                           |                  |                      |                                   |                                      |
| - 999 Club                      | 1,483,081                                 | -                | -                    | -                                 | 1,483,081                            |
|                                 | <b>1,483,081</b>                          | <b>-</b>         | <b>-</b>             | <b>280,000</b>                    | <b>1,763,081</b>                     |
| <b>Total unrestricted funds</b> | <b>2,268,503</b>                          | <b>1,344,464</b> | <b>(1,279,787)</b>   | <b>(37,661)</b>                   | <b>2,295,519</b>                     |

#### Designated funds - legacy donations

The trustees designated £280,000 of unrestricted funds, arising from an unrestricted legacy received from the Wellings family. The designation comprises £200,000 for property development, £70,000 for short-term staffing, and £10,000 for essential equipment and utilities. Designated funds remain part of unrestricted reserves and may be reallocated by the trustees if required.

#### Designated funds - property fund - 999 Club

The designated property fund is the value of the freehold property, excluding redevelopment costs, the value of which is included within Tangible Fixed Assets. Following the linking direction on the 4 December 2023, the land and buildings previously held by the Lady Florence Institute were transferred to the 999 Club.

|                                         | Balance at<br>1<br>September<br>2023<br>£ | Income<br>£    | Expenditure<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 August<br>2024<br>£ |
|-----------------------------------------|-------------------------------------------|----------------|------------------|-----------------------------------|--------------------------------------|
| <b>General<br/>fund - LFI</b>           | 76,320                                    | 297,166        | (91,321)         | (146,868)                         | 135,297                              |
| <b>General<br/>Fund - 999<br/>Club</b>  | 683,939                                   | 592,183        | (724,346)        | 98,349                            | 650,125                              |
| <b>Designated<br/>funds</b>             |                                           |                |                  |                                   |                                      |
| Property<br>fund - LFI                  | 1,483,081                                 | -              | -                | (1,483,081)                       | -                                    |
| Property<br>fund - 999<br>Club          | -                                         | -              | -                | 1,483,081                         | 1,483,081                            |
|                                         | <b>1,483,081</b>                          | <b>-</b>       | <b>-</b>         | <b>-</b>                          | <b>1,483,081</b>                     |
| <b>Total<br/>unrestricted<br/>funds</b> | <b>2,243,340</b>                          | <b>889,349</b> | <b>(815,667)</b> | <b>(48,519)</b>                   | <b>2,268,503</b>                     |

**13. Restricted funds**

|                                 | Balance at<br>1<br>September<br>2024<br>£ | Income<br>£    | Expenditure<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 August<br>2025<br>£ |
|---------------------------------|-------------------------------------------|----------------|------------------|-----------------------------------|--------------------------------------|
| <b>Employability -</b>          |                                           |                |                  |                                   |                                      |
| <b>Linbury</b>                  | 29,356                                    | 20,000         | (39,362)         | -                                 | 9,994                                |
| <b>Property development</b>     | 47,374                                    | 19,250         | (64,884)         | -                                 | 1,740                                |
| <b>Women's Space</b>            | -                                         | 25,000         | (46,052)         | 21,052                            | -                                    |
| <b>Bridge Café</b>              | 1,004                                     | -              | -                | (1,004)                           | -                                    |
| <b>Move +</b>                   | 87,820                                    | 181,745        | (172,107)        | -                                 | 97,458                               |
| <b>EST</b>                      | -                                         | 26,000         | (43,559)         | 17,559                            | -                                    |
| <b>Heat</b>                     | -                                         | 72,268         | (47,399)         | -                                 | 24,869                               |
| <b>Re-Connections Team</b>      | -                                         | 112,838        | (93,597)         | -                                 | 19,241                               |
| <b>Housing Specialist</b>       | -                                         | 52,500         | (44,555)         | -                                 | 7,945                                |
| <b>Property redevelopment</b>   | 1,059,878                                 | -              | (30,188)         | 54                                | 1,029,744                            |
| <b>Total unrestricted funds</b> | <b>1,225,432</b>                          | <b>509,601</b> | <b>(581,703)</b> | <b>37,661</b>                     | <b>1,190,991</b>                     |

**Employability - Linbury:** Funding to support the charity's employability and training work.

**Property development:** The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute. On the 7 December 2023, the title of the land and buildings previously held by the Lady Florence Institute were transferred to the 999 Club.

**Women's Space:** to run a programme of activities on our women's sanctuary, a space for women who are either experiencing or at risk of experiencing homelessness. The transfer represents transfer from general fund to cover project shortfall.

**Bridge Café:** an evening and weekend recovery-focused service for people experiencing mental health challenges.

**Move+:** a peer coaching service for people who previously experienced homelessness.

**EST:** Essential Services Team who provide food, clean clothes, cleaning, maintenance and reception services. The transfer represents transfer from general fund to cover project shortfall.

**Re-Connections Team:** A project connecting people in temporary accommodations across South-East London to more stable Private Rented Sector accommodation.

**Housing Specialist:** A role embedded within an NHS team giving housing advice to people experiencing poor mental health.

**Property redevelopment:** The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

|                        | Balance at<br>1<br>September<br>2023<br>£ | Income<br>£    | Expenditure<br>£ | Transfer<br>between<br>funds<br>£ | Balance at<br>31 August<br>2024<br>£ |
|------------------------|-------------------------------------------|----------------|------------------|-----------------------------------|--------------------------------------|
| <b>Volunteer</b>       |                                           |                |                  |                                   |                                      |
| Coordinator            | 9,133                                     | 26,000         | (36,889)         | 1,756                             | -                                    |
| <b>Employability -</b> |                                           |                |                  |                                   |                                      |
| Linbury                | 47,646                                    | 21,850         | (40,140)         | -                                 | 29,356                               |
| <b>City Bridge</b>     |                                           |                |                  |                                   |                                      |
| Advice Worker          | 7,262                                     | -              | (43,008)         | 35,746                            | -                                    |
| <b>Women's</b>         |                                           |                |                  |                                   |                                      |
| Space                  | 19,467                                    | 15,000         | (50,045)         | 15,578                            | -                                    |
| Bridge Café            | 69,135                                    | 349,667        | (417,798)        | -                                 | 1,004                                |
| Move +                 | 25,902                                    | 169,405        | (107,487)        | -                                 | 87,820                               |
| <b>Lewisham -</b>      |                                           |                |                  |                                   |                                      |
| Breakfast              | 4,561                                     | -              | -                | (4,561)                           | -                                    |
| <b>Property</b>        |                                           |                |                  |                                   |                                      |
| development            | -                                         | 79,200         | (31,826)         | -                                 | 47,374                               |
| <b>Property</b>        |                                           |                |                  |                                   |                                      |
| redevelopment          | 1,090,066                                 | -              | (30,188)         | -                                 | 1,059,878                            |
| <b>Total</b>           |                                           |                |                  |                                   |                                      |
| <b>unrestricted</b>    |                                           |                |                  |                                   |                                      |
| <b>funds</b>           | <b>1,273,172</b>                          | <b>661,122</b> | <b>(757,381)</b> | <b>48,519</b>                     | <b>1,225,432</b>                     |

#### 14. Commitments

The 999 Club and Lady Florence Trust had a no capital commitments of as at 31 August 2025 (2024: £Nil).

#### 15. Related party transactions

Aside from the transactions set out in note 6, there are no other related party transactions in the year.

#### 16. Reconciliation of net expenditure to net cash flow from operating activities

|                                                                                                | 2025<br>£       | 2024<br>£       |
|------------------------------------------------------------------------------------------------|-----------------|-----------------|
| <b>Net expenditure for the reporting period (as per the statement of financial activities)</b> | <b>(7,425)</b>  | <b>(22,577)</b> |
| <b>Adjustments for:</b>                                                                        |                 |                 |
| Depreciation charges                                                                           | 45,913          | 47,198          |
| Interest receivable                                                                            | (16,355)        | (21,706)        |
| Increase in debtors                                                                            | (30,080)        | (35,913)        |
| Decrease in creditors                                                                          | (3,736)         | (13,524)        |
| <b>Net cash used in operating activities</b>                                                   | <b>(11,683)</b> | <b>(46,522)</b> |

#### 17. Analysis of cash and cash equivalents

|                                        | 2025<br>£      | 2024<br>£      |
|----------------------------------------|----------------|----------------|
| Cash in hand                           | 267,254        | 796,168        |
| <b>Total cash and cash equivalents</b> | <b>267,254</b> | <b>796,168</b> |

**18. Comparative information**

|                                                   |       | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ |
|---------------------------------------------------|-------|----------------------------|--------------------------|--------------------|
| <b>Income from:</b>                               |       |                            |                          |                    |
| Donations and grants                              | 2     | 570,477                    | 249,646                  | 820,123            |
| Contract Income                                   |       | -                          | 411,476                  | 411,476            |
| Interest Received                                 |       | 21,706                     | -                        | 21,706             |
| Other trading activities:                         |       |                            |                          |                    |
| Rental Income                                     |       | 297,166                    | -                        | 297,166            |
| <b>Total income</b>                               |       | <b>889,349</b>             | <b>661,122</b>           | <b>1,550,471</b>   |
| <b>Expenditure on:</b>                            |       |                            |                          |                    |
| Raising funds                                     | 3     | 75,348                     | -                        | 75,348             |
| Charitable activities                             | 4     | 740,319                    | 757,381                  | 1,497,700          |
| <b>Total expenditure</b>                          |       | <b>815,667</b>             | <b>757,381</b>           | <b>1,573,048</b>   |
| <b>Net (expenditure) income for the year</b>      |       |                            |                          |                    |
|                                                   |       | 73,682                     | (96,259)                 | (22,577)           |
| Transfers between funds                           | 12    | (48,519)                   | 48,519                   | -                  |
| <b>Net (expenditure) income for the year</b>      |       |                            |                          |                    |
|                                                   | 6     | 25,163                     | (47,740)                 | (22,577)           |
| Balances brought forward at 31 August 2023        |       | 2,243,340                  | 1,273,172                | 3,516,512          |
| <b>Balances carried forward at 31 August 2024</b> |       |                            |                          |                    |
|                                                   | 11/12 | <b>2,268,503</b>           | <b>1,225,432</b>         | <b>3,493,935</b>   |

**19. Linking Direction**

On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is presented within restricted funds. The linking direction took effect for the whole of the 2023/24 financial year of The 999 Club and Lady Florence Trust.

**THE 999 CLUB AND LADY FLORENCE TRUST**

England & Wales - Charity number 1091077

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# Accounts

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Company Registration No. 04238295 (England & Wales)

Charity Registration No. 1091077



The 999 Club and Lady Florence Trust, known as “The 999 Club”

Trustees’ report and financial statements  
For the year ended 31 August 2024

## Contents

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**Reference and administrative information  
For the year ended 31 August 2024**

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|                                    |                                                                                                                                                                                                                                                                                                                                                                                        |
|------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                    | Gordon McCullough (Chair, resigned January 2024)<br>Toju Mayomi (Treasurer)<br>Dan Burraway<br>Tim Colman<br>Julie Greenwood (resigned January 2024)<br>Mamta Gupta<br>Arti Modhwadia<br>Ijay Onyechi<br>Jo Tanner<br>Manlio Battaglia Trovato<br>Sandra Iskander (appointed July 2024)<br>Catherine Druce (appointed January 2024)<br>Victoria Prouse (Chair, appointed January 2024) |
| <b>Secretary</b>                   | Thomas Neumark Jones (resigned October 2024)<br>Teresa Goede (interim, appointed October 2024- February 2025)<br>Charly Richardson (appointed February 2025).                                                                                                                                                                                                                          |
| <b>Chief Executive</b>             | Thomas Neumark Jones (resigned October 2024)<br>Teresa Goede (interim, appointed October 2024- February 2025)<br>Charly Richardson (appointed February 2025).                                                                                                                                                                                                                          |
| <b>Registered office</b>           | 21 Deptford Broadway<br>London<br>SE8 4PA                                                                                                                                                                                                                                                                                                                                              |
| <b>Company registration number</b> | 04238295                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Registered charity number</b>   | 1091077                                                                                                                                                                                                                                                                                                                                                                                |
| <b>Bankers</b>                     | HSBC Bank Plc<br>85 Lewisham High Street<br>London<br>SE8 4RQ<br><br>Unity Trust Bank<br>PO Box 782<br>Orpington<br>BR6 1EN                                                                                                                                                                                                                                                            |
| <b>Solicitors</b>                  | TV Edwards<br>35 Mile End Road<br>London<br>E1 4TP                                                                                                                                                                                                                                                                                                                                     |
| <b>Auditors</b>                    | Buzzacott Audit LLP<br>130 Wood St<br>London EC2V 6DL                                                                                                                                                                                                                                                                                                                                  |



I am delighted to share the Trustees' report and financial statements for 1 September 2023 to 31 August 2024. In the face of increased demand for our services, I am glad to report that 999 Club continues to provide friendly, welcoming, empowering support to people experiencing homelessness from our centre in Deptford.

Our Gateway and Housing, Employment, Advice and Training (HEAT) services continue to support people experiencing homelessness to both meet their immediate needs and to find a home and maximise their income. We run an early bird breakfast twice a week thanks to support from Lewisham Council, and host a wide variety of partners including Lewisham's Housing Options team and Homeless GP Service.

Our Bridge service is delivered in partnership with South London and Maudsley NHS Foundation Trust. The service offers a safe space and empowering support to people in Lewisham who feel that they cannot cope. MOVE+ is delivered thanks to support from the National Lottery Community Fund and provides peer coaches for people that have recently escaped homelessness, supporting people to identify and pursue their goals so that they sustain their tenancies and progress.

These accounts show that the 999 Club ended with a modest deficit. This follows investments made in improving our service including our building, staff and financial services. It is important that 999 Club maintains sufficient reserves to manage strategic risks. However, we are conscious of the need to invest in providing high quality services, especially during the current cost of living crisis. I am very grateful to all the individuals, trusts and companies that have supported 999 Club in the past year. Thank you to our funders for your generosity and support during this time. Our work would not be possible without you.

We work closely with people that have used our services to review our work and to agree our priorities for the year ahead. This includes a committee made up of people who use our services and an away day at which trustees, staff, volunteers and members come together to reflect and plan.

999 Club's work is made possible by a committed group of over 62 volunteers. This diverse group of people, many of whom have personal experience of homelessness, contribute so much to their local community, helping people to help themselves escape from homelessness. Thank you for your generosity and good humour. Our work would also not be possible without our dedicated staff group who bring knowledge, experience and empathy in all that they do to support our members.

This year saw our CEO Tom Neumark move on to a new role. Tom has been with the 999 Club for just over 3 years and has made an incredible impact in that time. joining the 999 Club at a pivotal and difficult moment, leading the organisation confidently out of the pandemic and created a much stronger more resilient organisation as a result. We wish Tom all the best in his new role and I thank him for all his great work and his support to me in this role.

This my first report as Chair of 999 Club. I want to thank my predecessor Gordon McCullough, who served as Chair of 999 Club for 6 years, and I am also grateful to the trustees who have provided me with a warm welcome and generously shared their wisdom and advice.

As we look forward to 2025, we can be sure that it will be another year of significant change, with a new government for the country and a new CEO for the 999 Club. While our community faces many challenges, I am confident 999 Club will respond with our usual enthusiasm and commitment

Victoria Prouse  
Chair of Trustees  
January 2025



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## Our vision

Our *vision* is that no one will sleep on the streets in Lewisham.

Our *approach* to achieving our vision is to provide a friendly open door for anyone that is sleeping on the streets or otherwise homeless and then empower them to escape from homelessness.

We believe that sleeping rough should be rare, fleeting and never repeated. We have *two missions*:

1. If you're sleeping on the street, we'll work with you to find shelter.
2. If you've previously slept on the street, we'll work with you to make sure you stay in your new home.

In everything we do, we demonstrate our *values*:

-*Inclusive*: We are welcoming and supportive.

-*Respectful*: We respect each other and celebrate diversity so that everyone can give their best.

-*Empowering*: We encourage people to take personal responsibility for making positive changes in their lives by providing opportunities, developing their talents, and helping to build their confidence and self-esteem.

-*Partnership*: We recognise the importance of working collaboratively with people who come to the centre to design, deliver and evaluate our services.

-*Inspiring*: We all inspire one another to discover our purpose and reach our full potential, celebrating our achievements and positive steps forward.

## Objectives and activities

The 999 Club's objects are "The relief of poverty by the provision of an advice and counselling service" and "The advancement of education and the provision of facilities for recreation or other leisure-time occupation for people who have need of such facilities by reason of... poverty or social and economic circumstances with the object of improving their conditions of life."

## Our story of change

Engagement with 999 Club starts by meeting basic needs, but it does not end there. We support people who are experiencing homelessness and those with no recourse to public funds. Our starting point is helping people meet their basic needs such as shower, food, phone, laundry, computer, post. Through this we build trusting relationships with the people that use our service and support them to find and sustain a home, and to take part in meaningful activities such as work or volunteering.

Our work is person-led, far reaching and inspires meaningful change. We collaborate to ensure that our services are accessible, inclusive, and designed to improve the psychological and emotional wellbeing of the people with whom we work. We strive for continuous improvement in our delivery and adopt a flexible and personalised approach that treats people with kindness and compassion.



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### **Review of past activities**

In 2023/24 999 Club provided the following services:

#### The Gateway

A welcoming day centre on Deptford High Street, offering practical help such as food, laundry and showers as well as a safe and friendly space, supporting an average of 52 unique individuals per day.

#### HEAT

Housing, employment and advice team providing guidance for people either experiencing or at risk of homelessness so that they can find a home and maximise their income, supporting an average of 62 unique individuals per week.

#### Bridge

A referral only, recovery focused service, operating from 6pm to 11pm on weekdays and 10am to 8.30pm on weekends and holidays for Lewisham residents who feel that they cannot cope, supporting up to 99 unique individuals per month

#### MOVE+

Our Peer Coaching service providing 1:1 and group support to 36 people so that they can sustain their new tenancies and to make progress in employment.

All our activities are designed and delivered by people that use or have used our service. This is done through several mechanisms including our Client Committee. In total 104 unique individuals took part in co-production activities throughout the year.

### **Achievements and performance**

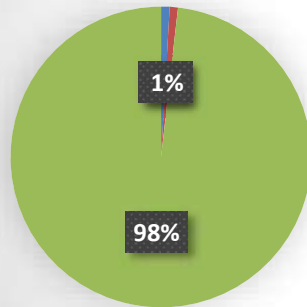
We provided a high quality service that is valued by the people that use it. 78% of the 102 unique individuals who gave anonymous feedback during the year rated their experience as 😊.

We supported people to stay in their home or find a new home and to get employment, education or training. Last year we supported 116 people to find a home, 44 people to stay in their home and avoid eviction and 106 people to start employment, education, training or volunteering.

As the charts below show:

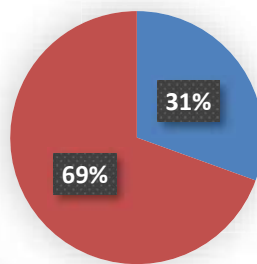
- 98% of people who have used 999 Club's services find them to be welcoming
- 69% of people who have used 999 Club's services are now housed
- 76% of people who attended the Bridge service did not go back to A&E.

### How welcoming are the 999 Club services



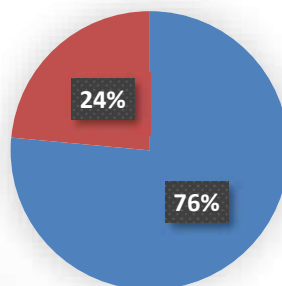
- Not sure / do not want to answer
- Not welcoming
- Welcoming

### After using 999 Club's services, do you currently have a home?



- No
- Yes

### Did you attend A+E in connection with your mental health after using the Bridge?



- No
- Yes

We continued to deepen partnerships with other organisations in south-east London, working closely with: the London boroughs of Lewisham and Greenwich, Thames Reach, Refuge, South London and Maudsley NHS Foundation Trust, Change Grow Live, Advice Lewisham, Citizens Advice Bureau, Lewisham Local, Community Connections, Fareshare, the Felix Project, Lewisham Refugee and Migrant Network, Bench Outreach, Lewisham North Primary Care Network, Goldsmiths University, Brett Grellier Psychological Services and the Albany Theatre. We are grateful to them all.



**Quotes from people that have used our services:**

"It's one of the best places I have seen so far. When I heard first about it and I visited the club, I was shocked by their welcoming staff and the services. Please keep up the good work because homeless individuals need it a lot."

"The housing advice service was really helpful, especially as mine wasn't a straightforward situation. They were accessible, friendly and supportive and really listened. It was also a big thing to feel heard, and to have people who understood about housing."

"The best place to get help, advice and support or even just to talk to someone that will make you feel important. *100* Also the most amazing people have met so far in London, and more than that honesty and encouragement for people in need. AMAZING COFFEE AND FOOD LOVING IT"

"So blessed to have had the help and support of all the great staff that work at the 999 club. I just lost my job and home life was really hard but thanks to everyone who works at the 999 club I got a place to live, put on a course and got a job at the end of the course which I start tomorrow. The empathy, support, information, advice I got was amazing it helped me to grow as a person and overcome the problem I was facing. I'm still made welcome and offered help from staff there who reach out to me over the phone or when I pop in."

"The colleagues have been amazing in my recovery. I have improved so much in such a short amount of time, I am forever grateful to them. I will use their advice and everything I've learned in my everyday life and promise to get better. Thank you so much for your help."

"I love the service and have got so much from it. I have learnt lots of new coping skills. I feel fantastic after each session and then my complicated life problems take over. We have just been given a child protection plan on the day of my last Bridge appointment. Everyone I speak to loves your service it is invaluable and just continue doing what you are doing."

"Staff and volunteers very helpful and very polite, I like atmosphere in here. 999 Club is a very excellent place, big thanks to the staff and volunteers for helping me get rehoused."

"When I'm rich gonna buy you guys anything you want. House, car whatever you want. LOVE THIS PLACE."

"They've been there for me in times of need, offering a helping hand and a listening ear. Their generosity and compassion have touched my heart, and I'm truly grateful for all they've done. They've made me feel seen, valued, and supported."

"Keep doing the amazing work you guys are doing, I felt safe, heard and empowered while I was there everyone went above and beyond just to help me sort my situation out I can not thank you enough for what you have done for me thank you so much"

**Case studies**

B had been homeless since he was discharged from the mental health unit. He had been sofa surfing but was asked to leave and started sleeping behind the bins at the back of Deptford high street.

B's benefits were getting paid into his 'friends' account and the friend was dipping into this money.



**Trustees' report  
For the year ended 31 August 2024**

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B came to 999 Club for food. We supported B to set up his own bank account with HSBC and supported him to move into a specialist housing project

.....

D was sleeping on buses after her daughter, with whom she had been living, asked her to leave and Lewisham Council were unable to find her accommodation.

We supported her to get temporary accommodation and to apply for a role as a barista in Social Bite's new café on the Strand. She is very happy and has a full-time position.

.....

L was referred to the Bridge due to suicidal thoughts and high levels of anxiety. She felt unable to manage. L had separated from her partner and was finding it hard to get work as a freelance photographer.

She responded well to breathing techniques and creating a wellness box. She made comprehensive plans for different areas of her life, including booking in work, and prepping meals she enjoys.

By her final session, L spoke about feeling "more confident", having managed to "overcome" challenging situations, in a safe and positive way. She feels she has explored her support network and feels confident that she knows who to reach out to for support if things become more challenging again.

**Volunteers**

Our work is supported by a team of over 62 dedicated volunteers with backgrounds as diverse as the local population. Some of our volunteers have either used our service in the past or have experienced homelessness. They help to make our services feel safe and welcoming by greeting people that use our services and ensuring that they find the support that they need. We are very grateful to our volunteers and thankful for their amazing contributions.

**Fundraising**

999 Club is so grateful to the individuals and organisations that support our work. We are fortunate to work in and with such a generous community. Their donations make our work possible.

We are grateful to Lewisham Council, The Balcombe Charitable Trust, Garfield Weston Foundation, The Linbury Trust, The Mercers' Charitable Foundation, and The National Lottery Community Fund for their support and we are grateful to all the companies that support our work through both donations and volunteering.

We would also like to thank the many smaller trusts that have generously supported our work over the past year.

The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice, and its associated rulebooks for fundraising activities.

The 999 Club is compliant with the General Data Protection Regulation and only contacts prospective and existing supporters in line with its Privacy Policy and Data Protection Statement. The 999 Club recognises the

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**Trustees' report**  
**For the year ended 31 August 2024**

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importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly.

The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

**Financial review**

As documented under 'Structure, governance and management' below, on 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is presented separately within un-restricted funds. The linking direction took effect for the whole of the 2023/24 financial year of The 999 Club and Lady Florence Trust.

Financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 16. In line with 999 Club's plan to spend the additional resources secured during the pandemic, there was a deficit for the year of £22,576 (surplus in 2023: £35,997). When the deficit is added to the funds brought forward of £3,516,511 this leaves a figure of £3,493,935 for total funds carried forward at 31 August 2024.

**Reserves policy**

It is the trustees' desire to maintain reserves, at a level which equates to 3 – 9 months core costs, working capital and a sinking fund for planned maintenance of our rented properties. At this level the trustees feel comfortable that they can continue the current activities of the charity in the event of a significant drop in funding.

Unrestricted reserves were £2,268,502 at 31 August 2024 which is within the policy. Designated reserves only include the value of the freehold property.

**Structure, governance and management**

The 999 Club, a company limited by guarantee and a registered charity, was formed in 1992. The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is shown separately within the funds notes. The linking direction took effect for the whole of the 2023/24 financial year of The 999 Club and Lady Florence Trust.

The 999 Club and Lady Florence Trust previously prepared consolidated financial statements including the Lady Florence Institute as a subsidiary. Following the linking direction, consolidated financial statements are no longer required. In order to aid comparability within the financial statements, comparative figures aggregating both entities are reported.

The Board of the 999 Club, supervise the governance and management of the organisation. Directors who served during the year, or have been subsequently appointed, are shown on page 1.



### **Structure, governance and management (continued)**

Appointment to the Board is by nomination by the members after the needs of the Charity are considered by the current Directors. The Board of Directors aims to ensure that the composition of Directors contains individuals with suitable skills and experience to contribute positively to the governance of the Charity. Trustees are given a thorough induction including provision of information provided by the Charity Commission on the role of a trustee. Training is provided on a personalised basis.

The organisation has a clear organisational structure with lines of authority and delegation, which are regularly reviewed by the Board. The Board is responsible for setting strategies and policies and for ensuring that these are implemented by the Chief Executive on behalf of the Board.

The Board has responsibility for setting remuneration of the CEO and key management personnel. In doing so it undertakes market testing and benchmarking against other similar sized organisations.

The Board of Trustees confirm they have regard to the Charity Commission's guidance on public benefit and consider each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011. They are satisfied that the 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity meeting all elements of the two key principles.

### **Policy, planning and risk management**

The Board are responsible for the management of the risks faced by the organisation. The Board review the organisational risk position, internal control assessment and its compliance with relevant statutory and finance regulations. To evaluate and manage risk, a risk register is maintained, which is monitored and reviewed at Board meetings. This process identifies the major risks the organisation faces, the likelihood of occurrence, the significance of the risk and any mitigating controls that are in place and seeks to identify any actions and resources required to manage these risks further.

## Risks

The Board is satisfied that systems are in place to mitigate our exposure to major risks, both from within the charity and to those related to the external environment over which we have no control. Our approach to mitigating these risks is outlined in the table below:

| Area                    | Risk                                                                                                                                                                                                    | Mitigation                                                                                                                                                                                                                                                                                                            |
|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Property                | Financial losses from voids, arrears or mismanaging repairs<br>Mismanagement of property                                                                                                                | Review arrangements for the managing agent for property and ensure legal agreements relating to property are robust                                                                                                                                                                                                   |
| Communications          | Reputational damage caused by negative media coverage, for example relating to serious incidents                                                                                                        | Invest in our communications<br>Update our safeguarding policy, run safeguarding training, and monitor incidents and safeguarding alerts for themes                                                                                                                                                                   |
| Fundraising             | We are unable to raise sufficient funds to cover the costs of providing our service e.g. due to loss of income from major donors or trusts                                                              | The Board will review and agree any changes to staffing structure and pay and conditions<br>Our fundraising team will pursue a plan including cultivating individual donors, maintaining a trust fundraising pipeline, working with trustees on fundraising opportunities and creating a Fundraising Board            |
| Governance & leadership | Change in the makeup of our board disrupt governance arrangements<br>Property development drains attention or resources or disrupts service delivery<br>Change in senior leadership disrupts management | Recruit 2 new trustees including a Treasurer, to coincide with trustees coming to the end of their terms of office<br>The Property Development Subcommittee will continue to meet to review<br>Senior leaders have sufficient notice periods to ensure proper handover and the implementation of interim arrangements |



## Future plans

Despite worsening external conditions, at the 999 Club we continue to provide friendly, welcoming, empowering supportive services.

### Our objectives for 2024-2025

| Objective                                                                                                                                                                                     | Goal                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Deliver friendly, welcoming, empowering supportive <u>services</u>                                                                                                                            | Work with 1,750 different people<br>80%+ will give our services a positive rating<br>Support 200 people to find a home                 |
| Build and maintain excellent <u>fundraising</u> relationships with trusts, donors, statutory partners and local companies                                                                     | Raise the £1.5m it costs to provide our services                                                                                       |
| Our <u>communications</u> will be produced with the people that use our services, to assert our position as a local charity that provides services that support people to escape homelessness | Grow the impact of our communications, reaching more people on social media and through our newsletter                                 |
| Use our property to support our mission and financial sustainability                                                                                                                          | Launch a new property service<br>Improve our shower and laundry facilities                                                             |
| Support <u>our people</u> by investing in their learning and development and giving them clear direction                                                                                      | Invest in individual training budgets and training for managers and trustees                                                           |
| Develop a new <u>three-year plan</u>                                                                                                                                                          | Work with people who use our services and local partners to create a plan to maintain 999 Club's position as a respected local charity |

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**Trustees' responsibilities**  
**For the year ended 31 August 2024**

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**Trustees' responsibilities**

The trustees (who are also directors of the 999 Club and Lady Florence Trust 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).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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;
- the trustees have taken all steps that ought to have been 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.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the trustees

A handwritten signature in blue ink, appearing to be 'VP'.

[Victoria Prouse \(Apr 1, 2025 17:56 GMT+1\)](#)

Victoria Prouse  
**Chair of Trustees**  
February 10 2025



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**Independent auditor's report to the members of The 999 Club and Lady Florence Institute**

**Opinion**

We have audited the financial statements of The 999 Club and Lady Florence Institute (the 'charitable company') for the year ended 31 August 2024 which comprise the statement of financial activities, the balance sheet, and statement of cash flows, the principal accounting policies and the notes to the financial statements. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- ◆ give a true and fair view of the state of the charitable company's affairs as at 31 August 2024 and of its income and expenditure for the year then ended;
- ◆ have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- ◆ have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**Conclusions relating to going concern**

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

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

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

**Other information**

The other information comprises the information included in the annual report, including the trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are



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required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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

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

- ◆ the information given in the trustees' report, which is also the directors' report for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- ◆ the trustees' report, which is also the directors' report for the purposes of company law, has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

**Independent auditor's report  
For the year ended 31 August 2024**

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**Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 12 the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We obtained an understanding of the legal and regulatory frameworks that are applicable to the charity through discussions with representatives from the Trustees and from our knowledge and experience of the charity sector.
- We focused on specific laws and regulations which we considered may have a direct material effect on the accounts.
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of representatives of management and the review of minutes of Trustee meetings.

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

- Making enquiries of where management considers there was susceptibility to fraud and knowledge of actual, suspected and alleged fraud; and
- Considering the internal controls in place to mitigate risks of fraud and non-compliance with laws and regulations.

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

- Performed analytical procedures to identify any unusual or unexpected relationships;

**Independent auditor's report  
For the year ended 31 August 2024**

- 
- Tested and reviewed journal entries to identify unusual transactions;
  - Tested the authorisation of expenditure;
  - Investigated the rationale behind significant or unusual transactions.

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

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

A further description of our responsibilities is available on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

*Buzzacott Audit LLP*

Hugh Swainson (Senior Statutory Auditor)  
For and on behalf of Buzzacott Audit LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

02 April 2025

**Statement of financial activities**  
**For the year ended 31 August 2024**

|                                                   | Notes        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|---------------------------------------------------|--------------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income from:</b>                               |              |                            |                          |                    |                    |
| Donations and grants                              | 2            | 570,477                    | 249,646                  | 820,123            | 751,095            |
| Contract Income                                   |              | -                          | 411,476                  | 411,476            | 317,879            |
| Other trading activities:                         |              |                            |                          |                    |                    |
| Rental income                                     |              | 297,166                    | -                        | 297,166            | 284,433            |
| Interest Received                                 |              | 21,706                     | -                        | 21,706             | 5,226              |
| <b>Total income</b>                               |              | <b>889,349</b>             | <b>661,122</b>           | <b>1,550,472</b>   | <b>1,358,633</b>   |
| <b>Expenditure on</b>                             |              |                            |                          |                    |                    |
| Raising funds                                     | 3            | 75,348                     | -                        | 75,348             | 99,201             |
| Charitable activities                             | 4            | 740,319                    | 757,381                  | 1,497,700          | 1,223,435          |
| <b>Total expenditure</b>                          |              | <b>815,667</b>             | <b>757,381</b>           | <b>1,573,047</b>   | <b>1,322,636</b>   |
| <b>Net (expenditure)/income for the year</b>      |              | <b>73,682</b>              | <b>(96,259)</b>          | <b>(22,575)</b>    | <b>35,997</b>      |
| Transfers between funds                           | 12           | (48,519)                   | 48,519                   | -                  | -                  |
| <b>Net (expenditure)/income for the year</b>      | <b>7</b>     | <b>25,163</b>              | <b>(47,740)</b>          | <b>(22,575)</b>    | <b>35,997</b>      |
| Balances brought forward at 31 August 2023        |              | 2,243,339                  | 1,273,172                | 3,516,511          | 3,480,514          |
| <b>Balances carried forward at 31 August 2024</b> | <b>12/13</b> | <b>2,268,502</b>           | <b>1,225,432</b>         | <b>3,493,935</b>   | <b>3,516,511</b>   |

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 16 to 30 form part of these financial statements.



**Balance Sheet**  
**As at 31 August 2024**

|                                                       | Notes | 2024<br>£        | 2023<br>£        |
|-------------------------------------------------------|-------|------------------|------------------|
| <b>Fixed assets</b>                                   |       |                  |                  |
| Tangible fixed assets                                 | 8     | 2,656,399        | 2,695,391        |
| <b>Current assets</b>                                 |       |                  |                  |
| Debtors                                               | 9     | 111,221          | 75,307           |
| Cash at bank and in hand                              |       | 796,168          | 829,190          |
|                                                       |       | <u>907,390</u>   | <u>904,497</u>   |
| <b>Creditors: amounts falling due within one year</b> | 10    | <u>(69,856)</u>  | <u>(83,379)</u>  |
| <b>Net current assets</b>                             |       | <u>837,533</u>   | <u>821,119</u>   |
| <b>Total assets less current liabilities</b>          |       | <u>3,493,935</u> | <u>3,526,698</u> |
| <b>Net assets</b>                                     |       | <u>3,493,935</u> | <u>3,516,510</u> |
| <b>Funds</b>                                          |       |                  |                  |
| Unrestricted funds                                    |       |                  |                  |
| General funds                                         |       | 785,421          | 760,258          |
| Designated funds                                      |       | <u>1,483,081</u> | <u>1,483,081</u> |
|                                                       | 12    | <u>2,268,502</u> | <u>2,243,339</u> |
| Restricted                                            | 13    | <u>1,225,432</u> | <u>1,273,172</u> |
|                                                       |       | <u>3,493,935</u> | <u>3,516,511</u> |

The notes on pages 16 to 30 form part of these financial statements.

Approved by the Board of Trustees on 10 February 2025 and signed on its behalf on 10 February 2025 by

[Victoria Prouse \(Apr 1, 2025 17:56 GMT+1\)](#)

Victoria Prouse

**Chair**

**Company Number 04238295 (England & Wales)**

**Cash Flow statement**  
**For the year ended 31 August 2024**



|                                                                     | <b>Note</b> | <b>2024</b><br>£ | <b>2023</b><br>£ |
|---------------------------------------------------------------------|-------------|------------------|------------------|
| <b>Net cash (used in) provided by operating activities</b>          | <b>16</b>   | (24,816)         | 77,094           |
| <b>Cash flows from investing activities:</b>                        |             |                  |                  |
| Purchase of tangible fixed assets                                   |             | (8,206)          | (28,191)         |
| <b>Net cash (used in) investing activities</b>                      |             | (8,206)          | (28,191)         |
| <b>Net movement in cash and cash equivalents</b>                    |             | <b>(33,022)</b>  | <b>48,904</b>    |
| Cash and cash equivalents at the beginning of the reporting period  |             | 829,190          | 780,286          |
| <b>Cash and cash equivalents at the end of the reporting period</b> | <b>17</b>   | <b>796,168</b>   | <b>829,190</b>   |

The notes on pages 16 to 30 form part of these financial statements.

There is no difference between the change in cash and cash equivalents and the change in net debt. The charity has no borrowings or finance lease obligations.

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**Notes to the financial statements**  
**For the year ended 31 August 2024**

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**1. Accounting policies**

**1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition)', the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is presented separately within the funds note. The linking direction took effect for the whole of the 2023/24 financial year of The 999 Club and Lady Florence Trust.

The 999 Club and Lady Florence Trust previously prepared consolidated financial statements including the Lady Florence Institute as a subsidiary. Following the linking direction, consolidated financial statements are no longer required. In order to aid comparability within the financial statements, comparative figures aggregating both entities are reported

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

The Charity constitutes a public benefit entity as defined by FRS 102.

**1.2 Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern

**1.3 Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity. On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission.

**1.4 Donations and legacies**

All donation income is included in the Statement of Financial Activities in the year in which it is received unless it is restricted income and has been received specifically in respect of expenditure to be incurred in a future accounting period in which case it is deferred.

**1.5 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

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**Notes to the financial statements**  
**For the year ended 31 August 2024**

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**1.6 Support Costs**

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are allocated based on an estimate of the time members spend on each activity.

**1.7 Fundraising costs**

All expenses relating to fundraising and publicity are charged to this heading.

**1.8 Governance costs**

These costs relate to the governance of the organisation. They include expenses of trustees' meetings, and audit fees.

**1.9 Tangible fixed assets and depreciation**

Freehold buildings are depreciated at 1% per annum. Deptford extension costs are depreciated over 10 years. Other capitalised refurbishment costs are depreciated over the length of the lease. Furniture, equipment and minibuses are depreciated over 5 - 10 years.

There is a capitalisation limit of £250, below which assets are not capitalised.

**1.10 Funds**

Restricted funds: These balances represent voluntary income or grants which have been received for the purposes set out in Note 12. The application of these funds is restricted by the expressed wishes of the donor or the terms of the grant.

Unrestricted funds: These balances represent funds that can be used for any of the charity's purposes.

Designated funds: These represent the unrestricted elements of the charities' freehold property.

Following the linking direction issued on 4 December 2024, the activities of Lady Florence Institute are now presented separately within un-restricted funds.

**1.11 Pension Scheme**

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

**1.12 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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**Notes to the financial statements**  
**For the year ended 31 August 2024**

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**1.13 Critical accounting judgements and key sources of estimation uncertainty**

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

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt. In addition, this year the appropriateness of the accounting treatment of the Lady Florence Institute becoming a linked charity of the 999 Club, is an area of critical judgement.

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**Notes to the financial statements**  
**For the year ended 31 August 2024**


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2. Income resources include the following:

**Charitable Activities**

|                     | <b>2024</b>               |                         | <b>2024</b>        | <b>2023</b>        |
|---------------------|---------------------------|-------------------------|--------------------|--------------------|
|                     | <b>Unrestricted funds</b> | <b>Restricted funds</b> | <b>Total funds</b> | <b>Total funds</b> |
|                     | <b>£</b>                  | <b>£</b>                | <b>£</b>           | <b>£</b>           |
| Trust & Foundations | 198,186                   | 232,255                 | 430,441            | 377,491            |
| Statutory           | 71,508                    | 17,391                  | 88,899             | 15,437             |
| Individuals         | 251,213                   | -                       | 251,213            | 251,260            |
| Corporates          | 28,560                    | -                       | 28,560             | 3,309              |
| Events              | 3,436                     | -                       | 3,436              | 35,451             |
| Community           | 384                       | -                       | 384                | 14,491             |
| Gift Aid            | 17,190                    | -                       | 17,190             | 16,469             |
| Other               | -                         | -                       | -                  | 5,730              |
|                     | <u>570,477</u>            | <u>249,646</u>          | <u>820,123</u>     | <u>751,095</u>     |

3. Expenditure on raising funds

|               | <b>2024</b>               |                         | <b>2024</b>        | <b>2023</b>        |
|---------------|---------------------------|-------------------------|--------------------|--------------------|
|               | <b>Unrestricted funds</b> | <b>Restricted funds</b> | <b>Total funds</b> | <b>Total funds</b> |
|               | <b>£</b>                  | <b>£</b>                | <b>£</b>           | <b>£</b>           |
| Staff costs   | 52,529                    | -                       | 52,529             | 74,765             |
| Direct costs  | 11,323                    | -                       | 11,323             | 13,363             |
| Centre costs  | 8,247                     | -                       | 8,247              | 7,785              |
| Support costs | 3,249                     | -                       | 3,249              | 3,288              |
|               | <u>75,348</u>             | <u>-</u>                | <u>75,348</u>      | <u>99,201</u>      |

In 2023/24 all expenditure on raising funds was unrestricted.

4. Charitable activities

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Notes to the financial statements  
For the year ended 31 August 2024

|                               | 2024<br>Unrestricted<br>funds<br>£ | 2024<br>Restricted<br>funds<br>£ | 2024<br>Total<br>funds<br>£ | 2023<br>Total<br>funds<br>£ |
|-------------------------------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|
| Staff costs                   | 346,013                            | 627,994                          | 974,007                     | 818,958                     |
| Centre costs                  | 128,288                            | 66,673                           | 194,961                     | 132,429                     |
| Depreciation                  | 17,010                             | 30,188                           | 47,198                      | 50,917                      |
| Project costs                 | 17,224                             | 32,010                           | 49,234                      | 32,544                      |
| Miscellaneous costs           | -                                  | 83                               | 83                          | -                           |
| Support costs                 | 99,294                             | 151                              | 99,445                      | 68,446                      |
| Governance costs (see note 4) | 41,169                             | 282                              | 41,451                      | 30,463                      |
| Lady Florence Institute       | 91,321                             | -                                | 91,321                      | 89,671                      |
|                               | <u>740,319</u>                     | <u>757,381</u>                   | <u>1,497,700</u>            | <u>1,223,435</u>            |

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.

|                               | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|-------------------------------|----------------------------|--------------------------|--------------------|
| Staff costs                   | 369,279                    | 446,679                  | 818,958            |
| Centre costs                  | 85,628                     | 46,801                   | 132,429            |
| Depreciation                  | 20,729                     | 30,188                   | 50,917             |
| Project costs                 | 17,186                     | 15,368                   | 32,554             |
| Miscellaneous costs           | -                          | -                        | -                  |
| Support costs                 | 67,326                     | 1,120                    | 68,446             |
| Governance costs (see note 4) | 30,463                     | -                        | 30,463             |
| Lady Florence Institute       | 89,671                     | -                        | -                  |
|                               | <u>680,280</u>             | <u>543,156</u>           | <u>1,223,435</u>   |

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**Notes to the financial statements**  
**For the year ended 31 August 2024**


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**5. Governance costs**

|                             | <b>2024</b>               |                         | <b>2024</b>        | <b>2023</b>        |
|-----------------------------|---------------------------|-------------------------|--------------------|--------------------|
|                             | <b>Unrestricted funds</b> | <b>Restricted funds</b> | <b>Total funds</b> | <b>Total funds</b> |
|                             | <b>£</b>                  | <b>£</b>                | <b>£</b>           | <b>£</b>           |
| Bank charges                | 1,870                     | -                       | 1,870              | 2,661              |
| Legal and professional fees | 23,219                    | -                       | 23,219             | 19,174             |
| Audit and accountancy fees  | 16,080                    | -                       | 16,080             | 17,794             |
|                             | <u>41,169</u>             | <u>-</u>                | <u>41,169</u>      | <u>39,629</u>      |

**6. Staff costs**

|                              | <b>2024</b>      | <b>2023</b>    |
|------------------------------|------------------|----------------|
|                              | <b>£</b>         | <b>£</b>       |
| Wages and salaries           | 898,336          | 800,494        |
| Employers National Insurance | 81,531           | 74,095         |
| Pension costs                | 19,049           | 11,715         |
| Recruitment costs            | 27,620           | 7,418          |
|                              | <u>1,026,536</u> | <u>893,722</u> |

No trustees were reimbursed for expenses (2023: nil). No trustees received any remuneration in either year. In 2024 donations received from trustees was nil (2023: nil).

The number of employees who earned £60,000 per annum or more (including benefits but excluding pension contributions) during the year was as follows:

|                 | <b><u>2024 No.</u></b> | <b><u>2023 No.</u></b> |
|-----------------|------------------------|------------------------|
| £60,001-£70,000 | -                      | 1                      |
| £70,001-£80,000 | 1                      | -                      |

The key management personnel in charge of directing and controlling, running and operating the charity on a day-to-day basis comprise the Trustees, the CEO, the Head of Operations and the Head of Fundraising and Communications. The aggregate amount paid to key management personnel in the year was £212,318 (2023: £176,125).

The average number of staff employed by the charities in the year ended 31 August 2024 was 33 (2023: 28).

During the year no redundancy payments were made (2023: nil).



Notes to the financial statements  
For the year ended 31 August 2024

7. Net (expenditure)/income

Net (expenditure)/income for the year is stated after charging:

|                                                | 2024<br>£ | 2023<br>£ |
|------------------------------------------------|-----------|-----------|
| Auditors remuneration – current year audit fee | 13,300    | 13,400    |
| Depreciation                                   | 47,198    | 40,729    |

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**Notes to the financial statements**  
**For the year ended 31 August 2024**


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**8. Fixed assets**

|                       | <b>Freehold<br/>land and<br/>buildings<br/>£</b> | <b>Refurbishment<br/>of centres<br/>£</b> | <b>Furniture<br/>and<br/>equipment<br/>£</b> | <b>Total<br/>£</b> |
|-----------------------|--------------------------------------------------|-------------------------------------------|----------------------------------------------|--------------------|
| <b>Cost</b>           |                                                  |                                           |                                              |                    |
| As at 31 August 2023  | 3,018,750                                        | 385,778                                   | 102,017                                      | 3,506,544          |
| Additions             | -                                                | 6,996                                     | 1,210                                        | 8,206              |
| As at 31 August 2024  | 3,018,750                                        | 392,774                                   | 103,227                                      | 3,514,750          |
| <b>Depreciation</b>   |                                                  |                                           |                                              |                    |
| As at 31 August 2023  | 426,854                                          | 322,775                                   | 61,525                                       | 811,153            |
| Charge for year       | 30,188                                           | 10,074                                    | 6,936                                        | 47,198             |
| As at 31 August 2024  | 457,041                                          | 332,849                                   | 68,461                                       | 858,351            |
| <b>Net book value</b> |                                                  |                                           |                                              |                    |
| As at 31 August 2024  | 2,561,709                                        | 59,925                                    | 34,765                                       | 2,656,399          |
| As at 31 August 2023  | 2,591,897                                        | 63,003                                    | 40,492                                       | 2,695,391          |

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors as they were brought into use for the first time.

The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258.

Following the linking direction on the 4 December 2023, the land and buildings previously held by the Lady Florence Institute have been transferred to the 999 Club.

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**Notes to the financial statements**  
**For the year ended 31 August 2024**

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**9. Debtors**

|                                | <b>2024</b>    | <b>2023</b>   |
|--------------------------------|----------------|---------------|
|                                | <b>£</b>       | <b>£</b>      |
| Trade debtors                  | 57,761         | 24,612        |
| Prepayments and accrued income | 53,460         | 50,696        |
|                                | <u>111,221</u> | <u>75,307</u> |

**10. Creditors: Amounts falling due within one year**

|                              | <b>2024</b>   | <b>2023</b>   |
|------------------------------|---------------|---------------|
|                              | <b>£</b>      | <b>£</b>      |
| Trade creditors              | 22,171        | 23,553        |
| Accruals and deferred income | 27,097        | 35,830        |
| Tax and Social Security      | 20,569        | 23,996        |
| Other creditors              | 20            | -             |
|                              | <u>69,856</u> | <u>83,379</u> |




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Notes to the financial statements  
For the year ended 31 August 2024

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## 11. Analysis of net assets between funds

|                       | Restricted –<br>999 Club<br>£ | Designated –<br>999 Club<br>£ | Un-<br>restricted –<br>999 Club<br>£ | Un-<br>restricted-<br>Lady<br>Florence<br>Institute<br>£ | 2024<br>Total<br>£ |
|-----------------------|-------------------------------|-------------------------------|--------------------------------------|----------------------------------------------------------|--------------------|
| Tangible fixed assets | 1,059,878                     | 1,483,081                     | 113,440                              | -                                                        | 2,656,399          |
| Net current assets    | 165,554                       | -                             | 536,685                              | 135,297                                                  | 837,536            |
|                       | <hr/>                         | <hr/>                         | <hr/>                                | <hr/>                                                    | <hr/>              |
| Net assets            | 1,341,872                     | 1,483,081                     | 650,125                              | 154,047                                                  | 3,493,935          |
|                       | <hr/>                         | <hr/>                         | <hr/>                                | <hr/>                                                    | <hr/>              |

The 999 Club and Lady Florence Trust previously prepared consolidated financial statements including the Lady Florence Institute as a subsidiary. Following the linking direction, consolidated financial statements are no longer required. In order to aid comparability within the financial statements, comparative figures aggregating both entities are reported, with the funds of Lady Florence Institute being shown separately within unrestricted funds from the start of 2023/24 in line with the linking direction.

**Notes to the financial statements**  
**For the year ended 31 August 2024**

**12. Unrestricted funds**

|                                             | Balance<br>1 September<br>2023<br>£ | Movement in funds |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2024<br>£ |
|---------------------------------------------|-------------------------------------|-------------------|------------------|------------------------------------|-----------------------------------|
|                                             |                                     | Income<br>£       | Expenditure<br>£ |                                    |                                   |
| General fund - LFI                          | 76,320                              | 297,166           | (91,321)         | (146,868)                          | 135,297                           |
| General fund – 999 Club                     | 683,936                             | 592,183           | (724,344)        | 98,349                             | 650,124                           |
| Designated fund -<br>Property fund LFI      | 1,483,081                           | -                 | -                | (1,483,081)                        | -                                 |
| Designated fund -<br>Property fund 999 Club | -                                   | -                 | -                | 1,483,081                          | 1,483,081                         |
|                                             | <u>2,243,338</u>                    | <u>889,349</u>    | <u>(815,667)</u> | <u>(48,519)</u>                    | <u>2,268,501</u>                  |
| Unrestricted funds - LFI                    | 1,559,401                           | 297,166           | (91,321)         | (1,629,949)                        | 135,297                           |
| Unrestricted funds – 999<br>Club            | 683,936                             | 592,183           | (724,344)        | 1,581,430                          | 2,133,204                         |
|                                             | <u>2,243,338</u>                    | <u>889,349</u>    | <u>(815,667)</u> | <u>(48,519)</u>                    | <u>2,268,501</u>                  |
| <b>Total unrestricted funds</b>             |                                     |                   |                  |                                    |                                   |

The designated property fund is the value of the freehold property, excluding redevelopment costs, the value of which is included within Tangible Fixed Assets. On the 7 December 2023, the land and buildings previously held by the Lady Florence Institute have been transferred to the 999 Club.

|                                          | Balance<br>1 September<br>2022<br>£ | Movement in funds |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2023<br>£ |
|------------------------------------------|-------------------------------------|-------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Income<br>£       | Expenditure<br>£ |                                    |                                   |
| <b>General fund – 999 Club</b>           | 72,154                              | 495,634           | (505,171)        | 620,960                            | 683,937                           |
| <b>General fund – LFI</b>                | 66,557                              | 284,433           | (274,670)        | -                                  | 76,320                            |
| <b>Designated funds - LFI</b>            |                                     |                   |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                 | -                | (100,000)                          | -                                 |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                 | -                | (515,000)                          | -                                 |
| Property fund                            | 1,483,081                           | -                 | -                | -                                  | 1,483,081                         |
|                                          | <u>2,098,081</u>                    | <u>-</u>          | <u>-</u>         | <u>(615,000)</u>                   | <u>1,483,081</u>                  |
| <b>Total unrestricted funds</b>          | <u>2,236,792</u>                    | <u>780,067</u>    | <u>(779,481)</u> | <u>5,960</u>                       | <u>2,243,338</u>                  |

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**Notes to the financial statements**  
**For the year ended 31 August 2024**


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**13. Restricted funds**

|                               | Balance          | Movement in funds |                  | Transfers     | Balance          |
|-------------------------------|------------------|-------------------|------------------|---------------|------------------|
|                               | 1 September      | Income            | Expenditure      | between       | 31 August        |
|                               | 2023             |                   |                  | funds         | 2024             |
|                               | £                | £                 | £                | £             | £                |
| <b>999 Club</b>               |                  |                   |                  |               |                  |
| Volunteer Coordinator         | 9,133            | 26,000            | (36,889)         | 1,756         | -                |
| Employability – Linbury       | 47,646           | 21,850            | (40,140)         | -             | 29,356           |
| City Bridge Advice            |                  |                   |                  |               |                  |
| Worker                        | 7,262            | -                 | (43,008)         | 35,746        | -                |
| Property Development          | -                | 79,200            | (32,279)         | -             | 46,922           |
| Women's Space                 | 19,467           | 15,000            | (50,044)         | 15,578        | -                |
| Property                      |                  |                   |                  |               |                  |
| redevelopment                 | -                | -                 | (30,188)         | 1,090,065     | 1,059,878        |
| Bridge Café                   | 69,135           | 349,667           | (417,798)        | -             | 1,004            |
| Move +                        | 25,902           | 169,405           | (107,487)        | -             | 87,820           |
| Lewisham – Breakfast          | 4,561            | -                 | -                | (4,561)       | -                |
| <b>LFI</b>                    |                  |                   |                  |               |                  |
| Property                      | 1,090,065        | -                 | -                | (1,090,065)   | -                |
| redevelopment                 |                  |                   |                  |               |                  |
| <b>Total restricted funds</b> | <b>1,273,172</b> | <b>661,122</b>    | <b>(757,381)</b> | <b>48,519</b> | <b>1,225,432</b> |

**Volunteer Co-Ordinator** – salary of Volunteer Co-Ordinator

**Employability Co-ordinator**– Contribution to salary for Employability service

**Women's' Space** – a programme of activities in our women's sanctuary, a space for women who are either experiencing or at risk of experiencing homelessness.

**Property redevelopment** – The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. On the 7 December 2023, the title of the land and buildings previously held by the Lady Florence Institute were transferred to the 999 Club. The transfer is represented in the funds note.

**Bridge Café**- an evening and weekend recovery-focused service for people experiencing mental health challenges.

**Move+**- a peer coaching service for people who previously experienced homelessness.

**Transfers between funds represent:**

**Capital Project 2**– Capital expenditure on the building

**Property redevelopment**– transfer in ownership of the land and buildings from The Lady Florence Institute, to the 999 Club.

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**Notes to the financial statements**  
**For the year ended 31 August 2024**


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**13. Restricted funds**

|                               | Balance<br>1 September<br>2022<br>£ | Movement in funds |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2023<br>£ |
|-------------------------------|-------------------------------------|-------------------|------------------|------------------------------------|-----------------------------------|
|                               |                                     | Income<br>£       | Expenditure<br>£ |                                    |                                   |
| <b>999 Club</b>               |                                     |                   |                  |                                    |                                   |
| Personal Transition Service   | 3,980                               | -                 | -                | (3,980)                            | -                                 |
| Awards CRS                    | 10,000                              | -                 | -                | (10,000)                           | -                                 |
| Chairs                        | 650                                 | -                 | -                | (650)                              | -                                 |
| Volunteer Coordinator         | 9,288                               | 36,694            | (36,849)         |                                    | 9,133                             |
| Upgrade Gateway               | 431                                 |                   | (782)            | 352                                | -                                 |
| Employability – Linbury       | 36,227                              | 63,654            | (52,235)         |                                    | 47,646                            |
| LFI Expenses                  | 3,480                               | -                 | -                | (3,480)                            | -                                 |
| Employability – Pret          | 18,658                              | -                 | -                | (18,658)                           | -                                 |
| City Bridge Advice Worker     | -                                   | 34,525            | (27,263)         | -                                  | 7,262                             |
| Lewisham Winter Appeal        | 4,603                               | -                 | -                | (4,603)                            | -                                 |
| Property Development          |                                     | 6000              | (41,060)         | 35,060                             | -                                 |
| Women's Space                 | 36,151                              | 40,500            | (57,184)         | -                                  | 19,467                            |
| Bridge Café                   | -                                   | 317,879           | (248,744)        | -                                  | 69,135                            |
| Move +                        | -                                   | 67,314            | (41,412)         | -                                  | 25,902                            |
| Lewisham – Breakfast          | -                                   | 12,000            | (7,439)          | -                                  | 4,561                             |
| <b>LFI</b>                    |                                     |                   |                  |                                    |                                   |
| Property redevelopment        | 1,120,253                           | -                 | (30,188)         | -                                  | 1,090,065                         |
| <b>Total restricted funds</b> | <b>1,243,721</b>                    | <b>578,566</b>    | <b>(543,155)</b> | <b>(5,960)</b>                     | <b>1,273,172</b>                  |

**Personal Transition Service** - Contribution to salary of Asset Coach

**Awards CRS** – To develop a programme to build participants confidence, resilience and skills

**Volunteer Co-Ordinator** – salary of Volunteer Co-Ordinator

**Upgrade Gateway** – Health and Safety costs, recruitment of volunteers and expenses, cleaning services

**Employability Co-ordinator**– Contribution to salary for Employability service

**Women's' Space** – a programme of activities in our women's sanctuary, a space for women who are either experiencing or at risk of experiencing homelessness

**Senior Advice Worker** – salary of Senior Advice Worker

**Property redevelopment** – The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. Following the linking direction on the 4 December 2023, the land and buildings previously held by the Lady Florence Institute have been transferred to the 999 Club. The funds are included in tangible fixed assets.




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**Notes to the financial statements**  
**For the year ended 31 August 2024**


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**Bridge Café**- an evening and weekend recovery-focused service for people experiencing mental health challenges.  
**Move+**- a peer coaching service for people who previously experienced homelessness.

**Transfers between funds represent:**

**Capital Project 2**– Capital expenditure on the building

**14. Commitments**

The 999 Club and Lady Florence Trust had a no capital commitments of as at 31 August 2024 (2023: £Nil).

**15. Related party transactions**

Aside from the transactions set out in Note 6, there are no other related party transactions in the year. In the year ended 31 August 2023, related party transactions related entirely to transactions with its wholly owned subsidiary, the Lady Florence Institute. Following the linking direction, Lady Florence Institute was bought into the accounts of the 999 Club as a separate unrestricted fund, and so such transactions are not deemed to constitute related party transactions for the current year.

**16. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

|                                                                                                         | <b>2024</b>     | <b>2023</b>   |
|---------------------------------------------------------------------------------------------------------|-----------------|---------------|
|                                                                                                         | £               | £             |
| <b>Net (expenditure)/income for the reporting period (as per the statement of financial activities)</b> | (22,576)        | 35,997        |
| Adjustments for:                                                                                        |                 |               |
| Depreciation charges                                                                                    | 47,198          | 50,917        |
| (Increase) in debtors                                                                                   | (35,914)        | (18,900)      |
| (Decrease)/increase in creditors                                                                        | (13,524)        | 9,080         |
| <b>Net cash (used in)/ provided by operating activities</b>                                             | <b>(24,816)</b> | <b>77,094</b> |

**17. Analysis of cash and cash equivalents**

|                                        | <b>2024</b>    | <b>2023</b>    |
|----------------------------------------|----------------|----------------|
|                                        | £              | £              |
| Cash in hand                           | 796,168        | 829,190        |
| <b>Total cash and cash equivalents</b> | <b>796,168</b> | <b>829,190</b> |




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Notes to the financial statements  
For the year ended 31 August 2024

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## 18. Comparative information

|                                                 | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|-------------------------------------------------|----------------------------|--------------------------|--------------------|
| <b>Income from:</b>                             |                            |                          |                    |
| Donations and gifts                             | 490,408                    | 260,687                  | 751,095            |
| Contract Income                                 | -                          | 317,879                  | 317,879            |
| Other trading activities:                       |                            |                          |                    |
| Rental income                                   | 284,433                    | -                        | 284,433            |
| Interest Received                               | 5,226                      | -                        | 5,226              |
| <b>Total income</b>                             | <b>780,067</b>             | <b>578,566</b>           | <b>1,358,633</b>   |
| <b>Expenditure on</b>                           |                            |                          |                    |
| Raising funds                                   | 99,201                     | -                        | 99,201             |
| Charitable activities                           | 680,280                    | 543,155                  | 1,223,435          |
| <b>Total expenditure</b>                        | <b>789,668</b>             | <b>532,968</b>           | <b>1,322,636</b>   |
| <b>Net income<br/>for the year</b>              | <b>586</b>                 | <b>35,411</b>            | <b>35,997</b>      |
| Transfers between funds                         | 5960                       | (5,960)                  | -                  |
| <b>Net income<br/>for the year</b>              | <b>6,546</b>               | <b>29,450</b>            | <b>35,997</b>      |
| <b>Balance brought forward 1 September 2022</b> | <b>2,236,793</b>           | <b>1,243,721</b>         | <b>3,480,514</b>   |
| <b>Balance carried forward 31 August 2023</b>   | <b>2,243,339</b>           | <b>1,273,172</b>         | <b>3,516,511</b>   |



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**Notes to the financial statements**  
**For the year ended 31 August 2024**

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**19. Linking Direction**

On the 4 December 2023, the Lady Florence Institute became a linked charity of The 999 Club and Lady Florence Trust as a result of a linking direction issued by the Charity Commission. For reporting purposes, the Lady Florence Institute forms part of The 999 Club and Lady Florence Trust following the linking direction and is presented within separately within the funds note. The linking direction took effect for the whole of the 2023/24 financial year of The 999 Club and Lady Florence Trust.

The 999 Club and Lady Florence Trust previously prepared consolidated financial statements including the Lady Florence Institute as a subsidiary. Following the linking direction, consolidated financial statements are no longer required. In order to aid comparability within the financial statements, comparative figures aggregating both entities are reported.

**THE 999 CLUB AND LADY FLORENCE TRUST**

England & Wales - Charity number 1091077

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# Accounts

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Company Registration No. 04238295 (England and Wales)  
Charity Registration No. 1091077



The 999 Club and Lady Florence Trust, known as "The 999 Club"

Trustees' report and financial statements  
For the year ended 31 August 2023

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|                                    |                                                                                                                                                                                                 |                                                                                                                             |
|------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|
| <b>Trustees</b>                    | Gordon McCullough (Chair)<br>Toju Mayomi (Treasurer)<br>Dan Burraway<br>Tim Colman<br>Julie Greenwood<br>Mamta Gupta<br>Arti Modhwadia<br>Ijay Onyechi<br>Jo Tanner<br>Manlio Battaglia Trovato |                                                                                                                             |
| <b>Secretary</b>                   | Thomas Neumark Jones                                                                                                                                                                            |                                                                                                                             |
| <b>Chief Executive</b>             | Thomas Neumark Jones                                                                                                                                                                            |                                                                                                                             |
| <b>Registered office</b>           | 21 Deptford Broadway<br>London<br>SE8 4PA                                                                                                                                                       |                                                                                                                             |
| <b>Company registration number</b> | The 999 Club                                                                                                                                                                                    | 04238295                                                                                                                    |
| <b>Registered charity number</b>   | The 999 Club<br>The Lady Florence Institute                                                                                                                                                     | 1091077<br>312816                                                                                                           |
| <b>Bankers</b>                     | The 999 Club<br><br>The Lady Florence Institute                                                                                                                                                 | HSBC Bank Plc<br>85 Lewisham High Street<br>London<br>SE8 4RQ<br><br>Unity Trust Bank<br>PO Box 782<br>Orpington<br>BR6 1EN |
| <b>Solicitors</b>                  | TV Edwards<br>35 Mile End Road<br>London<br>E1 4TP                                                                                                                                              |                                                                                                                             |
| <b>Auditors</b>                    | Buzzacott<br>130 Wood St<br>London EC2V 6DL                                                                                                                                                     |                                                                                                                             |



I am delighted to share the Trustees' report and financial statements for the year 1 September 2022 to 31 August 2023. While The 999 Club continues to provide friendly, welcoming, empowering support to people experiencing homelessness from our centre in Deptford, this has been a transformative year for the charity, launching new services, refreshing our building and existing services and improving our finances.

We launched two innovative services; the Bridge and MOVE+. The Bridge is delivered in partnership with South London and Maudsley NHS Foundation Trust. The service operates on weekday evenings, weekends and bank holidays, and offers a safe space and empowering support to people in Lewisham who feel that they cannot cope. MOVE+ is delivered thanks to support from the National Lottery Community Fund and provides peer coaches for people that have recently escaped homelessness.

Our Gateway and Housing, Employment, Advice and Training (HEAT) services continue to support people experiencing homelessness to both meet their immediate needs and to find a home and maximise their income. We made several changes to these services, running an early bird breakfast twice a week thanks to support from Lewisham Council, and hosting a wider variety of partners including Lewisham's Housing Options team and Homeless GP Service.

We worked closely with people that have used our service to refurbish our building, creating a more relaxing environment where people feel calm and safe. This included redecorations, refurbishments and new ways of displaying information.

These accounts show that the 999 Club made a modest surplus. This follows investments made in improving our service including our building, staff and financial services. It is important that 999 Club maintains sufficient reserves to manage strategic risks. However, we are conscious of the need to invest in providing high quality services, especially during the current cost of living crisis.

I am very grateful to all of the people, trusts and companies that have supported 999 Club in the past year. Thank you to our funders for your generosity and support during this time. Our work would not be possible without you.

999 Club's work is made possible by a committed group of over 69 volunteers. This diverse group of people, many of whom have personal experience of homelessness, contribute so much to their local community, helping people to help themselves escape from homelessness. Thank you for your generosity and good humour.

As we look forward to 2024, we can be sure that it will be another year of significant change. We have seen an increase in all forms of homelessness in south-east London, including worrying rises in the number of people sleeping rough. 999 Club has plans in place to play our part in response to these challenges.



This is my last report I write as Chair of 999 Club. It has been an honour to serve as Chair of 999 Club for 6 years. I am grateful to the Trustees I have served alongside for their wisdom and advice. While our community faces many challenges, I am confident that Victoria Prouse, the new Chair, will ensure the Board, staff, volunteers and supporters respond with their usual enthusiasm and commitment and that 999 Club will continue to build on its traditions and strong foundations, supporting people to escape homelessness for good.

A handwritten signature in black ink, appearing to read 'Gordon'.

Gordon McCullough  
Chair of Trustees

January 2024

**Trustees' report**  
**For the year ended 31 August 2023**

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**Our vision**

Our *vision* is that no one will sleep on the streets in Lewisham.

Our *approach* to achieving our vision is to provide a friendly open door for anyone that is sleeping on the streets or at risk of sleeping on the streets so that we can help people to help themselves escape from homelessness.

We believe that sleeping rough in Lewisham should be rare, fleeting and never repeated. We have three *missions*:

- If you're at risk of sleeping on the street, we'll stop it happening
- If you're sleeping on the street, we'll help you to quickly find a home
- If you've previously slept on the street, we'll help you to stay in your new home

In everything we do, we demonstrate our *values*:

- *Inclusive*: We are welcoming and supportive.
- *Respectful*: We respect each other and celebrate diversity so that everyone can give their best
- *Empowering*: We encourage people to take personal responsibility for making positive changes in their lives by providing opportunities, developing their talents, and helping to build their confidence and self-esteem.
- *Partnership*: We recognise the importance of working collaboratively with people who come to the centre to design, deliver and evaluate our services.
- *Inspiring*: We all inspire one another to discover our purpose and reach our full potential, celebrating our achievements and positive steps forward.

**Objectives and activities**

The 999 Club's objects are "The relief of poverty by the provision of an advice and counselling service" and "The advancement of education and the provision of facilities for recreation or other leisure-time occupation for people who have need of such facilities by reason of poverty or social and economic circumstances with the object of improving their conditions of life."

**Our story of change**

Engagement with 999 Club starts by meeting basic needs, but it does not end there. We support people that are either at imminent risk of experiencing homelessness or are experiencing homelessness. Engagement starts by meeting basic needs such as shower, food, phone, laundry, computer, post. Through this we build trusting relationships with the people that use our service and support them to find and sustain a home, and to take part in meaningful activities such as work or volunteering.

Our work is person-led, far reaching and inspires meaningful change. We collaborate to ensure that our services are accessible, inclusive, and designed to improve the psychological and emotional wellbeing of the people with whom we work. We strive for continuous improvement in our delivery and adopt a flexible and personalised approach that treats people with kindness and compassion.

**Trustees' report**  
**For the year ended 31 August 2023**

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**Review of past activities**

In 2022/23 999 Club provided the following services:

The Gateway

A welcoming day centre on Deptford High Street, offering practical help such as food, laundry and showers as well as a safe and friendly space, supporting an average of 47 different people per day.

HEAT

Housing, employment and advice team providing guidance for people either experiencing or at risk of homelessness so that they can find a home and maximise their income, supporting an average of 53 different people per week.

Bridge

A referral only recovery service, operating from 6pm to 11pm on weekdays and midday to 11pm on weekends and holidays for Lewisham residents who feel that they cannot cope, supporting up to 100 different people per month.

MOVE+

Our newly launched Peer Coaching service providing 1:1 and group support aimed at supporting people to sustain their new tenancies and to make progress in employment.

All our activities are designed and delivered by people that use or have used our service. This is done through several mechanisms including our Client Committee. In total 83 different people took part in co-production activities throughout the year.

**Achievements and performance**

We provided a high-quality service that is valued by the people that use it. 84% of 120 people that gave anonymous feedback during the year rated their experience as 😊.

We supported people to stay in their home or find a new home and to get employment, education or training. Last year we supported 196 people to find a permanent home, 203 people to stay in their home and avoid eviction and 312 people to start employment, education, training or volunteering.

We continued to deepen partnerships with other organisations in south-east London, working closely with: the London Borough of Lewisham and Greenwich, Thames Reach, Refuge, South London and Maudsley NHS Foundation Trust, Change Grow Live, CAB, Community Connections, Fareshare, Lewisham Refugee and Migrant Network, Goldsmiths University, Brett Grellier Psychological Services and the Albany Theatre. We are grateful to them all.

**Quotes from people that have used our services:**

"The 999 took me off the streets. I had my first warm meal for days at the 999 Club so I'm forever grateful"

"My time with 999 Club was not necessarily great because it was a horrible experience being homeless. However, if it wasn't for the 999 Club, I would not have got housing and be where I am today. So I am very grateful for what the 999 Club did for me."

**Trustees' report**  
**For the year ended 31 August 2023**

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"999 Club is doing a fantastic job for people in need. All the staff are very friendly and helpful. The best advice I ever heard was from your case workers which kick started my journey towards securing a home which I adore."

"The 999 Club saved my life."

"I am really happy for how 999 Club have helped me in terms of housing, teaching me some computer skills and some support."

"Since I've been using the 999 Club you've given me confidence back in a lot of ways. It may not seem that but if I didn't come there I wouldn't have got to where I was now."

"What you have done is exceptional. It looks amazing. 999 is extraordinaire!"

"I don't know how you could possibly improve. This Women's Sanctuary is just the most amazing place, there's nothing like this anywhere else. I'm so glad I found it."

"Perfect Service. Very nice, very good"

**Case studies**

We worked for three months with someone who was facing eviction due to non-payment of rent. The man had very poor mental health and was not opening mail, including bills, as he was afraid to do so. We referred him to Mind for support with his mental health; ensured he had the right benefits in place and negotiated with the landlord to pay the arrears and put a plan in place for future payments.

One Eastern European national, a UK resident for a long time, came to us as they were sleeping rough because they had no money or anywhere to go shortly after being discharged from hospital. They had applied for residency, but failed their habitual residency test as they were unable to prove that they had been a permanent resident for every year of the previous five years. We worked with the client to establish what they had been doing over this period to evidence the residency and discovered that they had had medical insurance for the previous six years. We contacted the insurance company and obtained the documentation to prove residency, which enabled the client to get settled status and in turn access benefits and put a roof over their head.

We supported a single parent with several children, one with additional educational and complex mental health needs. They had been moved round a number of temporary homes in several boroughs over a number of years, which was disruptive for the children. We provided advocacy and helped the parent to collate medical documents to evidence how the disruption had impacted the children's mental health. A few weeks after we had provided the support, the parent emailed us to say, "Thank you for your help ... I now have a permanent property, close to my support network and one straight bus to my children's school. It means so much to my children not to be in emergency accommodation."

**Future plans**

Despite worsening external conditions, at the 999 Club we continue to provide friendly, welcoming, empowering supportive services.

**Trustees' report**  
**For the year ended 31 August 2023**

***Our objectives for 2023-2024***

| Objective                                                                                                                                                                                                         | Goal                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. <b>Deliver friendly, welcoming, empowering supportive services.</b>                                                                                                                                            | <ul style="list-style-type: none"> <li>- 1,600 different people will use our services, of which 400 will be women and 200 will have no recourse to public funds.</li> <li>- At least 80% of people who use our service will give us a positive rating.</li> <li>- 100 different people will take part in co-production activities.</li> <li>- We will support 300 people to find a new home or stay in their current home and 300 people to start a job, volunteer or follow training.</li> </ul> |
| 2. <b>Build and maintain excellent fundraising relationships with trusts, donors, statutory partners and local companies.</b>                                                                                     | <ul style="list-style-type: none"> <li>- We will raise the £1.4m it costs to provide our high-quality services.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                        |
| 3. <b>Our <u>communications</u> will be produced with the people that use our services, to assert our position as a local charity that provides services that support people to escape homelessness for good.</b> | <ul style="list-style-type: none"> <li>- We will launch a new website, logo and strapline.</li> <li>- We will create engaging social media content that connects with our audience, and which shares a positive narrative about breaking the cycle of homelessness.</li> </ul>                                                                                                                                                                                                                    |
| 4. <b>Ensure our <u>property</u> feels welcoming and safe.</b>                                                                                                                                                    | <ul style="list-style-type: none"> <li>- We will secure planning permission to develop our building to provide modern, accessible, sustainable community space.</li> </ul>                                                                                                                                                                                                                                                                                                                        |
| 5. <b>Support <u>our people</u> by investing in their learning and development and giving them clear direction.</b>                                                                                               | <ul style="list-style-type: none"> <li>- At least 80% of our staff will agree that they have enough time to get their work done within their allocated hours and that they have the equipment, training and information they need to do their job well.</li> </ul>                                                                                                                                                                                                                                |

In the coming year, 999 Club will seek an order from the Charity Commission so that the Lady Florence Institute (LFI) is a "linked" charity so that the LFI's assets and financial information will consolidated within the accounts for 999 Club.

### **Volunteers**

Our work is supported by a team of over 69 dedicated volunteers with backgrounds as diverse as the local population. Some of our volunteers have either used our service in the past or have experienced homelessness. They help to make our services feel safe and welcoming by greeting people that use our services and ensuring that they find the support that they need. We are very grateful to our volunteers and thankful for their amazing contributions.

### **Fundraising**

999 Club is so grateful to the individuals and organisations that support our work. We are fortunate to work in and with such a generous community. Their donations make our work possible.

We are grateful to Lewisham Council, The Balcombe Charitable Trust, City Bridge Foundation, Garfield Weston Foundation, The Linbury Trust, Lloyds Bank Foundation for England & Wales, The Mercers'

**Trustees' report**  
**For the year ended 31 August 2023**

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Charitable Foundation, The National Lottery Community Fund and The Pret Foundation for their support and we are grateful to all the companies that support our work through both donations and volunteering.

We would also like to thank the many smaller trusts that have generously supported our work over the past year.

The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice, and its associated rulebooks for fundraising activities.

The 999 Club is compliant with the General Data Protection Regulation and only contacts prospective and existing supporters in line with its Privacy Policy and Data Protection Statement. The 999 Club recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly.

The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

**Financial review**

A significant source of funding has been the Lady Florence Institute which donated in support of the work of The 999 Club. Other financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 16. In line with 999 Club's plan to spend the additional resources secured during the pandemic, there was a surplus for the year of £35,995 (deficit in 2022: £143,568). When the surplus is added to the funds brought forward of £3,480,514 this leaves a figure of £3,516,509 for total funds carried forward at 31 August 2023.

**Reserves policy**

It is the trustees' desire to maintain reserves, at a level which equates to 3 – 9 months core costs, working capital and a sinking fund for planned maintenance of our rented properties. At this level the trustees feel comfortable that they can continue the current activities of the charity in the event of a significant drop in funding.

Unrestricted reserves were £760,258 at 31 August 2023 (2022: £138,711). This is within the policy and trustees are comfortable with this level. The increase in unrestricted reserves is a result of a review of previously designated and restricted reserves, as explained in note 12 and note 13. Designated reserves only include the value of the freehold property.

**Structure, governance and management**

The 999 Club, a company limited by guarantee and a registered charity, was formed in 1992. The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

The Council of Management which equates to the Board of Trustees (and is henceforth referred to as such) is the sole corporate Trustee of the Lady Florence Institute whose objects are set out in a separate

**Trustees' report**  
**For the year ended 31 August 2023**

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document. The 999 Club and Lady Florence Trust's objects are in line with those objects. The financial statements of the two organisations are therefore consolidated. As the sole corporate Trustee of the Lady Florence Institute, the 999 Club provides administrative support for that charity as well as management of its freehold property and assets.

The Board of the 999 Club, supervise the governance and management of the organisation. Directors who served during the year, or have been subsequently appointed, are shown on page 1.

Appointment to the Board is by nomination by the members after the needs of the Charity are considered by the current Directors. The Board of Directors aims to ensure that the composition of Directors contains individuals with suitable skills and experience to contribute positively to the governance of the Charity. Trustees are given a thorough induction including provision of information provided by the Charity Commission on the role of a Trustee. Training is provided on a personalised basis.

The organisation has a clear organisational structure with lines of authority and delegation, which are regularly reviewed by the Board. The Board is responsible for setting strategies and policies and for ensuring that these are implemented by the Chief Executive on behalf of the Board.

The Board has responsibility for setting remuneration of the CEO and key management personnel. In doing so it undertakes market testing and benchmarking against other similar sized organisations.

The Board of Trustees confirm they have regard to the Charity Commission's guidance on public benefit and consider each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011. They are satisfied that the 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity meeting all elements of the two key principles.

**Related parties**

The 999 Club and Lady Florence Trust is the sole corporate Trustee of the Lady Florence Institute (Registered Charity 312816) which holds the freehold of the property at 21 Deptford Broadway and Lady Florence Courtyard. The Lady Florence Institute donated to the 999 Club and Lady Florence Trust this year. This support will continue into the future.

**Policy, planning and risk management**

The Board are responsible for the management of the risks faced by the organisation. The Board review the organisational risk position, internal control assessment and its compliance with relevant statutory and finance regulations. To evaluate and manage risk, a risk register is maintained, which is monitored and reviewed at Board meetings. This process identifies the major risks the organisation faces, the likelihood of occurrence, the significance of the risk and any mitigating controls that are in place and seeks to identify any actions and resources required to manage these risks further.

**Risks**

The Board is satisfied that systems are in place to mitigate our exposure to major risks, both from within the charity and to those related to the external environment over which we have no control. Our approach to mitigating these risks is outlined in the table below:

**Trustees' report**  
**For the year ended 31 August 2023**

| Area                           | Risk                                                                                                                                                       | Mitigation                                                                                                                                                                                                                                                                             |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Partnership development</b> | The quantity of people coming to our service overwhelms our ability to provide a quality service.                                                          | Agree referral criteria and processes with our main partners.<br><br>Review our referral processes for all our services including examining the need for a triage worker.                                                                                                              |
| <b>Good work</b>               | Staff and volunteers become burnt out.                                                                                                                     | Launch an enhanced training programme.<br>Conduct an annual pay review and decide on a cost-of-living payment.<br><br>Ensure all staff have working laptops and phones.<br>Run celebration events in summer and winter.<br>Run daily debrief sessions.                                 |
| <b>Communications</b>          | People do not know the excellent work we do.<br><br>Reputational damage caused by negative media coverage, for example relating to serious incidents.      | Invest in our communications and refresh our logo and strapline.<br><br>Update our safeguarding policy, run safeguarding training, and monitor incidents and safeguarding alerts for themes.                                                                                           |
| <b>Fundraising</b>             | We are unable to raise sufficient funds to cover the costs of providing our service e.g. due to loss of income from major donors or trusts.                | Our fundraising team will pursue a strategy including cultivating individual donors, maintaining a trust fundraising pipeline and working with trustees on fundraising opportunities.<br><br>The Board will review and agree any changes to staffing structure and pay and conditions. |
| <b>Improving building</b>      | Our building does not provide suitable space for our service.                                                                                              | Secure planning permission to develop our site.                                                                                                                                                                                                                                        |
| <b>Governance</b>              | Change in the makeup of our board disrupt governance arrangements.<br><br>Property development drains attention or resources or disrupts service delivery. | Sequence changes to board membership and use a recruitment agency to assist with recruitment to the board.<br><br>Property development committee will continue to meet.                                                                                                                |

**Trustees' responsibilities**

The Trustees (who are also directors of the 999 Club and Lady Florence Trust 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).

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

**Trustees' report**  
**For the year ended 31 August 2023**

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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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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;
- the Trustees have taken all steps that ought to have been 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.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the Trustees



Gordon McCullough  
**Chair of Trustees**

**Date:**

29.1.24

**Independent auditor's report  
For the year ended 31 August 2023**

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**Opinion**

We have audited the financial statements of The 999 Club and Lady Florence Trust (the 'charitable parent company') and its subsidiary (the 'group') for the year ended 31 August 2023 which comprise the group statement of financial activities, the group and charitable parent company balance sheets and statement of cash flows, the principal accounting policies and the notes to the financial statements. 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 group's and of the charitable parent company's affairs as at 31 August 2023 and of the group's income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group 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 group and charitable parent company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The Trustees are responsible for the other information. The other information comprises the information included in the annual report and financial statements, 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

**Independent auditor's report  
For the year ended 31 August 2023**

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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 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, which is also the directors' report for the purposes of company law for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' report, which is also the directors' report for the purposes of company law has 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 group and the charitable parent company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report.

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

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

**Responsibilities of Trustees**

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

**Independent auditor's report  
For the year ended 31 August 2023**

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

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

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

***How the audit was considered capable of detecting irregularities including fraud***

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

- The engagement partner ensured that the engagement team collectively had the appropriate competence, capabilities and skills to identify or recognise non-compliance with applicable laws and regulations;
- We identified the laws and regulations applicable to the group through discussions with representatives from the Trustees and from our knowledge and experience of the charity sector;
- We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the activities of the group. These included but were not limited to the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102); and
- We assessed the extent of compliance with the laws and regulations identified above through making enquiries of representatives from the Trustees and review of minutes of Trustees' meetings.

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

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

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

- Performed analytical procedures to identify any unusual or unexpected relationships;
- Tested and reviewed journal entries to identify unusual transactions;
- Carried out substantive testing of expenditure including the authorisation thereof;
- Assessed whether judgements and assumptions made in determining the accounting estimates were indicative of potential bias; and
- Investigated the rationale behind significant or unusual transactions.

**Independent auditor's report  
For the year ended 31 August 2023**

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

- Agreeing financial statements disclosures to underlying supporting documentation;
- Reading the minutes of meetings of Trustees; and
- Enquiring of as to actual and potential litigation and claims.

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

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

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

**Use of our report**

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Hugh Swainson (Senior Statutory Auditor)  
For and on behalf of Buzzacott LLP, Statutory Auditor  
130 Wood Street  
London  
EC2V 6DL

09 February 2024

**Consolidated statement of financial activities**  
**For the year ended 31 August 2023**

|                                                   | Notes | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>Funds<br>2023<br>£ | Total<br>Funds<br>2022<br>£ |
|---------------------------------------------------|-------|----------------------------|--------------------------|-----------------------------|-----------------------------|
| <b>Income from:</b>                               |       |                            |                          |                             |                             |
| Donations and grants                              | 2     | 490,408                    | 260,687                  | 751,095                     | 647,355                     |
| Investments                                       |       | 5,226                      | —                        | 5,226                       | —                           |
| Charitable activities                             |       |                            |                          |                             |                             |
| · Contracts                                       |       | —                          | 317,879                  | 317,879                     | —                           |
| Other trading activities                          |       |                            |                          |                             |                             |
| · Rental income                                   |       | 284,433                    | —                        | 284,433                     | 268,951                     |
| <b>Total income</b>                               |       | <b>780,067</b>             | <b>578,566</b>           | <b>1,358,633</b>            | <b>916,306</b>              |
| <b>Expenditure on:</b>                            |       |                            |                          |                             |                             |
| Raising funds                                     | 3     | 99,201                     | —                        | 99,201                      | 102,798                     |
| Charitable activities                             | 4     | 680,281                    | 543,156                  | 1,223,437                   | 957,076                     |
| <b>Total expenditure</b>                          |       | <b>779,482</b>             | <b>543,156</b>           | <b>1,322,638</b>            | <b>1,059,874</b>            |
| <b>Net income (expenditure)</b>                   | 7     | <b>585</b>                 | <b>35,410</b>            | <b>35,995</b>               | <b>(143,568)</b>            |
| <b>Transfers between funds</b>                    | 13    | <b>5,960</b>               | <b>(5,960)</b>           | <b>—</b>                    | <b>—</b>                    |
| <b>Net movement in funds</b>                      |       | <b>6,545</b>               | <b>29,450</b>            | <b>35,995</b>               | <b>(143,568)</b>            |
| <b>Reconciliation of funds:</b>                   |       |                            |                          |                             |                             |
| Balances brought forward at 31 August 2022        |       | 2,236,792                  | 1,243,722                | 3,480,514                   | 3,624,082                   |
| <b>Balances carried forward at 31 August 2023</b> |       | <b>2,243,337</b>           | <b>1,273,172</b>         | <b>3,516,509</b>            | <b>3,480,514</b>            |

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 19 to 36 form part of these financial statements.

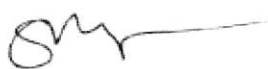
**Balance Sheets**  
**As at 31 August 2023**

|                                                       |       | Group            |                  | Charity         |                 |
|-------------------------------------------------------|-------|------------------|------------------|-----------------|-----------------|
|                                                       | Notes | 2023<br>£        | 2022<br>£        | 2023<br>£       | 2022<br>£       |
| <b>Fixed assets</b>                                   |       |                  |                  |                 |                 |
| Tangible fixed assets                                 | 8     | 2,695,391        | 2,718,117        | 103,495         | 96,033          |
| <b>Current assets</b>                                 |       |                  |                  |                 |                 |
| Debtors                                               | 9     | 75,307           | 56,407           | 96,166          | 50,638          |
| Cash at bank and in hand                              |       | 829,190          | 780,285          | 712,615         | 719,084         |
|                                                       |       | <u>904,497</u>   | <u>836,692</u>   | <u>808,781</u>  | <u>769,722</u>  |
| <b>Creditors: amounts falling due within one year</b> | 10    | <u>(83,379)</u>  | <u>(74,295)</u>  | <u>(63,983)</u> | <u>(53,882)</u> |
| <b>Net current assets</b>                             |       | <u>821,118</u>   | <u>762,397</u>   | <u>744,798</u>  | <u>715,840</u>  |
| <b>Total assets</b>                                   |       | <u>3,516,509</u> | <u>3,480,514</u> | <u>848,293</u>  | <u>811,873</u>  |
| <b>Funds</b>                                          |       |                  |                  |                 |                 |
| Unrestricted funds                                    |       |                  |                  |                 |                 |
| . General funds                                       |       | 760,256          | 138,711          | 665,186         | 73,404          |
| . Designated funds                                    |       | <u>1,483,081</u> | <u>2,098,081</u> | <u>—</u>        | <u>615,000</u>  |
|                                                       | 12    | <u>2,243,337</u> | <u>2,236,792</u> | <u>665,186</u>  | <u>688,404</u>  |
| Restricted                                            | 13    | 1,273,172        | 1,243,722        | 183,107         | 123,469         |
|                                                       |       | <u>3,516,509</u> | <u>3,480,514</u> | <u>848,293</u>  | <u>811,873</u>  |

The notes on pages 19 to 36 form part of these financial statements.

A separate Statement of Financial Activities for the Charity alone is not produced as permitted by Section 408 of the Companies Act 2006. The Charity's net movement in funds for the year was a surplus of £36,420 (2022: deficit of £119,189).

Approved by the Board of Trustees on 21.1.24 and signed on its behalf by



Gordon McCullough  
Chair

**Company Number** 04238295 (England and Wales)

**Consolidated statement of cash flows**  
**For the year ended 31 August 2023**

|                                                                     | Notes     | 2023<br>£             | 2022<br>£             |
|---------------------------------------------------------------------|-----------|-----------------------|-----------------------|
| <b>Net cash provided by (used in) operating activities</b>          | <b>16</b> | <b>77,095</b>         | <b>(109,770)</b>      |
| <b>Cash flows from investing activities:</b>                        |           |                       |                       |
| Purchase of tangible fixed assets                                   |           | <u>(28,190)</u>       | <u>(35,802)</u>       |
| <b>Net cash used in investing activities</b>                        |           | <b>(28,190)</b>       | <b>(35,802)</b>       |
| <b>Net movement in cash and cash equivalents</b>                    |           | <b>48,905</b>         | <b>(145,572)</b>      |
| Cash and cash equivalents at the beginning of the reporting period  |           | <u>780,285</u>        | <u>925,857</u>        |
| <b>Cash and cash equivalents at the end of the reporting period</b> | <b>17</b> | <u><b>829,190</b></u> | <u><b>780,285</b></u> |

The notes on pages 19 to 36 form part of these financial statements.



## 11. Accounting policies

### 11.1 Basis of preparation

These financial statements have been prepared for the year ended 31 August 2023. Comparative information reflects the year to 31 August 2022.

The financial statements have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these financial statements. The financial statements have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition)', the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The Charity constitutes a public benefit entity as defined by FRS 102.

### 11.2 Going concern

The financial statements have been prepared on a going concern basis as the Trustees believe that no material uncertainties exist. The Trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern.

### 11.3 Consolidated financial statements

The Charity has consolidated its wholly owned subsidiary The Lady Florence Institute in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities". A separate Statement of Financial Activities for the Charity alone is not produced as permitted by Section 408 of the Companies Act 2006. The Charity's net movement in funds for the year was a surplus of £36,420 (2022: deficit of £119,189).

### 11.4 Company status

The charity is a company limited by guarantee. The members of the company are the Trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

### 11.5 Income

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

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



Rental income is recognised when the charity becomes entitled to the income under the lease agreement. The amount receivable is determined in accordance with that agreement.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

#### **11.6 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings, they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

#### **11.7 Support Costs**

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment.

Governance costs comprise the costs involving the public accountability of the charity (including audit costs) and costs in respect to its compliance with regulation and good practice.

Support costs and governance costs are allocated based on an estimate of the time members spend on each activity.

#### **11.8 Fundraising costs**

All expenses relating to fundraising and publicity are charged to this heading.

#### **11.9 Governance costs**

These costs relate to the governance of the organisation. They include expenses of Trustees' meetings, and audit fees.

#### **11.10 Tangible fixed assets and depreciation**

There is a capitalisation limit of £250, below which assets are not capitalised.

- Freehold buildings are depreciated at 1% per annum.
- Deptford extension costs are depreciated over 10 years.
- Other capitalised refurbishment costs are depreciated over the length of the lease.
- Furniture, equipment and minibuses are depreciated over 5 - 10 years.

#### **11.11 Funds**

Unrestricted general funds represent those monies which are freely available for application towards achieving any charitable purpose that falls within the charitable company's charitable objects.

The restricted funds are monies raised for, and their use restricted to, a specific purpose, or donations subject to donor-imposed conditions.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aims and use of each designated fund is set out in the note to the financial statements.



#### 11.12 Pension Scheme

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

#### 11.13 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

#### 11.14 Critical accounting judgements and key sources of estimation uncertainty

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

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt.



## 2. Income from: donations

|                       | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|-----------------------|----------------------------|--------------------------|--------------------|
| Trust and Foundations | 116,804                    | 260,687                  | 377,491            |
| Statutory             | 15,437                     | —                        | 15,437             |
| Individuals           | 251,260                    | —                        | 251,260            |
| Corporates            | 34,766                     | —                        | 3,309              |
| Events                | 35,451                     | —                        | 35,451             |
| Community             | 14,491                     | —                        | 14,491             |
| Gift Aid              | 16,469                     | —                        | 16,469             |
| Other                 | 5,730                      | —                        | 5,730              |
|                       | <b>490,408</b>             | <b>260,687</b>           | <b>751,095</b>     |
|                       | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
| Trust and Foundations | 85,176                     | 312,213                  | 397,389            |
| Statutory             | 2,280                      | —                        | 2,280              |
| Individuals           | 200,201                    | —                        | 200,201            |
| Corporates            | 2,913                      | —                        | 2,913              |
| Events                | 12,935                     | —                        | 12,935             |
| Community             | 2,031                      | —                        | 2,031              |
| Gift Aid              | 27,142                     | —                        | 27,142             |
| Other                 | 2,464                      | —                        | 2,464              |
|                       | <b>335,142</b>             | <b>312,213</b>           | <b>647,355</b>     |

## 3. Expenditure on: raising funds

|               | Unrestricted funds |                |
|---------------|--------------------|----------------|
|               | 2023<br>£          | 2022<br>£      |
| Staff costs   | 74,765             | 76,524         |
| Direct costs  | 13,363             | 16,723         |
| Centre costs  | 7,785              | 6,637          |
| Support costs | 3,288              | 2,914          |
|               | <b>99,201</b>      | <b>102,798</b> |



#### 4. Expenditure on: charitable activities

|                               | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2023<br>£ |
|-------------------------------|----------------------------|--------------------------|--------------------|
| Staff costs                   | 369,279                    | 449,679                  | 818,958            |
| Centre costs                  | 144,408                    | 46,801                   | 191,209            |
| Depreciation                  | 20,729                     | 30,188                   | 50,917             |
| Project costs                 | 30,067                     | 15,368                   | 45,435             |
| Miscellaneous costs           | 5,842                      | —                        | 5,842              |
| Support costs                 | 70,327                     | 1,120                    | 71,447             |
| Governance costs (see note 5) | 39,629                     | —                        | 39,629             |
|                               | <u>680,281</u>             | <u>543,156</u>           | <u>1,223,437</u>   |

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.

|                               | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ |
|-------------------------------|----------------------------|--------------------------|--------------------|
| Staff costs                   | 199,302                    | 356,196                  | 555,498            |
| Centre costs                  | 128,333                    | 64,275                   | 192,608            |
| Depreciation                  | 21,379                     | 20,000                   | 41,379             |
| Project costs                 | 16,599                     | 36,081                   | 52,680             |
| Miscellaneous costs           | 7,640                      | —                        | 7,640              |
| Support costs                 | 61,940                     | 10,478                   | 72,418             |
| Governance costs (see note 5) | 34,014                     | 839                      | 34,853             |
|                               | <u>469,207</u>             | <u>487,869</u>           | <u>957,076</u>     |

#### 5. Governance costs

|                             | Unrestricted funds |               |
|-----------------------------|--------------------|---------------|
|                             | 2023<br>£          | 2022<br>£     |
| Bank charges                | 2,661              | 4,388         |
| Legal and professional fees | 19,174             | 12,607        |
| Audit and accountancy fees  | 17,794             | 17,858        |
|                             | <u>39,629</u>      | <u>34,853</u> |



## 6. Staff costs

|                              | 2023<br>£      | 2022<br>£      |
|------------------------------|----------------|----------------|
| Wages and salaries           | 800,494        | 541,447        |
| Employers National Insurance | 74,095         | 51,209         |
| Pension costs                | 11,715         | 10,521         |
| Redundancy costs             | —              | 19,112         |
| Recruitment costs            | 7,418          | 9,734          |
|                              | <b>893,722</b> | <b>632,023</b> |

No Trustees were reimbursed for expenses or received any remuneration during the year (2022: none). No donations were received from any of the Trustees during the year (2022: none).

The number of employees who earned £60,000 per annum or more (including benefits but excluding pension contributions) during the year was as follows:

|                   | 2023<br>No. | 2022<br>No. |
|-------------------|-------------|-------------|
| £60,001 - £70,000 | <b>1</b>    | —           |

The key management personnel in charge of directing and controlling, running, and operating the charity on a day-to-day basis comprise the Trustees, the CIO, the Head of Operations and the Head of Fundraising. The aggregate amount paid to key management personnel in the year (including employer pension contributions and employer national insurance contributions was £176,125 (2022: £173,367)).

The average number of staff employed by the charities in the year ended 31 August 2023 was 28 (2022: 16).

During the year no redundancy payments were made (2022: £19,112).

## 7. Net income (expenditure)

Net income (expenditure) for the year is stated after charging:

|                                                 | 2023<br>£ | 2022<br>£ |
|-------------------------------------------------|-----------|-----------|
| Staff costs                                     | 893,722   | 632,023   |
| Auditors' remuneration – current year audit fee | 12,000    | 6,720     |
| Audits remuneration – prior year over accrual   | (2,040)   | 1,980     |
| Auditors' remuneration – accountancy fee        | 2,160     | 2,160     |
| Auditors' remuneration – other services         | —         | 1,200     |
| Depreciation                                    | 40,729    | 41,379    |



## 8. Fixed assets

| Group                 | Freehold<br>land and<br>buildings<br>£ | Refurbish<br>ment of<br>centres<br>£ | Furniture<br>and<br>equipment<br>£ | Total<br>£       |
|-----------------------|----------------------------------------|--------------------------------------|------------------------------------|------------------|
| <b>Cost</b>           |                                        |                                      |                                    |                  |
| As at 31 August 2022  | 3,018,750                              | 362,680                              | 105,817                            | 3,487,247        |
| Additions             | —                                      | 23,098                               | 5,092                              | 28,190           |
| Disposals             | —                                      | —                                    | (8,893)                            | (8,893)          |
| As at 31 August 2023  | <u>3,018,750</u>                       | <u>385,778</u>                       | <u>102,016</u>                     | <u>3,506,544</u> |
| <b>Depreciation</b>   |                                        |                                      |                                    |                  |
| As at 31 August 2022  | 396,666                                | 308,905                              | 63,559                             | 769,130          |
| Charge for year       | 30,188                                 | 13,869                               | 6,859                              | 50,916           |
| Disposals             | —                                      | —                                    | (8,893)                            | (8,893)          |
| As at 31 August 2023  | <u>426,854</u>                         | <u>322,774</u>                       | <u>61,525</u>                      | <u>811,153</u>   |
| <b>Net book value</b> |                                        |                                      |                                    |                  |
| As at 31 August 2022  | <u>2,622,084</u>                       | <u>53,775</u>                        | <u>42,258</u>                      | <u>2,718,117</u> |
| As at 31 August 2023  | <u>2,591,896</u>                       | <u>63,004</u>                        | <u>40,491</u>                      | <u>2,695,391</u> |

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors when they were brought into use for the first time. The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258 (2022 - £2,239,258).

The freehold land and buildings were initially donated to The Lady Florence Institute and have been subsequently developed. Under the terms of The Lady Florence Institute's Trust Deed, the land and buildings can only be disposed of where certain conditions set out in the Trust Deed are met.

On 4 December 2023, the Charity Commission issued a linking direction, which resulted the land and buildings previously held by the Lady Florence Institute have been transferred to the 999 Club.

8. **Fixed assets** (continued)  
For the year ended 31 August 2023

| Charity               | Refurbish<br>ment of<br>centres<br>£ | Furniture<br>and<br>equipment<br>£ | Total<br>£     |
|-----------------------|--------------------------------------|------------------------------------|----------------|
| <b>Cost</b>           |                                      |                                    |                |
| As at 31 August 2022  | 362,680                              | 105,817                            | 468,497        |
| Additions             | 23,098                               | 5,092                              | 28,190         |
| Disposals             | —                                    | (8,893)                            | (8,893)        |
| As at 31 August 2023  | <u>385,778</u>                       | <u>102,016</u>                     | <u>487,794</u> |
| <b>Depreciation</b>   |                                      |                                    |                |
| As at 31 August 2022  | 308,905                              | 63,559                             | 372,464        |
| Charge for year       | 13,869                               | 6,859                              | 20,728         |
| Disposals             | —                                    | (8,893)                            | (8,893)        |
| As at 31 August 2023  | <u>322,774</u>                       | <u>61,525</u>                      | <u>384,299</u> |
| <b>Net book value</b> |                                      |                                    |                |
| As at 31 August 2022  | <u>53,775</u>                        | <u>42,258</u>                      | <u>96,033</u>  |
| As at 31 August 2023  | <u>63,004</u>                        | <u>40,491</u>                      | <u>103,495</u> |

9. **Debtors**

|                                | Group         |               | Charity       |               |
|--------------------------------|---------------|---------------|---------------|---------------|
|                                | 2023          | 2022          | 2023          | 2022          |
|                                | £             | £             | £             | £             |
| Trade debtors                  | 16,611        | 35,476        | 50            | 14,564        |
| Prepayments and accrued income | 50,696        | 12,931        | 37,985        | 5,002         |
| Other debtors                  | 8,000         | 8,000         | —             | —             |
| Owed by Lady Florence Trust    | —             | —             | 58,131        | 31,072        |
|                                | <u>75,307</u> | <u>56,407</u> | <u>96,166</u> | <u>50,638</u> |

10. **Creditors: Amounts falling due within one year**

|                              | Group         |               | Charity       |               |
|------------------------------|---------------|---------------|---------------|---------------|
|                              | 2023          | 2022          | 2023          | 2022          |
|                              | £             | £             | £             | £             |
| Trade creditors              | 23,553        | 21,574        | 23,200        | 21,222        |
| Accruals and deferred income | 35,830        | 34,221        | 16,787        | 14,160        |
| Tax and social security      | 23,996        | 17,713        | 23,996        | 17,713        |
| Other creditors              | —             | 787           | —             | 787           |
|                              | <u>83,379</u> | <u>74,295</u> | <u>63,983</u> | <u>53,882</u> |



## 11. Analysis of net assets between funds

| Group                 | Unrestricted<br>£ | Designated<br>£  | Restricted<br>£  | 2023<br>£        |
|-----------------------|-------------------|------------------|------------------|------------------|
| Tangible fixed assets | 59,241            | 1,483,081        | 1,153,069        | 2,695,391        |
| Net current assets    | 701,015           | —                | 120,103          | 821,118          |
|                       | <u>760,256</u>    | <u>1,483,081</u> | <u>1,273,172</u> | <u>3,516,509</u> |
| Group                 | Unrestricted<br>£ | Designated<br>£  | Restricted<br>£  | 2022<br>£        |
| Tangible fixed assets | 61,008            | 1,483,081        | 1,174,028        | 2,718,117        |
| Net current assets    | 77,703            | 615,000          | 69,694           | 762,397          |
|                       | <u>138,711</u>    | <u>2,098,081</u> | <u>1,243,722</u> | <u>3,480,514</u> |
| Charity               | Unrestricted<br>£ | Designated<br>£  | Restricted<br>£  | 2023<br>£        |
| Tangible fixed assets | 40,491            | —                | 63,004           | 103,495          |
| Net current assets    | 624,695           | —                | 120,103          | 744,798          |
|                       | <u>665,186</u>    | <u>—</u>         | <u>183,107</u>   | <u>848,293</u>   |
| Charity               | Unrestricted<br>£ | Designated<br>£  | Restricted<br>£  | 2022<br>£        |
| Tangible fixed assets | 42,258            | —                | 53,775           | 96,033           |
| Net current assets    | 31,146            | 615,000          | 69,694           | 715,840          |
|                       | <u>73,404</u>     | <u>615,000</u>   | <u>123,469</u>   | <u>811,873</u>   |



## 12. Unrestricted funds

| Group                                 | Movement in resources       |                |                  |                       | Balance at 31 August 2023 |
|---------------------------------------|-----------------------------|----------------|------------------|-----------------------|---------------------------|
|                                       | Balance at 1 September 2022 | Incoming       | Outgoing         | Transfer between fund |                           |
|                                       | £                           | £              | £                | £                     | £                         |
| <b>General fund</b>                   | <b>138,711</b>              | <b>780,067</b> | <b>(779,482)</b> | <b>620,960</b>        | <b>760,256</b>            |
| <b>Designated funds</b>               |                             |                |                  |                       |                           |
| Lady Florence Flat Refurbishment fund | 100,000                     | —              | —                | (100,000)             | —                         |
| Lady Florence Hall Refurbishment fund | 515,000                     | —              | —                | (515,000)             | —                         |
| Property fund                         | 1,483,081                   | —              | —                | —                     | 1,483,081                 |
|                                       | <u>2,098,081</u>            | <u>—</u>       | <u>—</u>         | <u>(615,000)</u>      | <u>1,483,081</u>          |
|                                       | <u>2,236,792</u>            | <u>780,067</u> | <u>(779,482)</u> | <u>5,960</u>          | <u>2,243,337</u>          |

| Group                                 | Movement in resources       |                |                  |                       | Balance at 31 August 2022 |
|---------------------------------------|-----------------------------|----------------|------------------|-----------------------|---------------------------|
|                                       | Balance at 1 September 2021 | Incoming       | Outgoing         | Transfer between fund |                           |
|                                       | £                           | £              | £                | £                     | £                         |
| <b>General fund</b>                   | <b>246,124</b>              | <b>604,093</b> | <b>(556,520)</b> | <b>(154,986)</b>      | <b>138,711</b>            |
| <b>Designated funds</b>               |                             |                |                  |                       |                           |
| Lady Florence Flat Refurbishment fund | 100,000                     | —              | —                | —                     | 100,000                   |
| Lady Florence Hall Refurbishment fund | 515,000                     | —              | —                | —                     | 515,000                   |
| Property fund                         | 1,483,081                   | —              | —                | —                     | 1,483,081                 |
|                                       | <u>2,098,081</u>            | <u>—</u>       | <u>—</u>         | <u>—</u>              | <u>2,098,081</u>          |
|                                       | <u>2,344,205</u>            | <u>604,093</u> | <u>(556,520)</u> | <u>(154,986)</u>      | <u>2,236,792</u>          |

The designated property fund is the value of the freehold property, excluding redevelopment costs, owned by The Lady Florence Institute, the value of which is included within tangible fixed assets. This asset is used by the group on an on-going basis for the charitable activities carried out.

## 12. Unrestricted funds (continued)

|                                          | Balance at<br>1<br>September<br>2022<br>£ | Movement in resources |                  |                                  | Balance<br>at 31<br>August<br>2023<br>£ |
|------------------------------------------|-------------------------------------------|-----------------------|------------------|----------------------------------|-----------------------------------------|
|                                          |                                           | Incoming<br>£         | Outgoing<br>£    | Transfer<br>between<br>fund<br>£ |                                         |
| <b>Charity</b>                           |                                           |                       |                  |                                  |                                         |
| General fund                             | 73,404                                    | 660,634               | (689,812)        | 620,960                          | 665,186                                 |
| <b>Designated funds</b>                  |                                           |                       |                  |                                  |                                         |
| Lady Florence Flat<br>Refurbishment fund | 100,000                                   | —                     | —                | (100,000)                        | —                                       |
| Lady Florence Hall<br>Refurbishment fund | 515,000                                   | —                     | —                | (515,000)                        | —                                       |
|                                          | <u>615,000</u>                            | <u>—</u>              | <u>—</u>         | <u>(615,000)</u>                 | <u>—</u>                                |
|                                          | <u>688,404</u>                            | <u>660,634</u>        | <u>(689,812)</u> | <u>5,960</u>                     | <u>665,186</u>                          |
|                                          | Balance at<br>1<br>September<br>2021<br>£ | Movement in resources |                  |                                  | Balance<br>at 31<br>August<br>2022<br>£ |
|                                          |                                           | Incoming<br>£         | Outgoing<br>£    | Transfer<br>between<br>fund<br>£ |                                         |
| <b>Charity</b>                           |                                           |                       |                  |                                  |                                         |
| General fund                             | 176,438                                   | 486,534               | (434,582)        | (154,986)                        | 73,404                                  |
| <b>Designated funds</b>                  |                                           |                       |                  |                                  |                                         |
| Lady Florence Flat<br>Refurbishment fund | 100,000                                   | —                     | —                | —                                | 100,000                                 |
| Lady Florence Hall<br>Refurbishment fund | 515,000                                   | —                     | —                | —                                | 515,000                                 |
|                                          | <u>615,000</u>                            | <u>—</u>              | <u>—</u>         | <u>—</u>                         | <u>615,000</u>                          |
|                                          | <u>791,438</u>                            | <u>486,534</u>        | <u>(434,582)</u> | <u>(154,986)</u>                 | <u>688,404</u>                          |

The Lady Florence Flat Refurbishment fund is no longer designated as the refurbishment works are now completed.

The Lady Florence Hall Refurbishment fund Property fund is no longer designated as the initial work to develop the property has been completed.”



### 13. Restricted funds

| Group                | Balance at<br>1<br>September<br>2022<br>£ | Movement in resources |                  | Transfer<br>between<br>funds<br>£ | Balance<br>at 31<br>August<br>2023<br>£ |
|----------------------|-------------------------------------------|-----------------------|------------------|-----------------------------------|-----------------------------------------|
|                      |                                           | Incoming<br>£         | Outgoing<br>£    |                                   |                                         |
| Personal Transition  |                                           |                       |                  |                                   |                                         |
| Service              | 3,980                                     | —                     | —                | (3,980)                           | —                                       |
| Awards CRS           | 10,000                                    | —                     | —                | (10,000)                          | —                                       |
| Chairs               | 650                                       | —                     | —                | (650)                             | —                                       |
| Volunteer            |                                           |                       |                  |                                   |                                         |
| Coordinator          | 9,288                                     | 36,694                | (36,849)         | —                                 | 9,133                                   |
| Upgrade Gateway      | 431                                       | —                     | (782)            | 351                               | —                                       |
| Employability –      |                                           |                       |                  |                                   |                                         |
| Linbury              | 36,227                                    | 63,654                | (52,235)         | —                                 | 47,646                                  |
| LFI Expenses         | 3,480                                     | —                     | —                | (3,480)                           | —                                       |
| Employability – Pret | 18,658                                    | —                     | —                | (18,658)                          | —                                       |
| City Bridge Advice   |                                           |                       |                  |                                   |                                         |
| Worker               | —                                         | 34,525                | (27,263)         | —                                 | 7,262                                   |
| Lewisham Winter      |                                           |                       |                  |                                   |                                         |
| Appeal               | 4,603                                     | —                     | —                | (4,603)                           | —                                       |
| Property             |                                           |                       |                  |                                   |                                         |
| Development          | —                                         | 6,000                 | (41,060)         | 35,060                            | —                                       |
| Women's Space        | 36,152                                    | 40,500                | (57,184)         | —                                 | 19,468                                  |
| Bridge Café          | —                                         | 317,879               | (248,744)        | —                                 | 69,135                                  |
| Move +               | —                                         | 67,314                | (41,412)         | —                                 | 25,902                                  |
| Lewisham – Breakfast | —                                         | 12,000                | (7,439)          | —                                 | 4,561                                   |
| Property             |                                           |                       |                  |                                   |                                         |
| Redevelopment        | 1,120,253                                 | —                     | (30,188)         | —                                 | 1,090,065                               |
|                      | <u>1,243,722</u>                          | <u>578,566</u>        | <u>(543,156)</u> | <u>(5,960)</u>                    | <u>1,273,172</u>                        |



## 13. Restricted funds (continued)

| Group                       | Movement in resources       |                |                  |                        | Balance at 31 August 2022 |
|-----------------------------|-----------------------------|----------------|------------------|------------------------|---------------------------|
|                             | Balance at 1 September 2021 | Incoming       | Outgoing         | Transfer between funds |                           |
|                             | £                           | £              | £                | £                      | £                         |
| Personal Transition Service | 37,051                      | —              | (33,071)         | —                      | 3,980                     |
| Awards CRS                  | —                           | 10,000         | —                | —                      | 10,000                    |
| Chairs                      | —                           | 746            | (96)             | —                      | 650                       |
| Client to Plymouth          | —                           | 190            | (160)            | (30)                   | —                         |
| Senior Advice Worker Salary | 23,618                      | —              | (39,594)         | 15,976                 | —                         |
| Volunteer Coordinator       | 6,482                       | 36,000         | (33,194)         | —                      | 9,288                     |
| Winter Appeal               | —                           | 11,349         | (14,880)         | 3,531                  | —                         |
| Summer Appeal               | —                           | —              | (2,743)          | 2,743                  | —                         |
| National Lottery            | (13,130)                    | 137,278        | (206,300)        | 82,152                 | —                         |
| Upgrade Gateway             | 515                         | —              | (84)             | —                      | 431                       |
| Employability – Linbury     | 25,374                      | 44,000         | (33,147)         | —                      | 36,227                    |
| Gateway Improvement         | —                           | 1,000          | (10,058)         | 9,058                  | —                         |
| Lewisham Covid Funding      | —                           | 980            | (1,600)          | 620                    | —                         |
| LFI Expenses                | —                           | —              | (3,288)          | 6,768                  | 3,480                     |
| London Marathon             | —                           | 745            | (3,712)          | 2,967                  | —                         |
| NXG ESOL                    | —                           | 1,530          | (1,855)          | 325                    | —                         |
| Employability – Pret        | 12,203                      | 23,654         | (17,199)         | —                      | 18,658                    |
| Head of Operations          | 9,209                       | —              | (9,810)          | 601                    | —                         |
| London Catalyst 2           | 212                         | —              | (285)            | 73                     | —                         |
| City Bridge Advice Worker   | 38,090                      | —              | (39,450)         | 1,360                  | —                         |
| Lewisham Winter Appeal      | —                           | 4,741          | (138)            | —                      | 4,603                     |
| Property Development        | —                           | —              | (23,864)         | 23,864                 | —                         |
| V&A Project                 | —                           | —              | (140)            | 140                    | —                         |
| Volunteer Expenses          | —                           | —              | (4,838)          | 4,838                  | —                         |
| Women's Space               | —                           | 40,000         | (3,848)          | —                      | 36,152                    |
| Property Redevelopment      | 1,140,253                   | —              | (20,000)         | —                      | 1,120,253                 |
|                             | <u>1,279,877</u>            | <u>312,213</u> | <u>(503,354)</u> | <u>154,986</u>         | <u>1,243,722</u>          |



## 13. Restricted funds (continued)

| Charity              | Movement in resources       |                |                  | Transfer between fund | Balance at 31 August |
|----------------------|-----------------------------|----------------|------------------|-----------------------|----------------------|
|                      | Balance at 1 September 2022 | Incoming       | Outgoing         |                       |                      |
|                      | £                           | £              | £                | £                     | £                    |
| Personal Transition  |                             |                |                  |                       |                      |
| Service              | 3,980                       | —              | —                | (3,980)               | —                    |
| Awards CRS           | 10,000                      | —              | —                | (10,000)              | —                    |
| Chairs               | 650                         | —              | —                | (650)                 | —                    |
| Volunteer            |                             |                |                  |                       |                      |
| Coordinator          | 9,288                       | 36,694         | (36,849)         | —                     | 9,133                |
| Upgrade Gateway      | 431                         | —              | (782)            | 351                   | —                    |
| Employability –      |                             |                |                  |                       |                      |
| Linbury              | 36,227                      | 63,654         | (52,235)         | —                     | 47,646               |
| LFI Expenses         | 3,480                       | —              | —                | (3,480)               | —                    |
| Employability – Pret | 18,658                      | —              | —                | (18,658)              | —                    |
| City Bridge Advice   |                             |                |                  |                       |                      |
| Worker               | —                           | 34,525         | (27,263)         | —                     | 7,262                |
| Lewisham Winter      |                             |                |                  |                       |                      |
| Appeal               | 4,603                       | —              | —                | (4,603)               | —                    |
| Property             |                             |                |                  |                       |                      |
| Development          | —                           | 6,000          | (41,060)         | 35,060                | —                    |
| Women's Space        | 36,152                      | 40,500         | (57,184)         | —                     | 19,468               |
| Bridge Café          | —                           | 317,879        | (248,744)        | —                     | 69,135               |
| Move +               | —                           | 67,314         | (41,412)         | —                     | 25,902               |
| Lewisham – Breakfast | —                           | 12,000         | (7,439)          | —                     | 4,561                |
|                      | <b>123,469</b>              | <b>578,566</b> | <b>(512,968)</b> | <b>(5,960)</b>        | <b>183,107</b>       |

## 13. Restricted funds (continued)

| Charity                     | Movement in resources       |                |                  |                       | Balance at 31 August 2022 |
|-----------------------------|-----------------------------|----------------|------------------|-----------------------|---------------------------|
|                             | Balance at 1 September 2021 | Incoming       | Outgoing         | Transfer between fund |                           |
|                             | £                           | £              | £                | £                     | £                         |
| Personal Transition Service | 37,051                      | —              | (33,071)         | —                     | 3,980                     |
| Awards CRS                  | —                           | 10,000         | —                | —                     | 10,000                    |
| Chairs                      | —                           | 746            | (96)             | —                     | 650                       |
| Client to Plymouth          | —                           | 190            | (160)            | (30)                  | —                         |
| Senior Advice Worker Salary | 23,618                      | —              | (39,594)         | 15,976                | —                         |
| Volunteer Coordinator       | 6,482                       | 36,000         | (33,194)         | —                     | 9,288                     |
| Winter Appeal               | —                           | 11,349         | (14,880)         | 3,531                 | —                         |
| Summer Appeal               | —                           | —              | (2,743)          | 2,743                 | —                         |
| National Lottery            | (13,130)                    | 137,278        | (206,300)        | 82,152                | —                         |
| Upgrade Gateway             | 515                         | —              | (84)             | —                     | 431                       |
| Employability – Linbury     | 25,374                      | 44,000         | (33,147)         | —                     | 36,227                    |
| Gateway Improvement         | —                           | 1,000          | (10,058)         | 9,058                 | —                         |
| Lewisham Covid Funding      | —                           | 980            | (1,600)          | 620                   | —                         |
| LFI Expenses                | —                           | —              | (3,288)          | 6,768                 | 3,480                     |
| London Marathon             | —                           | 745            | (3,712)          | 2,967                 | —                         |
| NXG ESOL                    | —                           | 1,530          | (1,855)          | 325                   | —                         |
| Employability – Pret        | 12,203                      | 23,654         | (17,199)         | —                     | 18,658                    |
| Head of Operations          | 9,209                       | —              | (9,810)          | 601                   | —                         |
| London Catalyst 2           | 212                         | —              | (285)            | 73                    | —                         |
| City Bridge Advice Worker   | 38,090                      | —              | (39,450)         | 1,360                 | —                         |
| Lewisham Winter Appeal      | —                           | 4,741          | (138)            | —                     | 4,603                     |
| Property Development        | —                           | —              | (23,864)         | 23,864                | —                         |
| V&A Project                 | —                           | —              | (140)            | 140                   | —                         |
| Volunteer Expenses          | —                           | —              | (4,838)          | 4,838                 | —                         |
| Women's Space               | —                           | 40,000         | (3,848)          | —                     | 36,152                    |
|                             | <u>139,624</u>              | <u>312,213</u> | <u>(483,354)</u> | <u>154,986</u>        | <u>123,469</u>            |

Following a review of restricted funds the following funds have been closed and are no longer in use: Chairs, Client to Plymouth, Summer Appeal, Gateway Improvement, Lewisham Covid Funding, LFI Expenses, London Marathon, NXG ESOL, Employability – Pret, Head of Operations, London Catalyst 2, Lewisham Winter Appeal, Property Development, V&A Project and Volunteer Expenses. Transfers were therefore made to release any remaining funds to the general fund.



### 13. Restricted funds (continued)

- **Personal Transition Service:** contribution to salary of Asset Coach.
- **Awards CRS:** to develop a programme to build participants confidence, resilience and skills.
- **Senior Advice Worker Salary:** transfer in of balance incorrectly moved to unrestricted funds in 2020.
- **Volunteer Co-Ordinator:** salary of Volunteer Co-Ordinator.
- **Winter Appeal:** Providing emergency accommodation for vulnerable people.
- **National Lottery:** prevention of homelessness (Community Fund).
- **Upgrade Gateway:** health and safety costs, recruitment of volunteers and expenses, cleaning services.
- **Employability – Linbury:** contribution to salary for Employability service.
- **City Bridge Advice Worker:** contribution to salary for Housing education and advice team.
- **Women’s Space:** to run a programme of activities on our women’s sanctuary, a space for women who are either experiencing or at risk of experiencing homelessness.
- **Bridge Café:** to run an evening and weekend service for people experiencing mental health problems.
- **Move+:** to run a peer coaching service for people who previously experienced homelessness.
- **Lewisham – Breakfast:** to run a early morning breakfast service, for people who are experiencing homelessness.
- **Property Redevelopment:** the fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

### 14. Commitments

The 999 Club and Lady Florence Trust had a no capital commitments of as at 31 August 2023 (2022: none).

### 15. Related party transactions

The 999 Club and Lady Florence Trust has transactions with its wholly controlled subsidiary, the Lady Florence Institute, which have been eliminated on consolidation. These transactions are as follows.

The 999 Club and Lady Florence Trust received income from The Lady Florence Institute as follows:

- Donations to the 999 Club of £165,000 (2022: £120,000).

The 999 Club and Lady Florence Trust charged £nil (2022: £24,660) to The Lady Florence Institute in relation to staff recharge.

At 31 August 2023 there was £58,131 (2021: £31,072) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust. No guarantees have been given or received.



16. Reconciliation of net income (expenditure) to net cash flow from operating activities

|                                                                                                          | 2023<br>£     | 2022<br>£        |
|----------------------------------------------------------------------------------------------------------|---------------|------------------|
| <b>Net income (expenditure) for the reporting period (as per the statement of financial activities):</b> | <b>35,995</b> | <b>(143,568)</b> |
| Adjustments for:                                                                                         |               |                  |
| Depreciation charges                                                                                     | 50,916        | 41,379           |
| (Increase) decrease in debtors                                                                           | (18,900)      | 38,183           |
| Increase (decrease) in creditors                                                                         | 9,084         | (45,764)         |
| <b>Net cash provided by (used in) operating activities</b>                                               | <b>77,095</b> | <b>(109,770)</b> |

17. Analysis of cash and cash equivalents

|                                        | 2023<br>£      | 2022<br>£      |
|----------------------------------------|----------------|----------------|
| Cash at bank and in hand               | 829,190        | 780,285        |
| <b>Total cash and cash equivalents</b> | <b>829,190</b> | <b>780,285</b> |



## 18. Comparative information

|                                                   | Notes | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total<br>Funds<br>2022<br>£ |
|---------------------------------------------------|-------|----------------------------|--------------------------|-----------------------------|
| <b>Income from:</b>                               |       |                            |                          |                             |
| Donations                                         | 2     | 335,142                    | 312,213                  | 647,355                     |
| Other trading activities                          |       |                            |                          |                             |
| . Rental income                                   |       | 268,951                    | —                        | 268,951                     |
| <b>Total income</b>                               |       | 604,093                    | 312,213                  | 916,306                     |
| <b>Expenditure on:</b>                            |       |                            |                          |                             |
| Raising funds                                     |       | 87,313                     | 15,485                   | 102,798                     |
| Charitable activities                             |       | 469,207                    | 487,869                  | 957,076                     |
| <b>Total expenditure</b>                          | 3     | 556,520                    | 503,354                  | 1,059,874                   |
| <b>Net income (expenditure)</b>                   | 2     | 47,573                     | (191,141)                | (143,568)                   |
| <b>Transfers between funds</b>                    |       | (154,986)                  | 154,986                  | —                           |
| <b>Net movement in funds</b>                      |       | (107,413)                  | (36,155)                 | (143,568)                   |
| <b>Reconciliation of funds:</b>                   |       |                            |                          |                             |
| Balances brought forward at 31 August 2021        |       | 2,344,205                  | 1,279,877                | 3,624,082                   |
| <b>Balances carried forward at 31 August 2022</b> |       | 2,236,792                  | 1,243,722                | 3,480,514                   |

## 19. Post balance sheet events

On 4 December 2023, the Charity Commission issued a linking direction, which results in The Lady Florence Institute being treated as forming part of the 999 Club as a restricted fund from 2023/24.

Since the year end, the land and buildings previously held by the Lady Florence Institute have been transferred to the 999 Club.

**THE 999 CLUB AND LADY FLORENCE TRUST**

England & Wales - Charity number 1091077

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# Accounts

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Making change count  
for homeless people

Company Registration No. 4238295 (England & Wales)  
Charity Registration No. 1091077

The 999 Club and Lady Florence Trust

Trustees' report and financial statements  
For the year ended 31 August 2022

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**Reference and administrative information  
For the year ended 31 August 2022**

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|                             |                                                                                                                                                                                                 |                                                               |
|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| Trustees                    | Gordon McCullough (Chair)<br>Toju Mayomi (Treasurer)<br>Dan Burraway<br>Tim Colman<br>Julie Greenwood<br>Mamta Gupta<br>Arti Modhwadia<br>Ijay Onyechi<br>Jo Tanner<br>Manlio Battaglia Trovato |                                                               |
| Secretary                   | Thomas Neumark Jones                                                                                                                                                                            |                                                               |
| Chief Executive             | Thomas Neumark Jones                                                                                                                                                                            |                                                               |
| Registered office           | 21 Deptford Broadway<br>London<br>SE8 4PA                                                                                                                                                       |                                                               |
| Company registration number | The 999 Club                                                                                                                                                                                    | 4238295                                                       |
| Registered charity number   | The 999 Club                                                                                                                                                                                    | 1091077                                                       |
|                             | The Lady Florence Institute                                                                                                                                                                     | 312816                                                        |
| Bankers                     | The 999 Club                                                                                                                                                                                    | HSBC Bank Plc<br>85 Lewisham High Street<br>London<br>SE8 4RQ |
|                             | The Lady Florence Institute                                                                                                                                                                     | Unity Trust Bank<br>PO Box 782<br>Orpington<br>BR6 1EN        |
| Solicitors                  | TV Edwards<br>35 Mile End Road<br>London<br>E1 4TP                                                                                                                                              |                                                               |
| Auditors                    | Saffery Champness LLP<br>71 Queen Victoria Street<br>London<br>EC4V 4BE                                                                                                                         |                                                               |

**Report of the Chair of the Board  
For the year ended 31 August 2022**

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I am delighted to share the Trustees' report and financial statements for the year 1 September 2021 to 31 August 2022, a year dominated by the ending of many of the emergency measures brought about in reaction to the covid19 pandemic.

These changes were a mixed bag for people living in Southeast London. It was heartening to see new partnerships and new ways of working being solidified. These changes meant we did not see the need to re-open our nightshelter. However, we did see pressures resulting from the end of the protections and additional support that had been brought in during the pandemic.

At the 999 Club we have taken a collaborative approach in responding to these pressures. We participated in Lewisham's "Borough of Culture" activities, are one of twelve signatories to Goldsmith University's "Civic University Agreement" and are delighted to have hosted a range of charities and services from our base in Deptford.

These services are increasingly designed with the people that access those services. People design our services through a range of mechanisms; from a Client Committee, to surveys, to more informal group and 1:1 conversations. This improves our services and builds the skills and confidence of those who contribute. We will broaden this work in the year ahead.

I would like to thank the Mayor of Lewisham, Damien Egan for choosing the 999 Club to be his charity of the year for the fourth year running, and for all the support he has provided, not least raising vitally needed funds.

I am very grateful all the people, trusts and companies that have supported 999 Club in the past year. Thank you to our funders for your generosity and support during this time. Our work would not be possible without you.

999 Club's work is made possible by a committed group of over 50 volunteers. This diverse group of people, many of whom have personal experience of homelessness, contribute so much to their local community, helping people to help themselves escape from homelessness. Thank you for your generosity and good humour.

As we look forward to 2023, the 999 Club will launch a new service, The Bridge Café, in partnership with South London and Maudsley NHS Foundation Trust. The service will operate on weekday evenings, weekends and bank holidays, and will offer a safe space and empowering support to people in Lewisham who feel that they cannot cope. The service is both a vote of confidence in 999 Club's ability to deliver high quality services and an opportunity to support people so that they do not experience homelessness.

This service will compliment and build on our existing services and our ways of working. We have always been a charity that is rooted in a special part of London, one that works with people that are experiencing trying times and one that brings a sense of community and passion to everything we do.

As we look ahead to 2023, I am confident that we will build on these traditions and our strong foundations, increasing our impact in a sustainable manner.

Gordon McCullough  
**Chair of Trustees**  
March 2023

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**Trustees' report**  
**For the year ended 31 August 2022**

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**Our vision**

Our *vision* is that no one will sleep on the streets in Lewisham

Our *approach* to achieving our vision is to provide a friendly open door for anyone that is sleeping on the streets or at risk of sleeping on the streets so that we can help people to help themselves escape from homelessness.

We believe that sleeping rough in Lewisham should be rare, fleeting and never repeated. We have three *missions*:

- If you're at risk of sleeping on the street, we'll stop it happening
- If you're sleeping on the street, we'll help you to quickly find a home
- If you've previously slept on the street, we'll help you to stay in your new home

In everything we do, we demonstrate our *values*

- Inclusive*: We are welcoming and supportive.
- Respectful*: We respect each other and celebrate diversity so that everyone can give their best
- Empowering*: We encourage people to take personal responsibility for making positive changes in their lives by providing opportunities, developing their talents, and helping to build their confidence and self esteem.
- Partnership*: We recognise the importance of working collaboratively with people who come to the centre to design, deliver and evaluate our services.
- Inspiring*: We all inspire one another to discover our purpose and reach our full potential, celebrating our achievements and positive steps forward.

**Governance**

The 999 Club, a company limited by guarantee and a registered charity, was formed in 1992. The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

The Council of Management which equates to the Board of Trustees (and is henceforth referred to as such) is the sole corporate trustee of the Lady Florence Institute whose objects are set out in a separate document. The 999 Club and Lady Florence Trust's objects are in line with those objects. The accounts of the two organisations are therefore consolidated. As the sole corporate trustee of the Lady Florence Institute, the 999 Club provides administrative support for that charity as well as management of its freehold property and assets.

The Board of the 999 Club, supervise the governance and management of the organisation. Directors who served during the year, or have been subsequently appointed, are shown on page 1.

Appointment to the Board is by nomination by the members after the needs of the Charity are considered by the current Directors. The Board of Directors aims to ensure that the composition of Directors contains individuals with suitable skills and experience to contribute positively to the governance of the Charity. Trustees are given a thorough induction including provision of information provided by the Charity Commission on the role of a trustee. Training is provided on a personalised basis.

**Trustees' report**  
**For the year ended 31 August 2022**

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The organisation has a clear organisational structure with lines of authority and delegation, which are regularly reviewed by the Board. The Board is responsible for setting strategies and policies and for ensuring that these are implemented by the Chief Executive on behalf of the Board.

The Board has responsibility for setting remuneration of the CEO and key management personnel. In doing so it undertakes market testing and benchmarking against other similar sized organisations.

The Board of Trustees confirm they have regard to the Charity Commission's guidance on public benefit and consider each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011. They are satisfied that the 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity meeting all elements of the two key principles.

**Related parties**

The 999 Club and Lady Florence Trust is the sole corporate trustee of the Lady Florence Institute (Registered Charity 312816) which holds the freehold of the property at 21 Deptford Broadway and Lady Florence Courtyard. The Lady Florence Institute donated to the 999 Club and Lady Florence Trust this year. This support will continue into the future.

**Policy, planning and risk management**

The Board are responsible for the management of the risks faced by the organisation, for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board review the organisational risk position, internal control assessment and its compliance with relevant statutory and finance regulations. To evaluate and manage risk a risk register is maintained, which is monitored and reviewed at Board meetings. This process identifies the major risks the organisation faces, the likelihood of occurrence, the significance of the risk and any mitigating controls that are in place and seeks to identify any actions and resources required to manage these risks further.

The Board is satisfied that systems are in place to mitigate our exposure to major risks, both from within the charity and to those related to the external environment over which we have no control.

**Review of past activities**

In 2021/22 999 Club provided the following services:

- A welcoming, open access centre on Deptford High Street, offering practical help such as food, laundry and showers as well as and a safe and friendly space, supporting an average of 50 people per day.
- Advice and guidance for people either experiencing or at risk of homelessness so that they can access housing, employment, education, training and volunteering, supporting an average of 41 people per week.
- Working with partner agencies to provide specialist support around benefits and legal advice, substance misuse, physical and mental health
- Providing opportunities for people to learn and develop, including developing their skills, improving their wellbeing and expressing their creativity

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## **Achievements and performance**

We provided a high quality service that is valued by the people that use it. 80% of 107 people that gave anonymous feedback during the year rated their experience as 😊.

The Gateway, our day centre was used by around 50 people per day, including 7 per day in our new women only space, "The Sanctuary".

We supported people to stay in their home or find a new home and to get employment, education or training. Between 1<sup>st</sup> March 2022 and 31<sup>st</sup> August 2022 we supported 97 people to find a permanent home, 87 people to stay in their home and avoid eviction and 113 people to start employment, education, training or volunteering.

Our group activities programme has gone from strength to strength, with two sessions per day, ranging from language lessons to IT workshops to art therapy. One of the most exciting group sessions we ran was in partnership with Trinity Laban. This involved people with experience

We continued to deepen partnerships with other organisations in South East London, working closely with: the London Boroughs of Lewisham and Greenwich, Lewisham Safeguarding Adults Board, Thames Reach, Refuge, Bench Outreach, St Mungo's, South London and Maudsley NHS Foundation Trust, Mayday Trust, Change Grow Live, CAB, Clean Slate, Community Connections, Vietnamese Outreach Service, London Street Rescue, Fareshare, Lewisham Migrant Network, Lewisham Law Centre, Goldsmiths University, Brett Grellier Psychological Services and the Albany Theatre.

All our activities are designed and delivered by people that use or have used our service. This is done through several mechanisms including a newly established Client Committee.

### **Quotes from people that have used our services:**

- "You guys are just awesome, perfect and knowledgeable."
- "All the staff who work here are fantastic. They make you feel welcome."
- "I'm so happy to see that you are able to get back to supporting the community as you were before."
- "Thank you to all of you for your service and dedication in making this happen!"
- "Love 999. One day I hope I can repay you for all you have done for me. The women's room is just the most beautiful room I have ever been in."
- "Can't improve"
- "I am very happy with the support I have received"

Comments from the people who are on the Client Committee, regarding their involvement: "I felt empowered." "There's a buzz about it." "Clear thought has been put into the process." "Keep doing what you're doing. You can tell this place is changing for the better there's a real buzz about the place."

### **Case study - Ella**

Ella (not her real name) is a widow, originally from the Ukraine, with settled status in the UK. She first came to us after her previous tenancy had expired and she found herself homeless. As she does not have any family living here or other support networks, she had nowhere to turn. As Ella's understanding of English is limited, we made phone calls on her behalf and supported her to complete application forms to apply for the benefits to which she is entitled. Much of this was done with the support of online translation. First of all, we helped

**Trustees' report**  
**For the year ended 31 August 2022**

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Ella to obtain documents needed to apply for benefits, such as her birth certificate and confirmation of her indefinite leave to remain status. As Ella has just reached pensionable age, she is eligible for local authority accommodation, so we helped her to secure a flat in Lewisham and then to apply for her pension and pension credit, for people who receive a relatively low level of pension.

Once Ella had settled into her flat, we helped her with budgeting for her outgoings and registered her with a GP close to her new home. Ella is no longer using our advice and housing services, but has been attending the English classes that we run twice weekly at the 999 Club, for speakers of other languages.

**Case study - D**

"D" has been using the Gateway Centre since lock down ended. He was sleeping rough and not engaging very well with services other than food. Kenny, a support worker at 999 Club, spent a lot of time supporting and engaging with "D". "D" was supported to find a place in an shared house but this broke down due to him not feeling safe and having poor contact from his tenancy sustainment worker. He returned to rough sleeping and we submitted a safeguarding referral form him.

He met with Dave, a coach at 999 Club, and signed up to coaching. "D" started to become more engaged as he built a relationship with Dave and signed up to do volunteer gardening in Thamesmead. At this point he also became involved with Christoph and Coproduction. Dave and Christoph worked together to find ways of empowering "D". Between them, they built up a gardening activity for "D" and he took the lead in developing the green spaces in the project. "D" was at the centre every day and both clients and staff all noticed the marked improvement in "D"s appearance and sense of self-worth. The green spaces look wonderful, and "D" started to really come out of his shell. He took real pride in the gardening he was doing.

There were issues with his "Clearing House" referral. We advocated for "D" and eventually got a face-to-face meeting with Clearing House and "D". Following the meeting he has been offered a property which he accepted. It is self-contained and comes with floating support.

**Volunteers**

Our work is supported by a team of over 50 dedicated volunteers with backgrounds as diverse as the local population. Many of our volunteers have either used our service in the past or have experienced homelessness. They help to make our services feel safe and welcoming by greeting people that use our services and ensuring that they find the support that they need. We are very grateful to our volunteers and thankful for their amazing contributions.

**Fundraising**

999 Club is so grateful to the individuals and organisations that support our work. We are fortunate to work in and with such a generous community. Their donations make our work possible.

We are grateful to Lewisham Council, Peter Stebbings Memorial Charity, Balcombe Charitable Foundation, City Bridge Trust, Garfield Weston Foundation, The Linbury Trust, Lloyds Bank Foundation for England & Wales, National Lottery Awards for All, The National Lottery Community Fund and The Pret Foundation for their support.

We would also like to thank the many smaller charities that have generously supported our work over the past year.

**Trustees' report**  
**For the year ended 31 August 2022**

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We are grateful to Hilton, Urban Patchwork, ASDA, Goldsmiths University, Little Faith Beer, Barnet Waddingham, BadgerBadger and all the other companies that support our work through both donations and volunteering.

The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities.

The 999 Club is compliant with the General Data Protection Regulation and only contacts prospective and existing supporters in line with its Privacy Policy and Data Protection Statement. The 999 Club recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly.

The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

**Financial review**

A significant source of funding has been the Lady Florence Institute which donated in support of the work of the 999 Club. Other financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 14. In line with 999 Club's plan to spend the additional resources secured during the pandemic, there was a deficit for the year of £143,568 (deficit in 2021: £132,941). When the deficit is added to the funds brought forward of £3,624,082 this leaves a figure of £3,480,514 for total funds carried forward at 31 August 2022.

**Reserves policy**

It is the trustees' desire to maintain reserves, at a level which equates to 3 – 9 months core costs, working capital and a sinking fund for planned maintenance of our rented properties. At this level the trustees feel comfortable that they can continue the current activities of the charity in the event of a significant drop in funding. The cash at bank of the charity at 31 August 2022 was £780,286 (2021: £925,857), comfortably exceeding the target amount.

The trustees have created two designated funds: £40,000 to be spent on improving 999 Club's brand and communications and £160,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

**Trustees' report**  
**For the year ended 31 August 2022**

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## Future plans

In 2022-2023, we will:

- Deliver friendly, welcoming, empowering supportive services
- Pursue fundraising by maintaining excellent relationships with trusts, individuals, statutory partners and local companies
- Our communications will be produced with the people that use our services, to assert our position as a grassroots charity that provides services that support people to escape homelessness for good and share a positive narrative about breaking the cycle of homelessness.
- Ensure our property feels welcoming and safe and create a plan to develop our site to ensure it services our mission and adds to our sustainability
- Support our people by investing in their learning and development and giving them clear direction

To achieve our vision we will bring more of the outside in to the 999 Club and do more outside of our building.

- *Services:* Launch a crisis café, host mental and primary health organisations and trial a peer coaching programme with partners that can provide clients with housing and employment
- *Fundraising:* Build more and deeper relationships with local companies and develop our relationships with statutory partners
- *Communications:* Work with the people that use our services to share their stories, join Lewisham & Greenwich Citizens and refresh our brand and website
- *Property:* Redecorate the Gateway centre and Lady Florence Hall to ensure they are welcoming and calming spaces, co-opt members to a new property development committee
- *People:* Train staff in trauma informed care to make our services more welcoming and supportive, recruit volunteers from more diverse backgrounds, including from East and South East Asian communities and those with experience of homelessness.

**Trustees' report**  
**For the year ended 31 August 2022**

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**Trustees' responsibilities**

The trustees (who are also directors of the 999 Club and Lady Florence Trust 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).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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;
- the trustees have taken all steps that ought to have been 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.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the trustees



Gordon McCullough  
**Chair of Trustees**  
3 March 2023

**Independent auditors' report to the members  
For the year ended 31 August 2022**

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**Opinion**

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2022 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 affairs of the group and the parent charitable company as at 31 August 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

**Basis for opinion**

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

**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 group or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

**Other information**

The 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.

**Independent auditors' report to the members  
For the year ended 31 August 2022**

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Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

**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' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has 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 group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

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

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 9, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the 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 group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

**Independent auditors' report to the members  
For the year ended 31 August 2022**

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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

**Identifying and assessing risks related to irregularities:**

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

**Audit response to risks identified:**

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

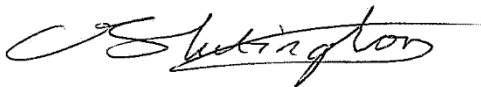
**Independent auditors' report to the members  
For the year ended 31 August 2022**

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

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turlington (Senior Statutory Auditor)

For and on behalf of  
**Saffery Champness LLP**  
Chartered Accountants  
Statutory Auditors  
14 March 2023

71 Queen Victoria Street  
London  
EC4V 4BE

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**Consolidated statement of financial activities (incorporating an income and expenditure account)**  
**For the year ended 31 August 2022**

|                                                       | Notes        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2022<br>£ | Total<br>2021<br>£ |
|-------------------------------------------------------|--------------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income from:</b>                                   |              |                            |                          |                    |                    |
| Donations, grants and fundraised income               |              | 335,142                    | 312,213                  | 647,355            | 751,763            |
| Other trading activities:                             |              |                            |                          |                    |                    |
| Rental income                                         |              | 268,951                    | -                        | 268,951            | 258,158            |
| <b>Total income</b>                                   |              | <b>604,093</b>             | <b>312,213</b>           | <b>916,306</b>     | <b>1,009,921</b>   |
| <b>Expenditure on</b>                                 |              |                            |                          |                    |                    |
| Raising funds                                         | 2            | 87,313                     | 15,485                   | 102,798            | 152,378            |
| Charitable activities                                 | 3            | 469,207                    | 487,869                  | 957,076            | 990,484            |
| <b>Total expenditure</b>                              |              | <b>556,520</b>             | <b>503,354</b>           | <b>1,059,874</b>   | <b>1,142,862</b>   |
| <b>Net income/(expenditure)<br/>for the year</b>      |              | <b>47,573</b>              | <b>(191,141)</b>         | <b>(143,568)</b>   | <b>(132,941)</b>   |
| Transfers between funds                               | 12           | (154,986)                  | 154,986                  | -                  | -                  |
| <b>Net income/(expenditure)<br/>for the year</b>      | 6            | <b>(107,413)</b>           | <b>(36,155)</b>          | <b>(143,568)</b>   | <b>(132,941)</b>   |
| Balances brought forward<br>at 31 August 2021         |              | 2,344,205                  | 1,279,877                | 3,624,082          | 3,757,023          |
| <b>Balances carried forward<br/>at 31 August 2022</b> | <b>11/12</b> | <b>2,236,792</b>           | <b>1,243,722</b>         | <b>3,480,514</b>   | <b>3,624,082</b>   |

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 17 to 32 form part of these financial statements.

**Balance Sheets**  
**As at 31 August 2022**

|                                                       |              | <b>Group</b>            |                         | <b>Charity</b>        |                       |
|-------------------------------------------------------|--------------|-------------------------|-------------------------|-----------------------|-----------------------|
|                                                       | <b>Notes</b> | <b>2022</b>             | <b>2021</b>             | <b>2022</b>           | <b>2021</b>           |
|                                                       |              | <b>£</b>                | <b>£</b>                | <b>£</b>              | <b>£</b>              |
| <b>Fixed assets</b>                                   |              |                         |                         |                       |                       |
| Tangible fixed assets                                 | <b>7</b>     | 2,718,117               | 2,723,693               | 96,033                | 81,609                |
| <b>Current assets</b>                                 |              |                         |                         |                       |                       |
| Debtors                                               | <b>8</b>     | 56,407                  | 94,590                  | 50,638                | 119,092               |
| Cash at bank and in hand                              |              | 780,286                 | 925,857                 | 719,084               | 838,513               |
|                                                       |              | <u>836,693</u>          | <u>1,020,447</u>        | <u>769,722</u>        | <u>957,605</u>        |
| <b>Creditors: amounts falling due within one year</b> | <b>9</b>     | <u>(74,295)</u>         | <u>(120,058)</u>        | <u>(53,882)</u>       | <u>(108,152)</u>      |
| <b>Net current assets</b>                             |              | <u>762,398</u>          | <u>900,389</u>          | <u>715,840</u>        | <u>849,453</u>        |
| <b>Total assets less current liabilities</b>          |              | <u>3,480,515</u>        | <u>3,624,082</u>        | <u>811,873</u>        | <u>931,062</u>        |
| <b>Net assets</b>                                     |              | <u><u>3,480,515</u></u> | <u><u>3,624,082</u></u> | <u><u>811,873</u></u> | <u><u>931,062</u></u> |
| <b>Funds</b>                                          |              |                         |                         |                       |                       |
| Unrestricted funds                                    |              |                         |                         |                       |                       |
| General funds                                         |              | 138,711                 | 246,124                 | 73,404                | 176,438               |
| Designated funds                                      |              | <u>2,098,081</u>        | <u>2,098,081</u>        | <u>615,000</u>        | <u>615,000</u>        |
|                                                       | <b>11</b>    | <u>2,236,792</u>        | <u>2,344,205</u>        | <u>688,404</u>        | <u>791,438</u>        |
| Restricted                                            | <b>12</b>    | <u>1,243,722</u>        | <u>1,279,877</u>        | <u>123,469</u>        | <u>139,624</u>        |
|                                                       |              | <u><u>3,480,514</u></u> | <u><u>3,624,082</u></u> | <u><u>811,873</u></u> | <u><u>931,062</u></u> |

The notes on pages 17 to 32 form part of these financial statements.

A separate Statement of Financial Activities for the Charity alone is not produced as permitted by Section 408 of the Companies Act 2006. The Charity's net movement in funds for the year was a deficit of £119,189 (2021: deficit of £105,546).

Approved by the Board of Trustees on 3 March 2023 and signed on its behalf by



Gordon McCullough  
**Chair**  
**Company Number 4238295 (England & Wales)**

**Consolidated cash flow statement**  
**For the year ended 31 August 2022**

|                                                                     | <b>Note</b> | <b>2022</b><br>£ | <b>2021</b><br>£ |
|---------------------------------------------------------------------|-------------|------------------|------------------|
| <b>Net cash provided by operating activities</b>                    | <b>15</b>   | (109,769)        | (71,059)         |
| <b>Cash flows from investing activities:</b>                        |             |                  |                  |
| Purchase of tangible fixed assets                                   |             | (35,802)         | (40,545)         |
| <b>Net cash provided by/(used in) investing activities</b>          |             | (35,803)         | (40,545)         |
| <b>Net movement in cash and cash equivalents</b>                    |             | <b>(145,571)</b> | <b>(111,603)</b> |
| Cash and cash equivalents at the beginning of the reporting period  |             | 925,857          | 1,037,460        |
| <b>Cash and cash equivalents at the end of the reporting period</b> | <b>16</b>   | <b>780,286</b>   | <b>925,857</b>   |

The notes on pages 17 to 32 form part of these financial statements.

**Notes to the financial statements**  
**For the year ended 31 August 2022**

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**1. Accounting policies**

**1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition)', the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The Charity constitutes a public benefit entity as defined by FRS 102.

**1.2 Going concern**

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure are sufficient with the level of reserves for the charity to be able to continue as a going concern

**1.3 Consolidated financial statements**

The Charity has consolidated its wholly owned subsidiary The Lady Florence Institute in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities". A separate Statement of Financial Activities, or income and expenditure account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by the Companies Act 2006.

**1.4 Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**1.5 Donations and legacies**

All donation income is included in the Statement of Financial Activities in the year in which it is received unless it is restricted income and has been received specifically in respect of expenditure to be incurred in a future accounting period in which case it is deferred.

**1.6 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

**Notes to the financial statements**  
**For the year ended 31 August 2022**

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**1.7 Fundraising costs**

All expenses relating to fundraising and publicity are charged to this heading.

**1.8 Governance costs**

These costs relate to the governance of the organisation. They include expenses of trustees' meetings, and audit fees.

**1.9 Tangible fixed assets and depreciation**

Freehold buildings are depreciated at 1% per annum. Deptford extension costs are depreciated over 10 years. Other capitalised refurbishment costs are depreciated over the length of the lease. Furniture, equipment and minibuses are depreciated over 5 to 7 years.

There is a capitalisation limit of £500, below which assets are not capitalised.

**1.10 Funds**

Restricted funds: These balances represent voluntary income or grants which have been received for the purposes set out in Note 12. The application of these funds is restricted by the expressed wishes of the donor or the terms of the grant.

Unrestricted funds: These balances represent funds that can be used for any of the charity's purposes.

Designated funds: These represent the unrestricted elements of the charities' freehold property

**1.11 Pension Scheme**

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

**1.12 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**1.13 Critical accounting judgements and key sources of estimation uncertainty**

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

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt.

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**2. Expenditure on raising funds**

|               | <b>2022</b>               |                         | <b>2022</b>        | <b>2021</b>        |
|---------------|---------------------------|-------------------------|--------------------|--------------------|
|               | <b>Unrestricted funds</b> | <b>Restricted funds</b> | <b>Total funds</b> | <b>Total funds</b> |
|               | <b>£</b>                  | <b>£</b>                | <b>£</b>           | <b>£</b>           |
| Staff costs   | 76,524                    | -                       | 76,524             | 140,451            |
| Direct costs  | 1,238                     | 15,485                  | 16,723             | 4,119              |
| Centre costs  | 6,638                     | -                       | 6,637              | 5,502              |
| Support costs | 2,913                     | -                       | 2,913              | 2,306              |
|               | <u>87,313</u>             | <u>15,485</u>           | <u>102,798</u>     | <u>152,378</u>     |

In 2022 all expenditure on raising funds was unrestricted.

**3. Charitable activities**

|                               | <b>2022</b>               |                         | <b>2022</b>        | <b>2021</b>        |
|-------------------------------|---------------------------|-------------------------|--------------------|--------------------|
|                               | <b>Unrestricted funds</b> | <b>Restricted funds</b> | <b>Total funds</b> | <b>Total funds</b> |
|                               | <b>£</b>                  | <b>£</b>                | <b>£</b>           | <b>£</b>           |
| Staff costs                   | 199,302                   | 356,196                 | 555,498            | 475,484            |
| Centre costs                  | 128,333                   | 64,275                  | 192,608            | 210,782            |
| Depreciation                  | 21,379                    | 20,000                  | 41,379             | 37,473             |
| Project costs                 | 16,599                    | 36,081                  | 52,680             | 124,516            |
| Miscellaneous costs           | 7,640                     | 0                       | 7,640              | 42,515             |
| Support costs                 | 61,940                    | 10,478                  | 72,418             | 73,976             |
| Governance costs (see note 4) | 34,014                    | 839                     | 34,853             | 25,738             |
|                               | <u>469,207</u>            | <u>487,869</u>          | <u>957,076</u>     | <u>990,484</u>     |

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.

|                               | <b>Unrestricted funds</b> | <b>Restricted funds</b> | <b>Total 2021</b> |
|-------------------------------|---------------------------|-------------------------|-------------------|
|                               | <b>£</b>                  | <b>£</b>                | <b>£</b>          |
| Staff costs                   | 145,387                   | 330,097                 | 475,484           |
| Centre costs                  | 125,217                   | 85,565                  | 210,782           |
| Depreciation                  | 17,473                    | 20,000                  | 37,473            |
| Project costs                 | 21,079                    | 103,437                 | 124,516           |
| Miscellaneous costs           | 22,476                    | 20,039                  | 42,515            |
| Support costs                 | 69,371                    | 4,605                   | 73,976            |
| Governance costs (see note 4) | 25,738                    | -                       | 25,738            |
|                               | <u>426,741</u>            | <u>563,743</u>          | <u>990,484</u>    |

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**4. Governance costs**

|                             | <b>2022</b>         |                   | <b>2022</b>   | <b>2021</b>   |
|-----------------------------|---------------------|-------------------|---------------|---------------|
|                             | <b>Unrestricted</b> | <b>Restricted</b> | <b>Total</b>  | <b>Total</b>  |
|                             | <b>funds</b>        | <b>funds</b>      | <b>funds</b>  | <b>funds</b>  |
|                             | <b>£</b>            | <b>£</b>          | <b>£</b>      | <b>£</b>      |
| Bank charges                | 3,909               | 479               | 4,388         | 3,147         |
| Legal and professional fees | 12,247              | 360               | 12,607        | -             |
| Audit and accountancy fees  | 17,858              | -                 | 17,858        | 22,590        |
|                             | <u>34,014</u>       | <u>839</u>        | <u>34,853</u> | <u>25,737</u> |

**5. Staff costs**

|                              | <b>2022</b>    | <b>2021</b>    |
|------------------------------|----------------|----------------|
|                              | <b>£</b>       | <b>£</b>       |
| Wages and salaries           | 541,447        | 476,886        |
| Employers National Insurance | 51,209         | 43,240         |
| Pension costs                | 10,521         | 8,501          |
| Redundancy costs             | 19,112         | 7,002          |
| Recruitment costs            | 9,734          | 80,307         |
|                              | <u>632,023</u> | <u>615,936</u> |

No trustees were reimbursed for expenses (2021: nil). No trustees received any remuneration in either year. In 2022 donations received from trustees was nil (2021: £300).

No member of staff was paid more than £60,000 in either year. The aggregate amount paid to key management personnel in the year was £160,000 (2021: £202,024).

The average number of staff employed by the charities in the year ended 31 August 2022 was 16 (2021: 16).

During the year redundancy payments totalling £19,112 was paid to 1 employee (2021: £7,002).

**6. Net income/(expenditure)**

Net income/(expenditure) for the year is stated after charging:

|                                                | <b>2022</b> | <b>2021</b> |
|------------------------------------------------|-------------|-------------|
|                                                | <b>£</b>    | <b>£</b>    |
| Auditors remuneration – current year audit fee | 6,720       | 6,300       |
| Audits remuneration – prior year under accrual | 1,980       | 1,980       |
| Auditors remuneration –accountancy fee         | 2,160       | 2,750       |
| Auditors remuneration – other services         | 1,200       | 5,200       |
| Depreciation                                   | 41,379      | 37,473      |

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**7. Fixed assets**

| <b>Group</b>          | <b>Freehold<br/>land and<br/>buildings<br/>£</b> | <b>Refurbishment<br/>of centres<br/>£</b> | <b>Furniture<br/>and<br/>equipment<br/>£</b> | <b>Total<br/>£</b> |
|-----------------------|--------------------------------------------------|-------------------------------------------|----------------------------------------------|--------------------|
| <b>Cost</b>           |                                                  |                                           |                                              |                    |
| As at 31 August 2021  | 3,018,750                                        | 341,474                                   | 91,221                                       | 3,451,445          |
| Additions             |                                                  | 21,205                                    | 14,598                                       | 35,803             |
| Disposals             |                                                  |                                           |                                              |                    |
| As at 31 August 2022  | 3,018,750                                        | 362,679                                   | 105,819                                      | 3,487,248          |
| <b>Depreciation</b>   |                                                  |                                           |                                              |                    |
| As at 31 August 2021  | 366,540                                          | 306,598                                   | 54,614                                       | 727,752            |
| Charge for year       | 20,000                                           | 12,434                                    | 8,945                                        | 41,379             |
| As at 31 August 2022  | 386,540                                          | 319,032                                   | 63,559                                       | 769,131            |
| <b>Net book value</b> |                                                  |                                           |                                              |                    |
| As at 31 August 2022  | 2,632,210                                        | 44,647                                    | 42,260                                       | 2,718,117          |
| As at 31 August 2021  | 2,652,210                                        | 34,876                                    | 36,607                                       | 2,723,693          |

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors as they were brought into use for the first time.

The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258.

Notes to the financial statements  
For the year ended 31 August 2022

7. Fixed assets (continued)

| Charity               | Refurbishment<br>of centres | Furniture<br>and<br>equipment | Total   |
|-----------------------|-----------------------------|-------------------------------|---------|
|                       | £                           | £                             | £       |
| <b>Cost</b>           |                             |                               |         |
| As at 31 August 2021  | 341,474                     | 91,221                        | 432,695 |
| Additions             | 21,205                      | 14,598                        | 35,803  |
| As at 31 August 2022  | 362,679                     | 105,819                       | 468,498 |
| <b>Depreciation</b>   |                             |                               |         |
| As at 31 August 2021  | 296,472                     | 54,614                        | 351,086 |
| Charge for year       | 12,434                      | 8,945                         | 21,379  |
| As at 31 August 2022  | 308,906                     | 63,559                        | 372,465 |
| <b>Net book value</b> |                             |                               |         |
| As at 31 August 2022  | 53,773                      | 42,260                        | 96,033  |
| As at 31 August 2021  | 45,002                      | 36,607                        | 81,609  |

8. Debtors

|                                 | Group  |        | Charity |         |
|---------------------------------|--------|--------|---------|---------|
|                                 | 2022   | 2021   | 2022    | 2021    |
|                                 | £      | £      | £       | £       |
| Trade debtors                   | 43,476 | 25,320 | 14,564  | -       |
| Prepayments and accrued income  | 12,931 | 69,270 | 5,002   | 69,270  |
| Other debtors                   | -      | -      | -       | -       |
| Owed by Lady Florence Institute | -      | -      | 31,072  | 49,822  |
|                                 | 56,407 | 94,590 | 50,638  | 119,092 |

9. Creditors: Amounts falling due within one year

|                              | Group  |         | Charity |         |
|------------------------------|--------|---------|---------|---------|
|                              | 2022   | 2021    | 2022    | 2021    |
|                              | £      | £       | £       | £       |
| Trade creditors              | 21,574 | 66,783  | 21,222  | 66,362  |
| Accruals and deferred income | 34,221 | 30,749  | 14,160  | 19,264  |
| Tax and Social Security      | 17,713 | 20,576  | 17,713  | 20,576  |
| Other creditors              | 787    | 1,950   | 787     | 1,950   |
|                              | 74,295 | 120,058 | 53,882  | 108,152 |

**Notes to the financial statements**  
**For the year ended 31 August 2022**

**10. Analysis of net assets between funds**

| <b>Group</b>          | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b> | <b>Restricted<br/>£</b> | <b>2022<br/>Total<br/>£</b> |
|-----------------------|---------------------------|-------------------------|-------------------------|-----------------------------|
| Tangible fixed assets | 61,009                    | 1,483,081               | 1,174,027               | 2,718,117                   |
| Net current assets    | 77,703                    | 615,000                 | 69,695                  | 762,398                     |
|                       |                           |                         |                         |                             |
| Net assets            | 138,712                   | 2,098,081               | 1,243,722               | 3,480,515                   |
|                       |                           |                         |                         |                             |
| <b>Group</b>          | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b> | <b>Restricted<br/>£</b> | <b>2021<br/>Total<br/>£</b> |
| Tangible fixed assets | 55,357                    | 1,483,081               | 1,185,255               | 2,723,693                   |
| Net current assets    | 190,767                   | 615,000                 | 94,622                  | 900,389                     |
|                       |                           |                         |                         |                             |
| Net assets            | 246,124                   | 2,098,081               | 1,279,877               | 3,624,082                   |
|                       |                           |                         |                         |                             |
| <b>Charity</b>        | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b> | <b>Restricted<br/>£</b> | <b>2022<br/>Total<br/>£</b> |
| Tangible fixed assets | 42,259                    | -                       | 53,774                  | 96,033                      |
| Net current assets    | 31,145                    | 615,000                 | 69,695                  | 715,840                     |
|                       |                           |                         |                         |                             |
| Net assets            | 73,404                    | 615,000                 | 123,469                 | 811,873                     |
|                       |                           |                         |                         |                             |
| <b>Charity</b>        | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b> | <b>Restricted<br/>£</b> | <b>2021<br/>Total<br/>£</b> |
| Tangible fixed assets | 36,607                    | -                       | 45,002                  | 81,609                      |
| Net current assets    | 139,831                   | 615,000                 | 94,622                  | 849,453                     |
|                       |                           |                         |                         |                             |
| Net assets            | 176,438                   | 615,000                 | 139,624                 | 931,062                     |

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**11. Unrestricted funds**

| Group                                    | Balance<br>1 September<br>2021<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2022<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 246,124                             | 604,093               | (556,520)        | (154,986)                          | 138,711                           |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                     | -                | -                                  | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                     | -                | -                                  | 515,000                           |
| Property fund                            | 1,483,081                           | -                     | -                | -                                  | 1,483,081                         |
|                                          | <u>2,098,081</u>                    | <u>-</u>              | <u>-</u>         | <u>-</u>                           | <u>2,098,081</u>                  |
| <b>Total unrestricted funds</b>          | <u>2,344,205</u>                    | <u>604,093</u>        | <u>(556,520)</u> | <u>(154,986)</u>                   | <u>2,236,792</u>                  |

The designated property fund is the value of the freehold property, excluding redevelopment costs, owned by The Lady Florence Institute, the value of which is included within Tangible Fixed Assets. This asset is used by the group on an on-going basis for the charitable activities carried out.

The trustees created two designated reserves during the previous year. £100,000 towards future major maintenance issues for the 24 LFI rented dwellings, and £515,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

| Group                                    | Balance<br>1 September<br>2020<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2021<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 237,167                             | 596,597               | (578,405)        | (9,235)                            | 246,124                           |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                     | -                | -                                  | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                     | -                | -                                  | 515,000                           |
| Property fund                            | 1,483,081                           | -                     | -                | -                                  | 1,483,081                         |
|                                          | <u>2,098,081</u>                    | <u>-</u>              | <u>-</u>         | <u>-</u>                           | <u>2,098,081</u>                  |
| <b>Total unrestricted funds</b>          | <u>2,335,248</u>                    | <u>596,597</u>        | <u>(578,405)</u> | <u>(9,235)</u>                     | <u>2,344,205</u>                  |

Notes to the financial statements  
For the year ended 31 August 2022

## 11. Unrestricted funds (continued)

| Charity                                  | Balance<br>1 September<br>2021<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2022<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 176,438                             | 486,534               | (434,582)        | (154,986)                          | 73,404                            |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                     | -                | -                                  | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                     | -                | -                                  | 515,000                           |
|                                          | 615,000                             | -                     | -                | -                                  | 615,000                           |
| <b>Total unrestricted funds</b>          | <b>791,438</b>                      | <b>486,534</b>        | <b>(434,582)</b> | <b>(154,986)</b>                   | <b>688,404</b>                    |

| Charity                                  | Balance<br>1 September<br>2020<br>£ | Movement in resources |                 | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2021<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|-----------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£   |                                    |                                   |
| <b>General fund</b>                      | 161,086                             | 461,580               | (47,993)        | (9,235)                            | 176,438                           |
| <b>Designated funds</b>                  |                                     |                       |                 |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                     | -               | -                                  | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                     | -               | -                                  | 515,000                           |
|                                          | 615,000                             | -                     | -               | -                                  | 615,000                           |
| <b>Total unrestricted funds</b>          | <b>776,086</b>                      | <b>461,580</b>        | <b>(47,993)</b> | <b>(40,235)</b>                    | <b>791,438</b>                    |

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**12. Restricted funds**

| Group                         | Movement in resources    |                   | Transfers between funds | Balance 31 August 2022 |
|-------------------------------|--------------------------|-------------------|-------------------------|------------------------|
|                               | Balance 1 September 2021 | Incoming Outgoing |                         |                        |
|                               | £                        | £ £               | £                       | £                      |
| Personal Transition Service   | 37,051                   |                   | (33,071)                | 3,980                  |
| Awards CRS                    |                          | 10,000            |                         | 10,000                 |
| Chairs                        |                          | 746               | (96)                    | 650                    |
| Client to Plymouth            |                          | 190               | (160)                   | -                      |
| Senior Advice Worker Salary   | 23,618                   |                   | (39,594)                | -                      |
| Volunteer Coordinator         | 6,482                    | 36,000            | (33,194)                | 9,288                  |
| Winter Appeal                 |                          | 11,349            | (14,880)                | -                      |
| Summer Appeal                 |                          |                   | (2,743)                 | -                      |
| National Lottery              | (13,130)                 | 137,278           | (206,300)               | -                      |
| Upgrade Gateway               | 515                      |                   | (84)                    | 431                    |
| Employability – Linbury       | 25,374                   | 44,000            | (33,147)                | 36,227                 |
| Gateway Improvement           |                          | 1,000             | (10,058)                | -                      |
| Lewisham Covid Funding        |                          | 980               | (1,600)                 | -                      |
| LFI Expenses                  |                          |                   | (3,288)                 | 3,480                  |
| London Marathon               |                          | 745               | (3,712)                 | -                      |
| NXG ESOL                      |                          | 1,530             | (1,855)                 | -                      |
| Employability – Pret          | 12,203                   | 23,654            | (17,199)                | 18,658                 |
| Head of Operations            | 9,209                    |                   | (9,810)                 | -                      |
| London Catalyst 2             | 212                      |                   | (285)                   | -                      |
| City Bridge Advice Worker     | 38,090                   |                   | (39,450)                | -                      |
| Lewisham Winter Appeal        |                          | 4,741             | (138)                   | 4,603                  |
| Property Development          |                          |                   | (23,864)                | -                      |
| V&A Project                   |                          |                   | (140)                   | -                      |
| Volunteer Expenses            |                          |                   | (4,838)                 | -                      |
| Women's Space                 |                          | 40,000            | (3,849)                 | 36,151                 |
| Property redevelopment        | 1,140,253                |                   | (20,000)                | 1,120,253              |
| <b>Total restricted funds</b> | <b>1,279,877</b>         | <b>312,213</b>    | <b>(503,355)</b>        | <b>1,243,722</b>       |

**Welfare Fund** – Funds to help individuals in crisis

**Winter Night shelter** – Providing emergency accommodation for vulnerable people

**Employability Co-ordinator** – Contribution to salary for Employability service

**Personal Transition Service** – Contribution to salary of Asset Coach

**Staff costs** – Contribution to salary of CEO and salary of fundraising officer

**Equipping shelters project** – Contribution to salary of resettlement worker

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**12. Restricted funds (continued)**

**Equipping shelters project** – Contribution to salary of resettlement worker

**Senior Advice Worker** – salary of Senior Advice Worker

**Volunteer Co-Ordinator** – salary of Volunteer Co-Ordinator

**National Lottery** – prevention of homelessness (Community Fund)

**Awards CRS** – To develop a programme to build participants confidence, resilience and skills

**Women's Space** – to run a programme of activities on our women's sanctuary, a space for women who are either experiencing or at risk of experiencing homelessness

**Upgrade Gateway** – Health and Safety costs, recruitment of volunteers and expenses, cleaning services

**Property redevelopment** – The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

**Transfers between funds represent:****Capital Project 2**– Capital expenditure on the building

| Group                           | Movement in resources    |                |                  | Transfers between funds | Balance 31 August 2021 |
|---------------------------------|--------------------------|----------------|------------------|-------------------------|------------------------|
|                                 | Balance 1 September 2020 | Incoming       | Outgoing         |                         |                        |
|                                 | £                        | £              | £                | £                       | £                      |
| Welfare fund                    | 1,019                    | -              | (1,019)          | -                       | -                      |
| Winter night shelter - Lewisham | 61,419                   | 98,483         | (159,902)        | -                       | -                      |
| Personal Transition Service     | 4,909                    | 33,333         | (1,191)          | -                       | 37,051                 |
| Staff costs                     | 26,472                   | 5,000          | (31,472)         | -                       | -                      |
| Capital Project 2               | 81,361                   | -              | (43,861)         | (37,500)                | -                      |
| Senior Advice Worker Salary     | -                        | -              | (24,116)         | 47,735                  | 23,619                 |
| Volunteer Coordinator           | 36,352                   | 3,000          | (32,870)         | -                       | 6,482                  |
| National Lottery                | 10,948                   | 129,815        | (153,893)        | -                       | (13,130)               |
| Corona Virus Appeal Grant       | 28,612                   | -              | (28,612)         | -                       | -                      |
| Upgrade Gateway                 | 10,430                   | -              | (9,915)          | -                       | 515                    |
| Employability – Linbury         | -                        | 40,000         | (14,626)         | -                       | 25,374                 |
| Employability – Pret            | -                        | 27,788         | (15,585)         | -                       | 12,203                 |
| FC Clarke Laptop                | -                        | 1,000          | -                | (1,000)                 | -                      |
| Head of Operations              | -                        | 15,000         | (5,791)          | -                       | 9,209                  |
| Lewisham – Covid                | -                        | 936            | (936)            | -                       | -                      |
| London Catalyst 2               | -                        | 1,500          | (1,288)          | -                       | 212                    |
| Wellbeing                       | -                        | 2,000          | (2,000)          | -                       | -                      |
| City Bridge Advice Worker       | -                        | 45,625         | (7,535)          | -                       | 38,090                 |
| Community response fund wave 3  | -                        | 9,844          | (9,844)          | -                       | -                      |
| Property redevelopment          | 1,160,253                | -              | (20,000)         | -                       | 1,140,253              |
| <b>Total restricted funds</b>   | <b>1,421,775</b>         | <b>413,324</b> | <b>(564,457)</b> | <b>9,235</b>            | <b>1,279,877</b>       |

Notes to the financial statements  
For the year ended 31 August 2022

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12. Restricted funds (continued)

**Welfare Fund** – Funds to help individuals in crisis

**Nursery capital funding** – Building works in Deptford

**Winter Night shelter** – Providing emergency accommodation for vulnerable people

**Employability Co-ordinator** – Contribution to salary for Employability service

**Personal Transition Service** - Contribution to salary of Asset Coach

**Staff costs** - Contribution to salary of CEO and salary of fundraising officer

**Equipping shelters project** – Contribution to salary of resettlement worker

**Enterprise Development** – Completion of a feasibility study

**Capital Project 2** – costs of health and safety works

**Senior Advice Worker** - - salary of Senior Advice Worker

**Digital Inclusion** – upgrade of office equipment

**Volunteer Co-Ordinator** – salary of Volunteer Co-Ordinator

**Gateway Faith Clark** – Upgrade of Gateway Equipment

**NS Post Covid 19** – running costs of guests and services

**National Lottery** – prevention of homelessness (Community Fund)

**CV Appeal Grant** – contribution costs of office equipment for guests

**Upgrade Gateway** – Health and Safety costs, recruitment of volunteers and expenses, cleaning services

**Property redevelopment** – The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

**Transfers between funds represent:**

**Capital Project 2**– Capital expenditure on the building

**Senior Advice Worker** – Transfer in of balance incorrectly moved to unrestricted funds in 2020

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**12. Restricted funds (continued)**

| Charity                                 | Balance<br>1 September<br>2021<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2022<br>£ |
|-----------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                         |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| Personal Transition Service             | 37,051                              |                       | (33,071)         |                                    | 3,980                             |
| Awards CRS                              |                                     | 10,000                |                  |                                    | 10,000                            |
| Chairs                                  |                                     | 746                   | (96)             |                                    | 650                               |
| Client to Plymouth Senior Advice Worker |                                     | 190                   | (160)            | (30)                               | -                                 |
| Salary                                  | 23,619                              |                       | (39,594)         | 15,975                             | -                                 |
| Volunteer Coordinator                   | 6,482                               | 36,000                | (33,194)         |                                    | 9,288                             |
| Winter Appeal                           |                                     | 11,349                | (14,880)         | 3,531                              | -                                 |
| Summer Appeal                           |                                     |                       | (2,743)          | 2,743                              | -                                 |
| National Lottery                        | (13,130)                            | 137,278               | (206,300)        | 82,152                             | -                                 |
| Upgrade Gateway                         | 515                                 |                       | (84)             |                                    | 431                               |
| Employability – Linbury                 | 25,374                              | 44,000                | (33,147)         |                                    | 36,227                            |
| Gateway Improvement                     |                                     | 1,000                 | (10,058)         | 9,058                              | -                                 |
| Lewisham Covid Funding                  |                                     | 980                   | (1,600)          | 620                                | -                                 |
| LFI Expenses                            |                                     |                       | (3,288)          | 6,768                              | 3,480                             |
| London Marathon                         |                                     | 745                   | (3,712)          | 2,967                              | -                                 |
| NXG ESOL                                |                                     | 1,530                 | (1,855)          | 325                                | -                                 |
| Employability – Pret                    | 12,203                              | 23,654                | (17,199)         |                                    | 18,658                            |
| Head of Operations                      | 9,209                               |                       | (9,810)          | 602                                | -                                 |
| London Catalyst 2                       | 212                                 |                       | (285)            | 74                                 | -                                 |
| City Bridge Advice Worker               | 38,090                              |                       | (39,450)         | 1,359                              | -                                 |
| Lewisham Winter Appeal                  |                                     | 4,741                 | (138)            |                                    | 4,603                             |
| Property Development                    |                                     |                       | (23,864)         | 23,864                             | -                                 |
| V&A Project                             |                                     |                       | (140)            | 140                                | -                                 |
| Volunteer Expenses                      |                                     |                       | (4,838)          | 4,838                              | -                                 |
| Women's Space                           |                                     | 40,000                | (3,849)          |                                    | 36,151                            |
| <b>Total restricted funds</b>           | <b>139,624</b>                      | <b>312,213</b>        | <b>(483,355)</b> | <b>154,986</b>                     | <b>123,469</b>                    |

**Notes to the financial statements**  
**For the year ended 31 August 2022**
**12. Restricted funds (continued)**

| Charity                            | Balance<br>1 September<br>2020<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2021<br>£ |
|------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                    |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| Welfare fund                       | 1,019                               | -                     | (1,019)          | -                                  | -                                 |
| Winter night shelter -<br>Lewisham | 61,419                              | 98,493                | (159,902)        | -                                  | -                                 |
| Personal Transition<br>Service     | 4,909                               | 33,333                | (1,191)          | -                                  | 37,051                            |
| Staff costs                        | 26,472                              | 5,000                 | (31,472)         | -                                  | -                                 |
| Capital Project 2                  | 81,361                              | -                     | (43,861)         | (37,500)                           | -                                 |
| Senior Advise Worker<br>Salary     | -                                   | -                     | (24,116)         | 47,735                             | 23,619                            |
| Volunteer Coordinator              | 36,352                              | 3,000                 | (32,870)         | -                                  | 6,482                             |
| Gateway - Faith Clark              | -                                   | -                     | -                | -                                  | -                                 |
| National Lottery                   | 10,948                              | 129,815               | (153,893)        | -                                  | (13,130)                          |
| Corona Virus Appeal<br>Grant       | 28,612                              | -                     | (28,612)         | -                                  | -                                 |
| Upgrade Gateway                    | 10,430                              | -                     | (9,915)          | -                                  | 515                               |
| Employability – Linbury            | -                                   | 40,000                | (14,626)         | -                                  | 25,374                            |
| Employability – Pret               | -                                   | 27,788                | (15,585)         | -                                  | 12,203                            |
| FC Clarke Laptop                   | -                                   | 1,000                 | -                | (1,000)                            | -                                 |
| Head of Operations                 | -                                   | 15,000                | (5,791)          | -                                  | 9,209                             |
| Lewisham – Coivd                   | -                                   | 936                   | (936)            | -                                  | -                                 |
| London Catalyst 2                  | -                                   | 1,500                 | (1,288)          | -                                  | 212                               |
| Wellbeing                          | -                                   | 2,000                 | (2,000)          | -                                  | -                                 |
| City Bridge Advice<br>Worker       | -                                   | 45,625                | (7,535)          | -                                  | 38,090                            |
| Community response<br>fund wave 3  | -                                   | 9,844                 | (9,844)          | -                                  | -                                 |
| <b>Total restricted funds</b>      | <b>261,552</b>                      | <b>413,324</b>        | <b>(544,457)</b> | <b>9,235</b>                       | <b>139,624</b>                    |

**13. Commitments**

The 999 Club and Lady Florence Trust had a no capital commitments of as at 31 August 2022 (2021: £Nil).

**Notes to the financial statements**  
**For the year ended 31 August 2022**

**14. Related party transactions**

The 999 Club and Lady Florence Trust has transactions with its wholly controlled subsidiary, the Lady Florence Institute, which have been eliminated on consolidation. These transactions are as follows.

The 999 Club and Lady Florence Trust received income from The Lady Florence Institute as follows:

- Donations to the 999 Club of £120,000 (2021: £117,902).

The 999 Club and Lady Florence Trust charged £24,660 (2021: £30,000) to The Lady Florence Institute in relation to staff recharge.

At 31 August 2022 there was £31,072 (2021: £49,822) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust. No guarantees have been given or received.

**15. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

|                                                                                                         | <b>2022</b>      | <b>2021</b>      |
|---------------------------------------------------------------------------------------------------------|------------------|------------------|
|                                                                                                         | £                | £                |
| <b>Net (expenditure)/income for the reporting period (as per the statement of financial activities)</b> | <b>(143,568)</b> | <b>(132,941)</b> |
| Adjustments for:                                                                                        |                  |                  |
| Depreciation charges                                                                                    | 41,379           | 37,473           |
| Decrease/(increase) in debtors                                                                          | 38,183           | 66,764           |
| (Decrease)/increase in creditors                                                                        | (45,763)         | (42,354)         |
| <b>Net cash (used in)/ provided by operating activities</b>                                             | <b>(109,769)</b> | <b>(71,059)</b>  |

**16. Analysis of cash and cash equivalents**

|                                        | <b>2022</b>    | <b>2021</b>    |
|----------------------------------------|----------------|----------------|
|                                        | £              | £              |
| Cash in hand                           | 780,286        | 925,857        |
| <b>Total cash and cash equivalents</b> | <b>780,286</b> | <b>925,857</b> |

**Notes to the financial statements**  
**For the year ended 31 August 2022**

**17. Comparative information**

|                                                  | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
|--------------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| <b>Income from:</b>                              |                                     |                                   |                             |
| Donations and gifts                              | 338,439                             | 413,324                           | 751,763                     |
| Other trading activities:                        |                                     |                                   |                             |
| Rental income                                    | 258,158                             | -                                 | 258,158                     |
| <b>Total income</b>                              | <b>596,597</b>                      | <b>413,324</b>                    | <b>1,009,921</b>            |
| <b>Expenditure on</b>                            |                                     |                                   |                             |
| Raising funds                                    | 151,664                             | 714                               | 152,378                     |
| Charitable activities                            | 426,741                             | 563,743                           | 990,484                     |
| <b>Total expenditure</b>                         | <b>578,405</b>                      | <b>564,457</b>                    | <b>1,142,862</b>            |
| <b>Net (expenditure)/income<br/>for the year</b> | <b>18,192</b>                       | <b>(151,133)</b>                  | <b>(132,941)</b>            |
| Transfers between funds                          | (9,235)                             | 9,235                             | -                           |
| <b>Net income/(expenditure)<br/>for the year</b> | <b>8,957</b>                        | <b>(141,898)</b>                  | <b>(132,941)</b>            |
| <b>Balance brought forward 1 September 2020</b>  | <b>2,335,248</b>                    | <b>1,421,775</b>                  | <b>3,757,023</b>            |
| <b>Balance carried forward 31 August 2021</b>    | <b>2,344,205</b>                    | <b>1,279,877</b>                  | <b>3,624,082</b>            |

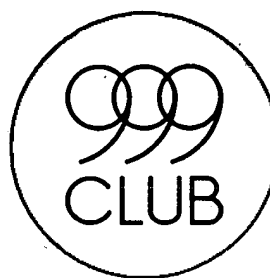
**THE 999 CLUB AND LADY FLORENCE TRUST**

England & Wales - Charity number 1091077

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# Accounts

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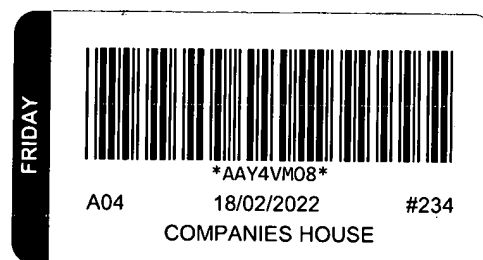


Making change count  
for homeless people

Company Registration No. 4238295 (England & Wales)  
Charity Registration No. 1091077

**The 999 Club and Lady Florence Trust**

**Trustees' report and financial statements  
For the year ended 31 August 2021**



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|                                    |                                                                                                                                                                                                                                                                                                                     |                                                               |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| <b>Trustees</b>                    | Gordon McCullough (Chair)<br>Toju Mayomi (Treasurer)<br>Dan Burraway (Appointed on 29 April 2021)<br>Tim Colman<br>Julie Greenwood<br>Mamta Gupta (Appointed on 29 April 2021)<br>Arti Modhwadia (Appointed on 29 April 2021)<br>Ijay Onyechi (Appointed on 29 April 2021)<br>Jo Tanner<br>Manlio Battaglia Trovato |                                                               |
| <b>Secretary</b>                   | Thomas Neumark Jones (from 26 April 2021)<br>Paul Calland (Interim)                                                                                                                                                                                                                                                 |                                                               |
| <b>Chief Executive</b>             | Thomas Neumark Jones (from 26 April 2021)<br>Paul Calland (Interim)                                                                                                                                                                                                                                                 |                                                               |
| <b>Registered office</b>           | 21 Deptford Broadway<br>London<br>SE8 4PA                                                                                                                                                                                                                                                                           |                                                               |
| <b>Company registration number</b> | The 999 Club                                                                                                                                                                                                                                                                                                        | 4238295                                                       |
| <b>Registered charity number</b>   | The 999 Club                                                                                                                                                                                                                                                                                                        | 1091077                                                       |
|                                    | The Lady Florence Institute                                                                                                                                                                                                                                                                                         | 312816                                                        |
| <b>Bankers</b>                     | The 999 Club                                                                                                                                                                                                                                                                                                        | HSBC Bank Plc<br>85 Lewisham High Street<br>London<br>SE8 4RQ |
|                                    | The Lady Florence Institute                                                                                                                                                                                                                                                                                         | Unity Trust Bank<br>PO Box 782<br>Orpington<br>BR6 1EN        |
| <b>Solicitors</b>                  | TV Edwards<br>35 Mile End Road<br>London<br>E1 4TP                                                                                                                                                                                                                                                                  |                                                               |
| <b>Auditors</b>                    | Saffery Champness LLP<br>71 Queen Victoria Street<br>London<br>EC4V 4BE                                                                                                                                                                                                                                             |                                                               |



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I am delighted to share the Trustees' report and financial statements for the year 1 September 2020 to 31 August 2021, a year that has been dominated by the ongoing Covid-19 pandemic.

In common with the rest of the country, throughout the year our corner of South East London was hit by a number of 'waves' of the virus with accompanying restrictions and emergency measures. It has been a turbulent time for many of the people that use our services. On the one hand, many were able to find accommodation through the Government's 'Everyone In' which saw a dramatic decrease in the number of people sleeping on the streets of Lewisham, while on the other hand, many faced challenges when the ban on evictions and the temporary increase in Universal Credit ended.

Throughout this time, 999 Club has quickly adapted our services to support people that are either experiencing homelessness or at risk of homelessness, always ensuring that the way we work is welcoming, friendly, empowering and supportive. I was particularly glad to see our Gateway centre fully re-open, when government restrictions ended in summer 2021, and that we have progressed with plans to create a dedicated space for women experiencing homelessness, a group that can be overlooked but who often need specialist support.

It has also been a time of change for the 999 Club. We welcomed four new trustees to the Board. They bring new the skills, knowledge, diversity and local connection to the Board and are already making their presence felt. We said goodbye to Paul Calland, our interim CEO and welcomed Thomas Neumark as CEO. He and his team have been busy ensuring we have a robust organisation that can play an important role in the work to come.

I would like to thank the Mayor of Lewisham, Damien Egan for choosing the 999 Club to be his charity of the year for the third year running, and for all the support he has provided, not least raising funds by running the London Marathon.

I am very grateful all the people, trusts and companies that have supported 999 Club in the past year. Thank you to our funders for your generosity and support during this time. Our work would not be possible without you.

Since we reopened our Gateway centre, we have more than doubled the number of people volunteering with the charity. This diverse group of people, many of whom have personal experience of homelessness, contribute so much to their local community, helping people to help themselves escape from homelessness. Thank you for your generosity and good humour, during this strange and challenging time.

In 2022, the 999 Club will be 30 years old. As we look forward to the year ahead, we can reflect on the past 30 years. The charity has changed a lot during that time, with different services and different people. However, some things have been constant. We have always been a charity that is rooted in a special part of London, one that works with people that are experiencing trying times and one that brings a sense of community and passion to everything we do.

As we look ahead to 2022 and whatever challenges it may bring, I am confident that we will build on these traditions and our strong foundations, increasing our impact in a sustainable manner.

**Gordon McCullough**  
**Chair of Trustees**  
March 2022



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### Our vision

Our *vision* is that no one will sleep on the streets in Lewisham

Our *approach* to achieving our vision is to provide a friendly open door for anyone that is sleeping on the streets or at risk of sleeping on the streets so that we can help people to help themselves escape from homelessness.

We believe that sleeping rough in Lewisham should be rare, fleeting and never repeated. We have three *missions*:

- If you're at risk of sleeping on the street, we'll stop it happening
- If you're sleeping on the street, we'll help you to quickly find a home
- If you've previously slept on the street, we'll help you to stay in your new home

In everything we do, we demonstrate our *values*

- Inclusive: We are welcoming and supportive.
- Respectful: We respect each other and celebrate diversity so that everyone can give their best
- Empowering: We encourage people to take personal responsibility for making positive changes in their lives by providing opportunities, developing their talents, and helping to build their confidence and self esteem.
- Partnership: We recognise the importance of working collaboratively with people who come to the centre to design, deliver and evaluate our services.
- Inspiring: We all inspire one another to discover our purpose and reach our full potential, celebrating our achievements and positive steps forward.

### Governance

The 999 Club, a company limited by guarantee and a registered charity, was formed in 1992. The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

The Council of Management which equates to the Board of Trustees (and is henceforth referred to as such) is the sole corporate trustee of the Lady Florence Institute whose objects are set out in a separate document. The 999 Club and Lady Florence Trust's objects are in line with those objects. The accounts of the two organisations are therefore consolidated. As the sole corporate trustee of the Lady Florence Institute, the 999 Club provides administrative support for that charity as well as management of its freehold property and assets.

The Board of the 999 Club, supervise the governance and management of the organisation. Trustees who served during the year, or have been subsequently appointed, are shown on page 1.

Appointment to the Board is by nomination by the members after the needs of the Charity are considered by the current Trustees. The Board of Trustees aims to ensure that the composition of Trustees contains individuals with suitable skills and experience to contribute positively to the governance of the Charity. Trustees are given a thorough induction including provision of information provided by the Charity Commission on the role of a trustee. Training is provided on a personalised basis.



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The organisation has a clear organisational structure with lines of authority and delegation, which are regularly reviewed by the Board. The Board is responsible for setting strategies and policies and for ensuring that these are implemented by the Chief Executive on behalf of the Board.

The Board has responsibility for setting remuneration of the CEO and key management personnel. In doing so it undertakes market testing and benchmarking against other similar sized organisations and those with growth and change ambitions similar to our own.

The 2011 Charities Act requires all charities to meet the legal requirements that its aims are for the public benefits, taking into account the 2010 Equality Act. The Charity Commission in its "Charities and Public Benefit" Guidance states that there are two key principles to be met in order to show that an organisation's aims are for the public benefit: the benefit must be identifiable; the benefit must be to the public in general or a section of the public.

The Board of Trustees confirm they have regard to the Charity Commission's guidance on public benefit and consider each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011. They are satisfied that the 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity meeting all elements of the two key principles.

#### **Related parties**

The 999 Club and Lady Florence Trust is the sole corporate trustee of the Lady Florence Institute (Registered Charity 312816) which holds the freehold of the property at 21 Deptford Broadway and Lady Florence Courtyard. The Lady Florence Institute has made a donation to the 999 Club and Lady Florence Trust this year. This level of support will continue into the future.

#### **Policy, planning and risk management**

The Board are responsible for the management of the risks faced by the organisation, for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board review the organisational risk position, internal control assessment and its compliance with relevant statutory and finance regulations. To evaluate and manage risk a risk register is maintained, which is monitored and reviewed at Board meetings. This process identifies the major risks the organisation faces, the likelihood of occurrence, the significance of the risk and any mitigating controls that are in place and seeks to identify any actions and resources required to manage these risks further.

The Board has agreed clear lines of authority with staff. The Board is satisfied that systems are in place to mitigate our exposure to major risks, both from within the charity and to those related to the external environment over which we have no control.

#### **Objects and Activities**

The objects of the 999 Club and Lady Florence Trust are:

- The relief of poverty by the provision of an advice and counselling service.
- The advancement of education and the provision of facilities for recreation and other leisure-time occupation for people who have need of such facilities of their youth, age, infirmity and/or disablement, poverty or social and economic circumstances with the object of improving their conditions of life.

**Trustees' report**  
**For the year ended 31 August 2021**

As the sole corporate trustee of the Lady Florence Institute, the 999 Club provides administrative support for that charity as well as management of its freehold property and assets.

**Covid-19 pandemic**

The ongoing impact of the Covid-19 pandemic meant the 999 Club needed to adapt some of its services and re-focus priorities. Rather than provide a night shelter, we employed floating support workers to support clients staying in temporary accommodation. Our Gateway centre reopened, closed and then reopened again, in line with changing government guidance. Throughout the pandemic we have balanced the importance of supporting people that are either at risk of homelessness or experiencing homelessness, with ensuring we provide services that are safe for staff, volunteers and people that use them and which comply with all relevant government guidance and legislation.

**Review of past activities**

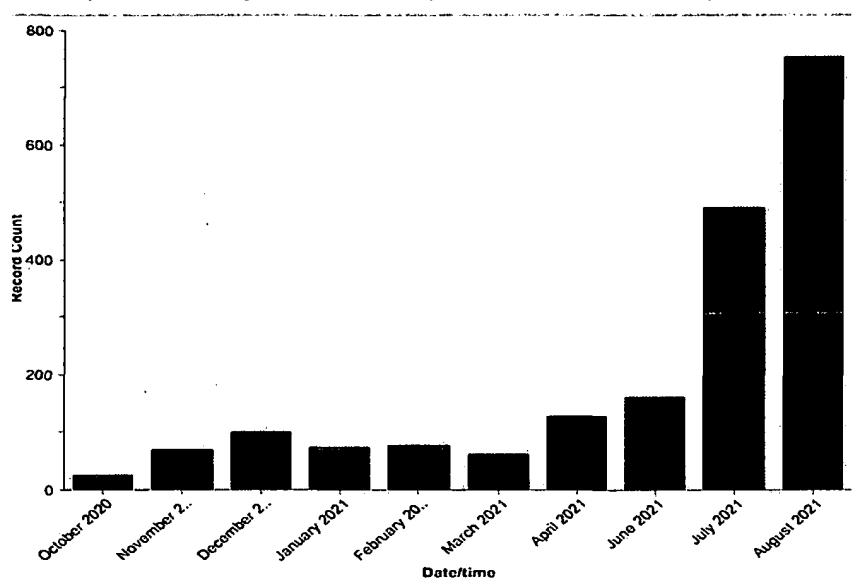
In 2020/21 999 Club provided the following services:

- A welcoming, open access centre on Deptford High Street, offering practical help such as food, laundry and showers as well as and a safe and friendly space
- Advice and guidance for people either experiencing or at risk of homelessness so that they can access housing, employment, education, training and volunteering
- Working with partner agencies to provide specialist support around benefits and legal advice, substance misuse, physical and mental health
- Providing opportunities for people to learn and develop, including developing their skills, improving their wellbeing and expressing their creativity

**Achievements and performance**

Between September 2020 and September 2021 we supported 490 different people, including 103 women and 280 people with no recourse to public funds.

As we entered the last stage of the Government's Spring 'roadmap' and the end of emergency support measures and restrictions relating to the pandemic, we saw a dramatic increase in the number of people attending our Gateway centre, rising from a monthly attendance of 129 in April to 753 in August 2021.



**Trustees' report  
For the year ended 31 August 2021**

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Our Housing Employment Education and Advice Team saw 176 different people in the year, providing 2,376 sessions. We were delighted to help 97 people find accommodation (including 16 in supported accommodation), 21 people to find employment and 23 people to enroll in education or training. The team have significantly expanded and are working from the space that was previously used as the nightshelter.

With the easing of restrictions on group activities, we restarted our Learning and Activities programme, designing and delivering a range of sessions with the people that use our services. Sessions included art, movies and using digital technology

We continued to deepen partnerships with other organisations in South East London, working closely with: the London Borough of Lewisham, Lewisham Safeguarding Adults Board, Jericho Road Project, Refuge Athena Service, Thames Reach, Bench Outreach, St Mungo's, Crisis, Proxy Address Pilot, Housing Justice, SLaM, Mayday Trust, Change Grow Live, CAB, Clean Slate, Africa Advocacy, VOLT, Community Connections, Vietnamese Outreach Service, London Street Rescue, Fareshare, Lewisham Migrant Network, Lewisham Law Centre, Goldsmiths University, Brett Grellier Psychological Services and the Albany Theatre.

**Volunteers**

Our work is supported by a team of 52 dedicated volunteers with backgrounds as diverse as the local population. Many of our volunteers have either used our service in the past or have experienced homelessness. They help to make our services feel safe and welcoming by greeting people that use our services and ensuring that they find the support that they need. We are very grateful to our volunteers and thankful for their amazing contributions.

**Fundraising**

999 Club is so grateful to all of the organisations and individuals that support our work. We are fortunate to work in and with such a generous community. Their donations make our work possible.

We are grateful to Lewisham Council, City Bridge Trust, The National Lottery Community Fund, The Linbury Trust, The Pret Foundation, Garfield Weston Foundation and Balcombe Charitable Trust for their support and we would also like to thank the many other trusts, without whose support we would not have been able to provide such a full package of services.

We are grateful to Co-op, Panas Gurkha restaurant, HMJV and all the other companies that support our work through both donations and volunteering.

The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities.

The 999 Club is compliant with the General Data Protection Regulation and only contacts prospective and existing supporters in line with its Privacy Policy and Data Protection Statement. The 999 Club recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly.



The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

### Financial review

A significant source of funding has been the Lady Florence Institute which made donations of £117,902 during the year in support of the work of the 999 Club. Other financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 14. There was a deficit for the year of £132,941 (surplus in 2020: £612,832). When the deficit is taken from the funds brought forward of £3,757,023 this leaves a figure of £3,624,082 for total funds carried forward at 31 August 2021.

### Reserves policy

It is the trustees' desire to maintain unrestricted funds, being the free reserves of the charity, at a level which equates to three to nine 3-9 months of expenditure on our core services (equivalent to £112,108 to £336,322) plus a sinking fund of £75,000 to cover the costs of maintaining our properties. At this level (£187,108 to £411,322) the trustees feel comfortable that they can continue the current activities of the charity in the event of a significant drop in funding. The unrestricted reserves of the charity at 31 August 2021, after removing designated funds, amount to £246,124 (2020: £237,167).

During 2020 the Trustees created two designated funds: £100,000 towards future major maintenance and £515,000 towards the future redevelopment of the Lady Florence Hall. Post year end the trustees have reviewed the designated funds and have amended the amount and purpose of these funds. Going forward there will be two designated funds: £60,000 to be spent on the modernisation of 999 Club's services including administration, fundraising and operations and £400,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

The Trustees have designated the value of the property held in unrestricted funds into a separate fund to ensure that the free reserves available for the day to day running of the charity are easily identifiable.

### Risk management

The principle risks facing the charity are:

- A lack of capacity to deliver required aims and objectives of service delivery, management and governance or invest time and resources into long term strategic development and sustainability. 999 Club relies on a small staff team and volunteers to deliver our services. COVID19 increases the chances that staff will be unable to work due to sickness or caring responsibilities.
- Failure to provide premises fit for purpose. Extensive health and safety work has now been completed at 21 Deptford Broadway but a number of minor maintenance issues remain unresolved
- Failure by charity to attract or gain new income. The pandemic has both presented new service opportunities and forced statutory agencies to redesign current services.



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Over the next year we plan to take the follow actions to mitigate these risks:

- Recruit additional staff and volunteers and make use of agency staff
- Undertake a survey of 21 Deptford Broadway and resolve all outstanding maintenance issues
- Deliver a fundraising strategy to develop sustainable income from diverse revenue streams

#### **Future plans**

We do not know what the ongoing impact of covid will be on our services and the people that use them. We can expect to see dramatic changes in the scale and nature of homelessness during 2021/22, not least due to the end of transitional arrangements related to Brexit and the likely end of covid related emergency support measures.

We plan to bring about changes to our services, fundraising and administrative services to ensure the ongoing sustainability of 999 Club. Specifically, we will:

1. Creating welcoming services the tools to help themselves to escape homelessness

We will:

- Work with people with experience of homelessness to improve our services including making our services more attractive to women and people with no recourse to public funds
- Formalise our partnerships with charities and statutory agencies working to end homelessness in Lewisham by signing agreements with key local organisations
- Create a more ambitious models for how we will respond to interruptions in our business

2. Build a sustainable business model where our income matches our expenditure.

We will:

- Put in place a programme to recruit and retain individual donors, thanking people for supporting us and ensuring that people who wish to contribute find it easy and compelling to do so
- Reduce the cost of our governance and administrative services by introducing new, more efficient processes

3. Launching an ambitious 3-year strategy to mark the 30th anniversary of our founding.

We will:

- Undertake a review of our governance including considering bringing 999 Club and LFI together
- Agree a vision for our property that aligns with our overall approach, including choosing a viable model for developing the site and partners to secure planning permission
- Hold a strategy away day for staff and trustees to set both a stretching vision and how we will use our resources to achieve our mission

#### **Trustees' responsibilities**

The trustees (who are also directors of the 999 Club and Lady Florence Trust 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).

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

**Trustees' report**  
**For the year ended 31 August 2021**

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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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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;
- the trustees have taken all steps that ought to have been 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.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the trustees



Gordon McCullough  
**Chair of Trustees**  
7 February 2022



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### Opinion

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2021 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 affairs of the group and the parent charitable company as at 31 August 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### 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 group or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

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

### Other information

The 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.



Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

**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' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has 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 group and the parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

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

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 8, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the 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 group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.



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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

Our objectives are to obtain reasonable assurance about whether the group and parent 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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

### Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006 and guidance issued by the Charity Commission for England and Wales.

### Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.



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

A further description of our responsibilities is available on the Financial Reporting Council's website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

#### Use of our report

This report is made solely to the parent charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the parent charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company and the parent charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Cara Turtington (Senior Statutory Auditor)

For and on behalf of  
**Saffery Champness LLP**  
Chartered Accountants  
Statutory Auditors

71 Queen Victoria Street  
London  
EC4V 4BE

15 February 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**Consolidated statement of financial activities (incorporating an income and expenditure account)**  
**For the year ended 31 August 2021**

|                                                       | Notes        | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|-------------------------------------------------------|--------------|----------------------------|--------------------------|--------------------|--------------------|
| <b>Income from:</b>                                   |              |                            |                          |                    |                    |
| Donations, grants and fundraised income               |              | 318,529                    | 413,324                  | 731,853            | 1,416,964          |
| Other trading activities:                             |              |                            |                          |                    |                    |
| Rental income                                         |              | 258,158                    | -                        | 258,158            | 265,607            |
| <b>Total income</b>                                   |              | <b>576,687</b>             | <b>413,324</b>           | <b>990,011</b>     | <b>1,682,571</b>   |
| <b>Expenditure on</b>                                 |              |                            |                          |                    |                    |
| Raising funds                                         | 2            | 150,668                    | 714                      | 151,382            | 117,585            |
| Charitable activities                                 | 3            | 407,827                    | 563,743                  | 971,570            | 952,163            |
| <b>Total expenditure</b>                              |              | <b>558,495</b>             | <b>564,457</b>           | <b>1,122,952</b>   | <b>1,069,748</b>   |
| <b>Net income/(expenditure)<br/>for the year</b>      |              | <b>18,192</b>              | <b>(151,133)</b>         | <b>(132,941)</b>   | <b>612,823</b>     |
| Transfers between funds                               | 12           | (9,235)                    | 9,235                    | -                  | -                  |
| <b>Net income/(expenditure)<br/>for the year</b>      | <b>6</b>     | <b>8,957</b>               | <b>(141,898)</b>         | <b>(132,941)</b>   | <b>612,823</b>     |
| Balances brought forward<br>at 31 August 2020         |              | 2,335,248                  | 1,421,775                | 3,757,023          | 3,144,200          |
| <b>Balances carried forward<br/>at 31 August 2021</b> | <b>11/12</b> | <b>2,344,205</b>           | <b>1,279,877</b>         | <b>3,624,082</b>   | <b>3,757,023</b>   |

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 17 to 31 form part of these financial statements.

# The 999 Club and Lady Florence Trust



## Balance Sheets As at 31 August 2021

|                                                       |       | Group                   |                         | Charity               |                         |
|-------------------------------------------------------|-------|-------------------------|-------------------------|-----------------------|-------------------------|
|                                                       | Notes | 2021<br>£               | 2020<br>£               | 2021<br>£             | 2020<br>£               |
| <b>Fixed assets</b>                                   |       |                         |                         |                       |                         |
| Tangible fixed assets                                 | 7     | 2,723,693               | 2,720,621               | 81,609                | 77,287                  |
| <b>Current assets</b>                                 |       |                         |                         |                       |                         |
| Debtors                                               | 8     | 94,590                  | 161,354                 | 119,092               | 167,094                 |
| Cash at bank and in hand                              |       | 925,857                 | 1,037,460               | 838,513               | 941,751                 |
|                                                       |       | <u>1,020,447</u>        | <u>1,198,814</u>        | <u>957,605</u>        | <u>1,108,845</u>        |
| <b>Creditors: amounts falling due within one year</b> | 9     | <u>(120,058)</u>        | <u>(162,412)</u>        | <u>(108,152)</u>      | <u>(148,524)</u>        |
| <b>Net current assets</b>                             |       | <u>900,389</u>          | <u>1,036,402</u>        | <u>849,453</u>        | <u>960,321</u>          |
| <b>Total assets less current liabilities</b>          |       | <u>3,624,082</u>        | <u>3,757,023</u>        | <u>931,062</u>        | <u>1,037,608</u>        |
| <b>Net assets</b>                                     |       | <u><u>3,624,082</u></u> | <u><u>3,757,023</u></u> | <u><u>931,062</u></u> | <u><u>1,037,608</u></u> |
| <b>Funds</b>                                          |       |                         |                         |                       |                         |
| Unrestricted funds                                    |       |                         |                         |                       |                         |
| General funds                                         |       | 246,124                 | 237,167                 | 176,438               | 161,086                 |
| Designated funds                                      | 11    | <u>2,098,081</u>        | <u>2,098,081</u>        | <u>615,000</u>        | <u>615,000</u>          |
|                                                       |       | <u>2,313,205</u>        | <u>2,335,248</u>        | <u>729,438</u>        | <u>776,086</u>          |
| Restricted                                            | 12    | <u>1,279,877</u>        | <u>1,421,775</u>        | <u>139,624</u>        | <u>261,522</u>          |
|                                                       |       | <u><u>3,624,082</u></u> | <u><u>3,757,023</u></u> | <u><u>931,062</u></u> | <u><u>1,037,608</u></u> |

The notes on pages 17 to 31 form part of these financial statements.

A separate Statement of Financial Activities for the Charity alone is not produced as permitted by Section 408 of the Companies Act 2006. The Charity's net movement in funds for the year was a deficit of £105,546 (2020: surplus of £583,048).

Approved by the Board of Trustees on 7 February 2022 and signed on its behalf by

Gordon McCullough  
Chair  
Company Number 4238295 (England & Wales)

**Consolidated cash flow statement**  
**For the year ended 31 August 2021**



|                                                                     | Note      | 2021<br>£        | 2020<br>£        |
|---------------------------------------------------------------------|-----------|------------------|------------------|
| <b>Net cash provided by operating activities</b>                    | <b>15</b> | <b>(71,059)</b>  | <b>648,107</b>   |
| <b>Cash flows from investing activities:</b>                        |           |                  |                  |
| Purchase of tangible fixed assets                                   |           | (40,545)         | (18,562)         |
| <b>Net cash provided by/(used in) investing activities</b>          |           | <b>(40,545)</b>  | <b>(18,562)</b>  |
| <b>Net movement in cash and cash equivalents</b>                    |           | <b>(111,603)</b> | <b>629,545</b>   |
| Cash and cash equivalents at the beginning of the reporting period  |           | 1,037,460        | 409,915          |
| <b>Cash and cash equivalents at the end of the reporting period</b> | <b>16</b> | <b>925,857</b>   | <b>1,037,460</b> |

The notes on pages 17 to 31 form part of these financial statements.



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**1. Accounting policies**

**1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Second Edition)', the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The Charity constitutes a public benefit entity as defined by FRS 102.

**1.2 Going concern**

The government's decisions to ease, then tighten and then ease restrictions relating to the Covid-19 virus had an impact on the day to day activities of the charity as the building opened in autumn 2020, closed in Winter 2020/21 and reopened in Spring 2021.

The charity has created a new business model to ensure that expenditure matches revenue from rents and major funders.

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

**1.3 Consolidated financial statements**

The Charity has consolidated its wholly owned subsidiary The Lady Florence Institute in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities". A separate Statement of Financial Activities, or income and expenditure account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by the Companies Act 2006.

**1.4 Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**1.5 Donations and legacies**

All donation income is included in the Statement of Financial Activities in the year in which it is received unless it is restricted income and has been received specifically in respect of expenditure to be incurred in a future accounting period in which case it is deferred.

**1.6 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

**Notes to the financial statements  
For the year ended 31 August 2021**

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**1.7 Fundraising costs**

All expenses relating to fundraising and publicity are charged to this heading.

**1.8 Governance costs**

These costs relate to the governance of the organisation. They include expenses of trustees' meetings, and audit fees.

**1.9 Tangible fixed assets and depreciation**

Freehold buildings are depreciated at 1% per annum. Deptford extension costs are depreciated over 10 years. Other capitalised refurbishment costs are depreciated over the length of the lease. Furniture, equipment and minibuses are depreciated over 5 to 7 years.

There is a capitalisation limit of £500, below which assets are not capitalised.

**1.10 Funds**

Restricted funds: These balances represent voluntary income or grants which have been received for the purposes set out in Note 12. The application of these funds is restricted by the expressed wishes of the donor or the terms of the grant.

Unrestricted funds: These balances represent funds that can be used for any of the charity's purposes.

Designated funds: These represent the unrestricted elements of the charities' freehold property

**1.11 Pension Scheme**

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

**1.12 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**1.13 Critical accounting judgements and key sources of estimation uncertainty**

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

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt.

**Notes to the financial statements  
For the year ended 31 August 2021**
**2. Expenditure on raising funds**

|               | 2021               |                  | 2021           | 2020           |
|---------------|--------------------|------------------|----------------|----------------|
|               | Unrestricted funds | Restricted funds | Total funds    | Total funds    |
|               | £                  | £                | £              | £              |
| Staff costs   | 140,451            | -                | 140,451        | 95,866         |
| Direct costs  | 3,405              | 714              | 4,119          | 12,267         |
| Centre costs  | 4,506              | -                | 4,506          | 7,402          |
| Support costs | 2,306              | -                | 2,306          | 2,050          |
|               | <u>150,668</u>     | <u>714</u>       | <u>151,382</u> | <u>117,585</u> |

In 2020 all expenditure on raising funds was unrestricted.

**3. Charitable activities**

|                               | 2021               |                  | 2021           | 2020           |
|-------------------------------|--------------------|------------------|----------------|----------------|
|                               | Unrestricted funds | Restricted funds | Total funds    | Total funds    |
|                               | £                  | £                | £              | £              |
| Staff costs                   | 145,387            | 330,097          | 475,484        | 512,249        |
| Centre costs                  | 106,302            | 85,565           | 210,782        | 215,296        |
| Depreciation                  | 17,473             | 20,000           | 37,473         | 37,948         |
| Project costs                 | 21,079             | 103,437          | 124,516        | 51,361         |
| Miscellaneous costs           | 22,476             | 20,039           | 42,515         | 40,910         |
| Support costs                 | 69,371             | 4,605            | 73,976         | 78,709         |
| Governance costs (see note 4) | 25,738             | -                | 25,738         | 15,690         |
|                               | <u>407,827</u>     | <u>563,743</u>   | <u>971,570</u> | <u>952,163</u> |

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.

|                               | Unrestricted funds | Restricted funds | Total          |
|-------------------------------|--------------------|------------------|----------------|
|                               | £                  | £                | 2020           |
|                               | £                  | £                | £              |
| Staff costs                   | 85,062             | 427,187          | 512,249        |
| Centre costs                  | 140,633            | 74,663           | 215,296        |
| Depreciation                  | 8,731              | 29,217           | 37,948         |
| Project costs                 | 1,536              | 49,825           | 51,361         |
| Miscellaneous costs           | 39,067             | 1,843            | 40,910         |
| Support costs                 | 58,780             | 19,929           | 78,709         |
| Governance costs (see note 4) | 15,690             | -                | 15,690         |
|                               | <u>349,499</u>     | <u>602,664</u>   | <u>952,163</u> |



4. Governance costs

|                             | 2021               |                  | 2021          | 2020          |
|-----------------------------|--------------------|------------------|---------------|---------------|
|                             | Unrestricted funds | Restricted funds | Total funds   | Total funds   |
|                             | £                  | £                | £             | £             |
| Bank charges                | 3,147              | -                | 3,147         | 1,230         |
| Legal and professional fees | -                  | -                | -             | 2,220         |
| Audit and accountancy fees  | 22,590             | -                | 22,590        | 12,240        |
|                             | <u>25,737</u>      | <u>-</u>         | <u>25,737</u> | <u>15,690</u> |

5. Staff costs

|                              | 2021           | 2020           |
|------------------------------|----------------|----------------|
|                              | £              | £              |
| Wages and salaries           | 476,886        | 512,062        |
| Employers National Insurance | 43,240         | 44,981         |
| Pension costs                | 8,501          | 9,354          |
| Redundancy costs             | 7,002          | -              |
| Recruitment costs            | 80,307         | 42,718         |
|                              | <u>615,936</u> | <u>609,115</u> |

No trustees were reimbursed for expenses (2020: nil). No trustees received any remuneration in either year. In 2021 donations received from trustees totalled £300 (2020: £nil).

No member of staff was paid more than £60,000 in either year. The aggregate amount paid to key management personnel in the year was £202,024 (2020: £192,924).

The average number of staff employed by the charities in the year ended 31 August 2021 was 16 (2020: 18).

During the year redundancy payments totalling £7,002 were paid to four employees (2020: nil).

6. Net income/(expenditure)

Net income/(expenditure) for the year is stated after charging:

|                                                | 2021          | 2020          |
|------------------------------------------------|---------------|---------------|
|                                                | £             | £             |
| Auditors remuneration – current year audit fee | 6,300         | 5,925         |
| Audits remuneration – prior year under accrual | 1,980         | -             |
| Auditors remuneration –accountancy fee         | 2,750         | 2,500         |
| Auditors remuneration – other services         | 5,200         | 3,815         |
| Depreciation                                   | <u>37,473</u> | <u>37,948</u> |

**Notes to the financial statements**  
**For the year ended 31 August 2021**

**7. Fixed assets**

| <b>Group</b>          | <b>Freehold<br/>land and<br/>buildings<br/>£</b> | <b>Refurbishment<br/>of centres<br/>£</b> | <b>Furniture<br/>and<br/>equipment<br/>£</b> | <b>Total<br/>£</b> |
|-----------------------|--------------------------------------------------|-------------------------------------------|----------------------------------------------|--------------------|
| <b>Cost</b>           |                                                  |                                           |                                              |                    |
| As at 31 August 2020  | 3,000,000                                        | 322,724                                   | 88,176                                       | 3,410,900          |
| Additions             | 18,750                                           | 18,750                                    | 3,045                                        | 40,455             |
| Disposals             |                                                  |                                           |                                              |                    |
| As at 31 August 2021  | 3,018,750                                        | 341,474                                   | 91,221                                       | 3,451,445          |
| <b>Depreciation</b>   |                                                  |                                           |                                              |                    |
| As at 31 August 2020  | 356,666                                          | 286,598                                   | 47,015                                       | 690,279            |
| Charge for year       | 9,874                                            | 20,000                                    | 7,599                                        | 37,473             |
| As at 31 August 2021  | 366,540                                          | 306,598                                   | 54,614                                       | 727,752            |
| <b>Net book value</b> |                                                  |                                           |                                              |                    |
| As at 31 August 2021  | 2,652,210                                        | 34,876                                    | 36,607                                       | 2,723,693          |
| As at 31 August 2020  | 2,643,334                                        | 36,126                                    | 41,161                                       | 2,720,621          |

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors as they were brought into use for the first time.

The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258.



## 7. Fixed assets (continued)

| Charity               | Refurbishment<br>of centres | Furniture<br>and<br>equipment | Total   |
|-----------------------|-----------------------------|-------------------------------|---------|
|                       | £                           | £                             | £       |
| <b>Cost</b>           |                             |                               |         |
| As at 31 August 2020  | 322,724                     | 88,176                        | 410,900 |
| Additions             | 18,750                      | 3,045                         | 21,795  |
| As at 31 August 2021  | 341,474                     | 91,221                        | 432,695 |
| <b>Depreciation</b>   |                             |                               |         |
| As at 31 August 2020  | 286,598                     | 47,015                        | 333,613 |
| Charge for year       | 9,874                       | 7,599                         | 17,473  |
| As at 31 August 2021  | 296,472                     | 54,614                        | 351,086 |
| <b>Net book value</b> |                             |                               |         |
| As at 31 August 2021  | 45,002                      | 36,607                        | 81,609  |
| As at 31 August 2020  | 36,126                      | 41,161                        | 77,287  |

## 8. Debtors

|                                 | Group  |         | Charity |         |
|---------------------------------|--------|---------|---------|---------|
|                                 | 2021   | 2020    | 2021    | 2020    |
|                                 | £      | £       | £       | £       |
| Trade debtors                   | 25,320 | 95,123  | -       | 62,926  |
| Prepayments and accrued income  | 69,270 | 55,961  | 69,270  | 55,961  |
| Other debtors                   | -      | 10,270  | -       | -       |
| Owed by Lady Florence Institute | -      | -       | 49,822  | 48,207  |
|                                 | 94,590 | 161,354 | 119,092 | 167,094 |

## 9. Creditors: Amounts falling due within one year

|                              | Group   |         | Charity |         |
|------------------------------|---------|---------|---------|---------|
|                              | 2021    | 2020    | 2021    | 2020    |
|                              | £       | £       | £       | £       |
| Trade creditors              | 66,783  | 55,520  | 66,362  | 53,870  |
| Accruals and deferred income | 30,749  | 27,028  | 19,264  | 14,790  |
| Tax and Social Security      | 20,576  | 44,823  | 20,576  | 44,823  |
| Other creditors              | 1,950   | 35,041  | 1,950   | 35,041  |
|                              | 120,058 | 162,412 | 108,152 | 148,524 |



## 10. Analysis of net assets between funds

| Group                 | Unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | 2021<br>Total<br>£ |
|-----------------------|-------------------|-----------------|-----------------|--------------------|
| Tangible fixed assets | 55,357            | 1,483,081       | 1,185,255       | 2,723,693          |
| Net current assets    | 190,767           | 615,000         | 94,622          | 900,389            |
| Net assets            | 246,124           | 2,098,081       | 1,279,877       | 3,624,082          |
| Group                 | Unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | 2020<br>Total<br>£ |
| Tangible fixed assets | 41,161            | 1,483,081       | 1,196,379       | 2,720,621          |
| Net current assets    | 196,006           | 615,000         | 225,396         | 1,036,402          |
| Net assets            | 237,167           | 2,098,081       | 1,421,775       | 3,757,023          |
| Charity               | Unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | 2021<br>Total<br>£ |
| Tangible fixed assets | 36,607            | -               | 45,002          | 81,609             |
| Net current assets    | 139,832           | 615,000         | 94,622          | 849,453            |
| Net assets            | 176,438           | 615,000         | 139,624         | 931,062            |
| Charity               | Unrestricted<br>£ | Designated<br>£ | Restricted<br>£ | 2020<br>Total<br>£ |
| Tangible fixed assets | 41,161            | -               | 36,126          | 77,287             |
| Net current assets    | 119,925           | 615,000         | 225,396         | 960,321            |
| Net assets            | 161,086           | 615,000         | 261,522         | 1,037,608          |

Notes to the financial statements  
For the year ended 31 August 2021

11. Unrestricted funds

| Group                                    | Balance<br>1 September<br>2020<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2021<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 237,167                             | 596,597               | (558,495)        | (9,235)                            | 246,124                           |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                     | -                | -                                  | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                     | -                | -                                  | 515,000                           |
| Property fund                            | 1,483,081                           | -                     | -                | -                                  | 1,483,081                         |
|                                          | <u>2,098,081</u>                    | <u>-</u>              | <u>-</u>         | <u>-</u>                           | <u>2,098,081</u>                  |
| <b>Total unrestricted funds</b>          | <u>2,335,248</u>                    | <u>596,597</u>        | <u>(578,405)</u> | <u>(9,235)</u>                     | <u>2,344,205</u>                  |

The designated property fund is the value of the freehold property, excluding redevelopment costs, owned by The Lady Florence Institute, the value of which is included within Tangible Fixed Assets. This asset is used by the group on an on-going basis for the charitable activities carried out.

The trustees created two designated reserves during the previous year. £100,000 towards future major maintenance issues for the 24 LFI rented dwellings, and £515,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

| Group                                    | Balance<br>1 September<br>2019<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2020<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 320,036                             | 934,028               | (467,084)        | (549,813)                          | 237,167                           |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | -                                   | -                     | -                | 100,000                            | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | -                                   | -                     | -                | 515,000                            | 515,000                           |
| Property fund                            | 1,483,081                           | -                     | -                | -                                  | 1,483,081                         |
|                                          | <u>1,483,081</u>                    | <u>-</u>              | <u>-</u>         | <u>615,000</u>                     | <u>2,098,081</u>                  |
| <b>Total unrestricted funds</b>          | <u>1,803,117</u>                    | <u>934,028</u>        | <u>(467,084)</u> | <u>65,187</u>                      | <u>2,335,248</u>                  |

Notes to the financial statements  
For the year ended 31 August 2021

11. Unrestricted funds (continued)

| Charity                                  | Balance<br>1 September<br>2020<br>£ | Movement in resources |                 | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2021<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|-----------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£   |                                    |                                   |
| <b>General fund</b>                      | 161,086                             | 461,580               | (47,993)        | (9,235)                            | 176,438                           |
| <b>Designated funds</b>                  |                                     |                       |                 |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | 100,000                             | -                     | -               | -                                  | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | 515,000                             | -                     | -               | -                                  | 515,000                           |
|                                          | 615,000                             | -                     | -               | -                                  | 615,000                           |
| <b>Total unrestricted funds</b>          | <b>776,086</b>                      | <b>461,580</b>        | <b>(47,993)</b> | <b>(40,235)</b>                    | <b>791,438</b>                    |

| Charity                                  | Balance<br>1 September<br>2019<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2020<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 303,748                             | 796,679               | (389,528)        | (549,813)                          | 161,086                           |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | -                                   | -                     | -                | 100,000                            | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | -                                   | -                     | -                | 515,000                            | 515,000                           |
|                                          | -                                   | -                     | -                | 615,000                            | 615,000                           |
| <b>Total unrestricted funds</b>          | <b>303,748</b>                      | <b>796,679</b>        | <b>(389,528)</b> | <b>65,187</b>                      | <b>776,086</b>                    |

**Notes to the financial statements**  
**For the year ended 31 August 2021**
**12. Restricted funds**

| Group                              | Balance<br>1 September<br>2020<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2021<br>£ |
|------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                    |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| Welfare fund                       | 1,019                               | -                     | (1,019)          | -                                  | -                                 |
| Winter night shelter -<br>Lewisham | 61,419                              | 98,483                | (159,902)        | -                                  | -                                 |
| Personal Transition<br>Service     | 4,909                               | 33,333                | (1,191)          | -                                  | 37,051                            |
| Staff costs                        | 26,472                              | 5,000                 | (31,472)         | -                                  | -                                 |
| Capital Project 2                  | 81,361                              | -                     | (43,861)         | (37,500)                           | -                                 |
| Senior Advice Worker<br>Salary     | -                                   | -                     | (24,116)         | 47,735                             | 23,619                            |
| Volunteer Coordinator              | 36,352                              | 3,000                 | (32,870)         | -                                  | 6,482                             |
| Gateway - Faith Clark              | -                                   | -                     | -                | -                                  | -                                 |
| National Lottery                   | 10,948                              | 129,815               | (153,893)        | -                                  | (13,130)                          |
| Corona Virus Appeal<br>Grant       | 28,612                              | -                     | (28,612)         | -                                  | -                                 |
| Upgrade Gateway                    | 10,430                              | -                     | (9,915)          | -                                  | 515                               |
| Employability – Linbury            | -                                   | 40,000                | (14,626)         | -                                  | 25,374                            |
| Employability – Pret               | -                                   | 27,788                | (15,585)         | -                                  | 12,203                            |
| FC Clarke Laptop                   | -                                   | 1,000                 | -                | (1,000)                            | -                                 |
| Head of Operations                 | -                                   | 15,000                | (5,791)          | -                                  | 9,209                             |
| Lewisham – Covid                   | -                                   | 936                   | (936)            | -                                  | -                                 |
| London Catalyst 2                  | -                                   | 1,500                 | (1,288)          | -                                  | 212                               |
| Wellbeing                          | -                                   | 2,000                 | (2,000)          | -                                  | -                                 |
| City Bridge Advice<br>Worker       | -                                   | 45,625                | (7,535)          | -                                  | 38,090                            |
| Community response<br>fund wave 3  | -                                   | 9,844                 | (9,844)          | -                                  | -                                 |
| Property<br>redevelopment          | 1,160,253                           | -                     | (20,000)         | -                                  | 1,140,253                         |
| <b>Total restricted funds</b>      | <b>1,421,775</b>                    | <b>413,324</b>        | <b>(564,457)</b> | <b>9,235</b>                       | <b>1,279,877</b>                  |

**Welfare Fund** – Funds to help individuals in crisis

**Nursery capital funding** – Building works in Deptford

**Winter Night shelter** – Providing emergency accommodation for vulnerable people

**Employability Co-ordinator** – Contribution to salary for Employability service

**Personal Transition Service** – Contribution to salary of Asset Coach

**Staff costs** – Contribution to salary of CEO and salary of fundraising officer

**Equipping shelters project** – Contribution to salary of resettlement worker

**Enterprise Development** – Completion of a feasibility study

**Capital Project 2** – costs of health and safety works

**Senior Advice Worker** – salary of Senior Advice Worker

**Digital Inclusion** – upgrade of office equipment

**Volunteer Co-Ordinator** – salary of Volunteer Co-Ordinator

**Gateway Faith Clark** – Upgrade of Gateway Equipment



## 12. Restricted funds (continued)

NS Post Covid 19 – running costs of guests and services

National Lottery – prevention of homelessness (Community Fund)

CV Appeal Grant – contribution costs of office equipment for guests

Upgrade Gateway – Health and Safety costs, recruitment of volunteers and expenses, cleaning services

Property redevelopment – The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

Transfers between funds represent:

Capital Project 2 – Capital expenditure on the building

Senior Advice Worker – Transfer in of balance incorrectly moved to unrestricted funds in 2020

| Group                                | Balance          |  | Movement in resources |                  | Transfers between funds | Balance          |
|--------------------------------------|------------------|--|-----------------------|------------------|-------------------------|------------------|
|                                      | 1 September 2019 |  | Incoming              | Outgoing         |                         | 31 August 2020   |
|                                      | £                |  | £                     | £                | £                       | £                |
| Welfare fund                         | 630              |  | 1,500                 | (1,111)          | -                       | 1,019            |
| Nursery capital funding              | 39,917           |  | (30,700)              | (9,217)          | -                       | -                |
| Winter night shelter - Lewisham      | 16,286           |  | 119,812               | (114,198)        | -                       | 21,900           |
| Winter night shelter – other funders | 61,259           |  | 20,000                | (35,486)         | (15,000)                | 30,773           |
| Employability Co-ordinator           | 5,609            |  | -                     | (7,180)          | 1,571                   | -                |
| Personal Transition Service          | 19,037           |  | -                     | (14,128)         | -                       | 4,909            |
| Staff costs                          | 11,472           |  | 40,000                | (25,000)         | -                       | 26,472           |
| Equipping Shelters Project           | 6,500            |  | 19,464                | (20,690)         | (5,274)                 | -                |
| Enterprise Development               | 120              |  |                       | (120)            | -                       | -                |
| Capital Project 2                    | -                |  | 120,000               | (38,639)         | -                       | 81,361           |
| Senior Advice Worker Salary          | -                |  | 89,835                | (31,717)         | (58,118)                | -                |
| Digital Inclusion                    | -                |  | 12,500                | (12,500)         | -                       | -                |
| Volunteer Coordinator                | -                |  | 25,628                | (4,276)          | 15,000                  | 36,352           |
| Gateway - Faith Clark                | -                |  | 5,000                 | (1,634)          | (3,366)                 | -                |
| Night Shelter - Post Covid-19        | -                |  | 129,627               | (120,881)        | -                       | 8,746            |
| National Lottery                     | -                |  | 154,987               | (144,039)        | -                       | 10,948           |
| Corona Virus Appeal Grant            | -                |  | 30,460                | (1,848)          | -                       | 28,612           |
| Upgrade Gateway                      | -                |  | 10,430                | -                | -                       | 10,430           |
| Property redevelopment               | 1,180,253        |  | -                     | (20,000)         | -                       | 1,160,253        |
| <b>Total restricted funds</b>        | <b>1,341,083</b> |  | <b>748,543</b>        | <b>(602,664)</b> | <b>(65,187)</b>         | <b>1,421,775</b> |

**Notes to the financial statements**  
**For the year ended 31 August 2021**
**12. Restricted funds (continued)**

| Charity                            | Balance             |                | Movement in resources |                  | Transfers<br>between<br>funds | Balance<br>31 August<br>2021 |
|------------------------------------|---------------------|----------------|-----------------------|------------------|-------------------------------|------------------------------|
|                                    | 1 September<br>2020 |                | Incoming              | Outgoing         |                               |                              |
|                                    | £                   |                | £                     | £                | £                             | £                            |
| Welfare fund                       | 1,019               | -              | -                     | (1,019)          | -                             | -                            |
| Winter night shelter -<br>Lewisham | 61,419              | 98,493         | 98,493                | (159,902)        | -                             | -                            |
| Personal Transition<br>Service     | 4,909               | 33,333         | 33,333                | (1,191)          | -                             | 37,051                       |
| Staff costs                        | 26,472              | 5,000          | 5,000                 | (31,472)         | -                             | -                            |
| Capital Project 2                  | 81,361              | -              | -                     | (43,861)         | (37,500)                      | -                            |
| Senior Advise Worker<br>Salary     | -                   | -              | -                     | (24,116)         | 47,735                        | 23,619                       |
| Volunteer Coordinator              | 36,352              | 3,000          | 3,000                 | (32,870)         | -                             | 6,482                        |
| Gateway - Faith Clark              | -                   | -              | -                     | -                | -                             | -                            |
| National Lottery                   | 10,948              | 129,815        | 129,815               | (153,893)        | -                             | (13,130)                     |
| Corona Virus Appeal<br>Grant       | 28,612              | -              | -                     | (28,612)         | -                             | -                            |
| Upgrade Gateway                    | 10,430              | -              | -                     | (9,915)          | -                             | 515                          |
| Employability – Linbury            | -                   | 40,000         | 40,000                | (14,626)         | -                             | 25,374                       |
| Employability – Pret               | -                   | 27,788         | 27,788                | (15,585)         | -                             | 12,203                       |
| FC Clarke Laptop                   | -                   | 1,000          | 1,000                 | -                | (1,000)                       | -                            |
| Head of Operations                 | -                   | 15,000         | 15,000                | (5,791)          | -                             | 9,209                        |
| Lewisham – Coivd                   | -                   | 936            | 936                   | (936)            | -                             | -                            |
| London Catalyst 2                  | -                   | 1,500          | 1,500                 | (1,288)          | -                             | 212                          |
| Wellbeing                          | -                   | 2,000          | 2,000                 | (2,000)          | -                             | -                            |
| City Bridge Advice<br>Worker       | -                   | 45,625         | 45,625                | (7,535)          | -                             | 38,090                       |
| Community response<br>fund wave 3  | -                   | 9,844          | 9,844                 | (9,844)          | -                             | -                            |
| <b>Total restricted funds</b>      | <b>261,552</b>      | <b>413,324</b> | <b>413,324</b>        | <b>(544,457)</b> | <b>9,235</b>                  | <b>139,624</b>               |

Notes to the financial statements  
For the year ended 31 August 2021

12. Restricted funds (continued)

| Charity                                 | Balance<br>1 September<br>2019<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2020<br>£ |
|-----------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                         |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| Welfare fund                            | 630                                 | 1,500                 | (1,111)          | -                                  | 1,019                             |
| Nursery capital funding                 | 39,917                              | (30,700)              | (9,217)          | -                                  | -                                 |
| Winter night shelter -<br>Lewisham      | 16,286                              | 119,812               | (114,198)        | -                                  | 21,900                            |
| Winter night shelter –<br>other funders | 61,259                              | 20,000                | (35,486)         | (15,000)                           | 30,773                            |
| Employability<br>Co-ordinator           | 5,609                               | -                     | (7,180)          | 1,571                              | -                                 |
| Personal Transition<br>Service          | 19,037                              | -                     | (14,128)         | -                                  | 4,909                             |
| Staff costs                             | 11,472                              | 40,000                | (25,000)         | -                                  | 26,472                            |
| Equipping Shelters<br>Project           | 6,500                               | 19,464                | (20,690)         | (5,274)                            | -                                 |
| Enterprise Development                  | 120                                 | -                     | (120)            | -                                  | -                                 |
| Capital Project 2                       | -                                   | 120,000               | (38,639)         | -                                  | 81,361                            |
| Senior Advise Worker<br>Salary          | -                                   | 89,835                | (31,717)         | (58,118)                           | -                                 |
| Digital Inclusion                       | -                                   | 12,500                | (12,500)         | -                                  | -                                 |
| Volunteer Coordinator                   | -                                   | 25,628                | (4,276)          | 15,000                             | 36,352                            |
| Gateway - Faith Clark                   | -                                   | 5,000                 | (1,634)          | (3,366)                            | -                                 |
| Night Shelter - Post<br>Covid-19        | -                                   | 129,627               | (120,881)        | -                                  | 8,746                             |
| National Lottery                        | -                                   | 154,987               | (144,039)        | -                                  | 10,948                            |
| Corona Virus Appeal<br>Grant            | -                                   | 30,460                | (1,848)          | -                                  | 28,612                            |
| Upgrade Gateway                         | -                                   | 10,430                | -                | -                                  | 10,430                            |
| <b>Total restricted funds</b>           | <b>160,830</b>                      | <b>748,543</b>        | <b>(582,664)</b> | <b>(65,187)</b>                    | <b>261,522</b>                    |

13. Commitments

The 999 Club and Lady Florence Trust had a no capital commitments of as at 31 August 2021 (2020: £Nil).



**14. Related party transactions**

The 999 Club and Lady Florence Trust has transactions with its wholly controlled subsidiary, the Lady Florence Institute, which have been eliminated on consolidation. These transactions are as follows.

The 999 Club and Lady Florence Trust received income from The Lady Florence Institute as follows:

- Donations to the 999 Club of £117,902 (2020: £112,000).

The 999 Club and Lady Florence Trust charged £30,000 (2020: £14,231) to The Lady Florence Institute in relation to staff recharge. In 2020 the 999 Club reimbursed The Lady Florence Institute £12,866 in relation to property maintenance paid for by The Lady Florence Institute. In 2021 no such transaction took place.

At 31 August 2021 there was £49,822 (2020: £48,207) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust. No guarantees have been given or received.

**15. Reconciliation of net income/(expenditure) to net cash flow from operating activities**

|                                                                                                         | 2021<br>£       | 2020<br>£      |
|---------------------------------------------------------------------------------------------------------|-----------------|----------------|
| <b>Net (expenditure)/income for the reporting period (as per the statement of financial activities)</b> | (132,941)       | 612,823        |
| Adjustments for:                                                                                        |                 |                |
| Depreciation charges                                                                                    | 37,473          | 37,948         |
| Decrease/(increase) in debtors                                                                          | 66,764          | (66,027)       |
| (Decrease)/increase in creditors                                                                        | (42,354)        | 63,363         |
| <b>Net cash (used in)/ provided by operating activities</b>                                             | <b>(71,059)</b> | <b>648,107</b> |

**16. Analysis of cash and cash equivalents**

|                                        | 2021<br>£      | 2020<br>£        |
|----------------------------------------|----------------|------------------|
| Cash in hand                           | 925,857        | 1,037,460        |
| <b>Total cash and cash equivalents</b> | <b>925,857</b> | <b>1,037,460</b> |

17. Comparative information

|                                                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2020<br>£ |
|--------------------------------------------------|----------------------------|--------------------------|--------------------|
| <b>Income from:</b>                              |                            |                          |                    |
| Donations and gifts                              | 668,421                    | 748,543                  | 1,416,964          |
| Other trading activities:                        |                            |                          |                    |
| Rental income                                    | 265,607                    | -                        | 265,607            |
| <b>Total income</b>                              | <b>934,028</b>             | <b>748,543</b>           | <b>1,682,571</b>   |
| <b>Expenditure on</b>                            |                            |                          |                    |
| Raising funds                                    | 117,585                    | -                        | 117,585            |
| Charitable activities                            | 349,499                    | 602,664                  | 952,163            |
| <b>Total expenditure</b>                         | <b>467,084</b>             | <b>602,664</b>           | <b>1,069,748</b>   |
| <b>Net (expenditure)/income<br/>for the year</b> | <b>466,944</b>             | <b>145,879</b>           | <b>612,823</b>     |
| Transfers between funds                          | 65,187                     | (65,187)                 | -                  |
| <b>Net income/(expenditure)<br/>for the year</b> | <b>532,131</b>             | <b>80,692</b>            | <b>612,823</b>     |
| <b>Balance brought forward 1 September 2019</b>  | <b>1,803,117</b>           | <b>1,341,083</b>         | <b>3,144,200</b>   |
| <b>Balance carried forward 31 August 2020</b>    | <b>2,335,248</b>           | <b>1,421,775</b>         | <b>3,757,023</b>   |

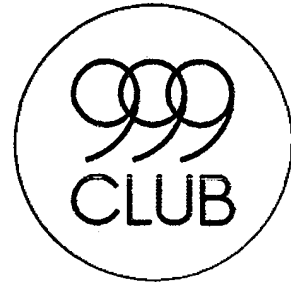
**THE 999 CLUB AND LADY FLORENCE TRUST**

England & Wales - Charity number 1091077

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# Accounts

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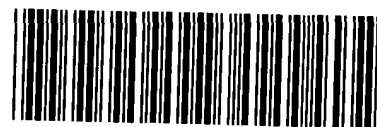
Making change count  
for homeless people

Company Registration No. 4238295 (England & Wales)  
Charity Registration No. 1091077

**The 999 Club and Lady Florence Trust**

**Trustees' report and financial statements  
For the year ended 31 August 2020**

MONDAY



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12/04/2021

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COMPANIES HOUSE

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|                                    |                                                                                                                                                                           |                                                               |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|
| <b>Trustees</b>                    | Gordon McCullough (Chair)<br>Toju Mayomi (Treasurer)<br>Tim Colman<br>Julie Greenwood<br>Andrew Neilson (resigned 18 June 2020 )<br>Jo Tanner<br>Manlio Battaglia Trovato |                                                               |
| <b>Secretary</b>                   | Tim Fallon (to 7 May 2020)<br>Paul Calland (Interim) (from 27 April 2020)                                                                                                 |                                                               |
| <b>Chief Executive</b>             | Tim Fallon (to 7 May 2020)<br>Paul Calland (Interim) (from 27 April 2020)                                                                                                 |                                                               |
| <b>Registered office</b>           | 21 Deptford Broadway<br>London<br>SE8 4PA                                                                                                                                 |                                                               |
| <b>Company registration number</b> | The 999 Club                                                                                                                                                              | 4238295                                                       |
| <b>Registered charity number</b>   | The 999 Club                                                                                                                                                              | 1091077                                                       |
|                                    | The Lady Florence Institute                                                                                                                                               | 312816                                                        |
| <b>Bankers</b>                     | The 999 Club                                                                                                                                                              | HSBC Bank Plc<br>85 Lewisham High Street<br>London<br>SE8 4RQ |
|                                    | The Lady Florence Institute                                                                                                                                               | Unity Trust Bank<br>PO Box 782<br>Orpington<br>BR6 1EN        |
| <b>Solicitors</b>                  | TV Edwards<br>35 Mile End Road<br>London<br>E1 4TP                                                                                                                        |                                                               |
| <b>Auditors</b>                    | Saffery Champness LLP<br>71 Queen Victoria Street<br>London<br>EC4V 4BE                                                                                                   |                                                               |

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I am delighted to share the Trustees' report and financial statements for the year 1 September 2019 to 31 August 2020.

Half way through this financial year, the world was struck with the Covid-19 pandemic and the 999 Club was forced to close down the Gateway Day Centre and Night Shelter under the national lockdown.

As part of the Government's 'Everyone In' initiative, our night shelter guests were moved into hotels and other temporary accommodation organised by the local authority, and we quickly adapted our services to support service users as best as possible.

We redeployed our night shelter staff to support people during the day, and we continued to provide services over the telephone, video calls and outdoors via socially distanced visits.

We quickly saw the needs of our service users change too. Many people were scared, lonely and isolated, so our team continued to check on service users regularly and arranged for them to access professional mental health support over the phone. Where we previously provided hot meals at the day centre, we started to provide supermarket gift vouchers and food parcels to ensure service users had access to food and toiletries.

We couldn't have adapted our work so quickly without the support of our funders, including trusts and foundations, individuals, companies and other organisations.

We received emergency funding from the London Community Response Fund to buy 70 mobile phones, tablets and internet access which enabled our service users to stay in contact with us remotely and access all the support they need. We also purchased food and toiletries to go into food parcels, and organised online training courses to help people continue improving their employment prospects and apply for jobs during this time.

Good Things Foundation also provided 10 tablets for our service users to access digital health support remotely and the team trained people on how to use them. Feedback on using tablets for this purpose has been really positive – especially from the over 50s.

Lloyds Foundation provided laptops for the team to transition to working from home, and StatusCake supplied 5 printers and monitors.

I would like to thank the Mayor of Lewisham, Damien Egan for choosing the 999 Club to be his charity of the year for the third year running, and to Goldsmith College for signing a 5 year partnership agreement with us this year.

Other funders provided urgent unrestricted funding, and added flexibility to restricted grants to help us best meet the needs of our service users. Thank you to our funders for your generosity and support during this time.

We reopened the Gateway Day Centre in October 2020, operating in a socially distanced and Covid-secure manner, but regrettably the night shelter will be closed for the foreseeable future as it cannot safely host 25-30 people in the same room during this pandemic.

**Report of the Chair of the Board  
For the year ended 31 August 2020**

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We had to make the tough decision to make our night shelter staff redundant, which was a huge loss to the 999 Club. Our night shelter team has provided an essential service for the most vulnerable people in Lewisham for many years and it was with a heavy heart that we said goodbye.

We're now exploring how we can redevelop our night shelter building to provide a safe and alternative emergency accommodation service. We are awaiting recommendations from a team of consultants who have appraised the building, and we expect to begin renovating the space in 2021.

With the night shelter and day centre closed for half of this financial year the number of people we have seen has been lower than previous years, but we have been able to build deeper relationships and provide more in-depth and personalised support to our service users, which has always been our priority for the 999 Club.

Since we reopened the day centre 16 of our previous volunteers have returned to help, and we've been joined by 11 new volunteers. I would like to say a big thank you to our volunteers for helping us to run the day centre so smoothly and inline with new social distancing rules.

We were thrilled to be awarded Homelessness Charity of the Year 2020 – London by UK Enterprise Awards this year.

We have also received an extraordinarily generous amount of pro-bono support from ThirdEye Consulting with setting up the Salesforce database to help us further improve our fundraising planning.

I am sincerely proud of the 999 Club team and the way they have adapted so quickly to help some of the most vulnerable people in our community during the pandemic.



**Gordon McCullough  
Chair of Trustees**

March 2021

**Report of the Trustees  
For the year ended 31 August 2020**

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The trustees, who are also the directors of the charity for the purposes of Company Law, present their report together with the consolidated financial statements for the charities for the year ended 31 August 2020. The financial statements have been prepared in accordance with the accounting policies set out on pages 18 - 19 and comply with the charity's constitution and applicable law.

**Objects and Activities**

The objects of the 999 Club and Lady Florence Trust are:

- The relief of poverty by the provision of an advice and counselling service.
- The advancement of education and the provision of facilities for recreation and other leisure-time occupation for people who have need of such facilities of their youth, age, infirmity and/or disablement, poverty or social and economic circumstances with the object of improving their conditions of life.

To achieve those objects the 999 Club and Lady Florence Trust works with homeless people and the vulnerably housed by providing a range of services, including financial advice and advocacy, support with rehousing and tenancy sustainment, employment and education, and support to access healthcare. It does this through the Gateway Day Centre, which is open Monday to Friday in the London Borough of Lewisham.

As the sole corporate trustee of the Lady Florence Institute, the 999 Club provides administrative support for that charity as well as management of its freehold property and assets.

The 2011 Charities Act requires all charities to meet the legal requirements that its aims are for the public benefits, taking into account the 2010 Equality Act. The Charity Commission in its "Charities and Public Benefit" Guidance states that there are two key principles to be met in order to show that an organisation's aims are for the public benefit: the benefit must be identifiable; the benefit must be to the public in general or a section of the public.

The Council of Management which equates to the Board of Trustees (and is henceforth referred to as such) confirm they have regard to the Charity Commission's guidance on public benefit and consider each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011. They are satisfied that the 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity meeting all elements of the two key principles.

**Organisational objectives**

The 999 Club began the financial year with the following organisational objectives:

- To provide personalised and in-depth support to people experiencing homelessness, recognising that given our limited resources the greater the number of individuals the less personalised and in-depth is the support we can provide.
  - The support given is to include a range of elements, including advice and advocacy to secure suitable housing and to resolve some of the problems clients face, plus a variety of activities to improve life skills and employability and, in the process, reduce isolation.
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**Report of the Trustees  
For the year ended 31 August 2020**

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- To consider developing core specialisms within: advice and advocacy in housing and benefits, migrants and employment, and women.
- To create an inclusive culture for service users in which they have a voice and tell us what works best for them.
- To deepen partnerships with other organisations in Lewisham.
- To ensure professional standards the organisation has achieved and maintained the 'Advice Quality Standard' (AQS) and the 'Trusted Charity' standard (previously PQASSO).

The Board also agreed to work on the following themes:

- Improvements to the building/building redesign
- Implementation of a new Night Shelter model
- Improved volunteer management
- A greater focus on supporting people into sustainable housing including a tenancy sustainment programme
- A greater focus on preventing homelessness.

**Covid-19 pandemic**

The impact of the Covid-19 pandemic, which struck in March 2020 and continued throughout the rest of the financial year and beyond, meant the 999 Club needed to adapt some of its services and re-focus priorities.

In line with guidance from Government and Public Health England, both the Gateway Day Centre and the Night Shelter were closed in March. All night shelter guests were moved into temporary accommodation organised by the local authority, and staff continued to support people over the telephone, video calls and via socially distanced outdoor visits.

The Day Centre reopened in a safe and socially distanced manner in October to offer one-to-one appointments, but the night shelter unfortunately had to be closed for the foreseeable future because of the risk of spreading the virus. Night shelter funding granted from Lewisham Borough Council was instead reallocated to fund two floating support workers to support clients staying in temporary accommodation.

The 999 Club also began work with a team of consultants to conduct a feasibility study to consider alternative options available for the night shelter building, that best meet the needs of the people who require emergency accommodation. We expect to receive the review by January 2021 to the review our options.

**Report of the Trustees  
For the year ended 31 August 2020**

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**Achievements and performance**

These are the activities undertaken to further the charity's purposes for the public benefit. They are undertaken with regard to the Charity Commission's guidance on public benefit.

We provided a total of 331 people experiencing homelessness with personalised, in-depth support, covering a range of elements. This involved:

- Supporting 174 people with housing, including:
  - Successfully rehousing 60 people in privately rented housing
  - Supporting 29 people to find temporary accommodation
  - Helping 14 people into supported accommodation where they received support with extra needs such as addiction or mental health problems.
  - Preventing 2 evictions
  - Referring 77 people to other organisations to adequately meet their needs including Street Link, Single Homeless Intervention Project (SHIP) or housing providers.
- Helping 126 people with their finances, through:
  - Helping 85 people to apply for benefits, Personal Independence Payments or support grants
  - Supporting 9 people to appeal adverse benefit hearings
  - Helping 14 people with debt advice, budgeting and bank issues.
- Assisting 21 people with employment support, including help to prepare a CV, searching for jobs, finding volunteering opportunities and accessing training courses.
- Supporting 68 people to access healthcare, including helping 21 people to access a mental health service, and 20 people to access our digital health project where we supply clients with tablets and train them to access digital health support remotely.

Our project workers developed specialisms in particular areas, with staff members dedicated to supporting clients with: rehousing and homelessness prevention, financial advice and support, employability, health and wellbeing, and digital support.

To explore how we can create a more inclusive culture for service users and ensure they have a voice, we began discussions with the co-production lead at Lewisham Borough Council. As part of this, we have encouraged service users to become involved in planning our services and taking part in the running of the organisation. We encourage former service users to volunteer with us, and we invited service users to sit on interview panels for project specific roles.

We continued to deepen partnerships with other organisations in Lewisham, working closely with: the London Borough of Lewisham, Lewisham Safeguarding Adults Board, Jericho Road Project, Refuge Athena Service, Thames Reach, Bench Outreach, St Mungo's, Crisis, Proxy Address Pilot, Housing Justice and Samaritans.

This year we started making health and safety upgrades to our day centre building with funding from the Band Trust, and we are working towards renewing our 'Trusted Charity' standard (previously PQASSO).

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**Report of the Trustees**  
**For the year ended 31 August 2020**

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**Volunteers**

Our work is supported by a team of dedicated, local volunteers, and this year we received funding to recruit a Volunteer Coordinator to further develop our volunteer programme, including recruiting, training and supervising our volunteer pool.

Throughout the year a total of 153 people volunteered with the 999 Club. Volunteers have been essential in ensuring the smooth running of our Covid-compliant day centre, helping to cover the reception area, where they greet clients and take their temperatures, provide face masks and hand sanitiser, take initial assessments and details for track and trace, and make one-to-one appointments with staff members for help with particular needs. They provide people with a hot drink upon arrival, and distribute food parcels, donated clothes or household items, and also help to organise incoming donations and answer telephone enquiries from clients.

16 corporate volunteers from Hochtief-Murphy Joint Venture (HMJV) also volunteered over a two-week period to repaint part of the 999 Club's premises, creating a new office space for us work in.

**Future plans**

Over the coming year, the 999 Club plans to publish a new organisational strategy to guide our work. We will be receiving recommendations from our feasibility study on the future of the night shelter building and begin work to refurbish the space to offer safe, alternative emergency accommodation.

After receiving additional funding this year, we will be recruiting for an additional Employability Advisor to assist clients with working towards securing employment, and a Senior Advice Worker to support clients with finances and benefits. We will also be recruiting for permanent Chief Executive and Head of Operations roles to take over from our interim appointments.

Next year we aim to achieve the following outcomes for our service users:

- **Housing for 370 people a year** – this includes finding urgent housing for people who are homeless and rehousing people in precarious accommodation
- **Help 200 people to stay in their homes** – we will help people who have previously been or are at risk of becoming homeless to stay in their homes
- **Improved employment prospects for 100 people a year** – we will help homeless people get qualifications, re-train or secure employment
- **Increased wellbeing and health for 200 people a year** – for example we provide an appointment service with a mental health nurse and help people register with GPs
- **Increased feeling of self-worth for 900 people a year** – being treated as a human being is often the most valuable part of recovery for homeless people.

We will continue to work towards:

**Sustainability** – once we have helped people to find permanent accommodation, we will support them in their new home for as long as they need it so that they remain in the accommodation and do not become homeless again.

**Long-term systemic changes to clients' lives** – we will guide and direct clients to appropriate services within the 999 Club and through our external partners, to empower clients to take control of their lives

**Report of the Trustees  
For the year ended 31 August 2020**

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again, e.g. giving up alcohol or drugs, finding sustainable employment, breaking entrenched cycles of low self-esteem and homelessness.

**Eradication of homelessness** - we will continue to work in close conjunction with Lewisham Borough Council and other homelessness organisations like St Mungo's to end all rough sleeping in our borough and to bring people back from the brink of social exclusion.

**Financial review**

A significant source of funding has been the Lady Florence Institute which made a donation of £112,000 during the year in support of the work of the 999 Club. Other financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 15. There was a surplus for the year of £612,823 (2019: £144,710) of which a surplus of £532,131 (2019: £125,572) relates to unrestricted funds. When the surplus is added to the funds brought forward of £3,144,200 this leaves a figure of £3,757,023 for total funds carried forward at 31 August 2020.

**Remuneration Policy**

The 999 Club believes it is important to attract staff of high calibre with strong professional standards in order to provide its service users with a good quality service that will support them in achieving sustainable move-on. We aim to ensure that salaries are at market levels. We operate a policy that the highest paid employee should not earn more than three times the salary of the lowest paid employee. No employee is paid more than £60,000. This statement has been drawn up in line with the recommendations of the Report of the Inquiry into Charity Senior Executive Pay (published April 2014).

**Reserves policy**

It is the trustees' desire to maintain unrestricted funds, being the free reserves of the charity, at a level which equates to between approximately six to nine months expenditure. At this level the trustees feel comfortable that they can continue the current activities of the charity in the event of a significant drop in funding.

The Trustees have designated the value of the property held in unrestricted funds into a separate fund to ensure that the free reserves available for the day to day running of the charity are easily identifiable.

The unrestricted reserves of the charity at 31 August 2020, after removing designated funds, amount to £237,167 (2019: £320,036). This represents approximately 6 months unrestricted expenditure. This is monitored and reviewed on a regular basis. It remains the Trustees' objective to maintain free reserves between the equivalent of to six to nine months unrestricted expenditure.

The trustees have created two designated reserves utilising those unrestricted in excess of six months expenditure. £100,000 towards future major maintenance issues for the 24 LFI rented dwellings, and £515,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

**Investment policy**

In light of the unrestricted reserves the treasury management should review the policy of keeping liquid funds in short term deposits that can be accessed readily.

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### Risk management

The Trustees are responsible for the management of the risks faced by the 999 Club and Lady Florence Trust. Detailed considerations of risk are handled by the Trustees in their meetings. In addition, the Chief Executive and Senior Management Team consider the Risk Register on a regular basis. Risks are identified and assessed throughout the year and controls are established to manage the risks. A formal review of the 999 Club and Lady Florence Trust's risk management processes is undertaken each year.

The key controls used are:

- Formal agendas and minutes for Trustee meetings (held 4-6 times a year)
- Regular management accounts and cash flow statements
- Development of formal written policies, including authority limits

Through the risk management processes established by the 999 Club and Lady Florence Trust, the Trustees are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately identified.

### Fundraising

The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities.

Additional guidance and information is sought from the Institute of Fundraising in order to inform best practice. The 999 Club is compliant with the General Data Protection Regulation (EU) 2016/679 and will only contact prospective and existing supporters in line with its Privacy Policy and Data Protection Statement which can be viewed in full at <https://999club.org/fundraising/fundraising-regulation>.

The 999 Club recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

### Related parties

The 999 Club and Lady Florence Trust is the sole corporate trustee of the Lady Florence Institute (Registered Charity 312816) which holds the freehold of the property at 21 Deptford Broadway and Lady Florence Courtyard. The Lady Florence Institute has made a donation to the 999 Club and Lady Florence Trust this year. This level of support will continue into the future.

**Report of the Trustees  
For the year ended 31 August 2020**

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**Structure, Governance and Management**

The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

We recruit trustees with expertise relevant to the needs of the charity. Trustees are recruited by open advert, non-executive search or recommendation, and confirmed and elected by fellow Trustees. Following election to the board trustees undergo a full induction. The trustees' role is that of governance and strategy for the organisation.

The board of the 999 Club is the sole corporate trustee of the Lady Florence Institute whose objects are set out in a separate document. The 999 Club and Lady Florence Trust's objects are in line with those objects. The accounts of the two organisations are therefore consolidated.

**Trustees' responsibilities**

The trustees (who are also directors of the 999 Club and Lady Florence Trust 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).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the 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 accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity 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;
  - the trustees have taken all steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
-

**Report of the Trustees  
For the year ended 31 August 2020**

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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.

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the trustees



Gordon McCullough  
**Chair of Trustees**

18 March 2021

### Opinion

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2020 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement 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 affairs of the group and the parent charitable company as at 31 August 2020 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### Basis for opinion

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

### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

### 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.

**Independent auditors' report to the members (continued)**  
**For the year ended 31 August 2020**

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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 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.

**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' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- the group or parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

**Responsibilities of trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

**Independent auditors' report to the members (continued)**  
**For the year ended 31 August 2020**

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

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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with that Act.

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.

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](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

**Use of our report**

This report is made solely to the charitable company's members and the trustees, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company, the charitable company's members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turtington (Senior Statutory Auditor)

For and on behalf of  
**Saffery Champness LLP**  
Chartered Accountants  
Statutory Auditors

71 Queen Victoria Street  
London  
EC4V 4BE

8 April 2021

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

**Consolidated statement of financial activities (incorporating an income and expenditure account)**  
**For the year ended 31 August 2020**

|                                                   | Notes | Unrestricted funds<br>£ | Restricted funds<br>£ | Total<br>2020<br>£ | Total<br>2019<br>£ |
|---------------------------------------------------|-------|-------------------------|-----------------------|--------------------|--------------------|
| <b>Income from:</b>                               |       |                         |                       |                    |                    |
| Donations, grants and fundraised income           |       | 668,421                 | 748,543               | 1,416,964          | 820,377            |
| Other trading activities:                         |       |                         |                       |                    |                    |
| Rental income                                     |       | 265,607                 | -                     | 265,607            | 254,725            |
| <b>Total income</b>                               |       | <u>934,028</u>          | <u>748,543</u>        | <u>1,682,571</u>   | <u>1,075,103</u>   |
| <b>Expenditure on</b>                             |       |                         |                       |                    |                    |
| Raising funds                                     | 2     | 117,585                 | -                     | 117,585            | 77,083             |
| Charitable activities                             | 3     | 349,499                 | 602,664               | 952,163            | 853,310            |
| <b>Total expenditure</b>                          |       | <u>467,084</u>          | <u>602,664</u>        | <u>1,069,748</u>   | <u>930,393</u>     |
| <b>Net income/(expenditure) for the year</b>      |       | 466,944                 | 145,879               | 612,823            | 144,710            |
| Transfers between funds                           |       | 65,187                  | (65,187)              | -                  | -                  |
| <b>Net income/(expenditure) for the year</b>      | 6     | <u>532,131</u>          | <u>80,692</u>         | <u>612,823</u>     | <u>144,710</u>     |
| Balances brought forward at 31 August 2019        |       | 1,803,117               | 1,341,083             | 3,144,200          | 2,999,490          |
| <b>Balances carried forward at 31 August 2020</b> | 11/12 | <u>2,335,248</u>        | <u>1,421,775</u>      | <u>3,757,023</u>   | <u>3,144,200</u>   |

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 18 to 32 form part of these financial statements.

# Balance Sheets As at 31 August 2020

|                                                       |       | Group            |                  | Charity          |                 |
|-------------------------------------------------------|-------|------------------|------------------|------------------|-----------------|
|                                                       | Notes | 2020<br>£        | 2019<br>£        | 2020<br>£        | 2019<br>£       |
| <b>Fixed assets</b>                                   |       |                  |                  |                  |                 |
| Tangible fixed assets                                 | 7     | 2,720,621        | 2,740,007        | 77,287           | 76,673          |
| <b>Current assets</b>                                 |       |                  |                  |                  |                 |
| Debtors                                               | 8     | 161,354          | 95,327           | 167,094          | 100,161         |
| Cash at bank and in hand                              |       | 1,037,460        | 407,915          | 941,751          | 375,994         |
|                                                       |       | <u>1,198,814</u> | <u>503,242</u>   | <u>1,108,845</u> | <u>476,155</u>  |
| <b>Creditors: amounts falling due within one year</b> | 9     | <u>(162,412)</u> | <u>(99,049)</u>  | <u>(148,524)</u> | <u>(88,250)</u> |
| <b>Net current assets</b>                             |       | <u>1,036,402</u> | <u>404,193</u>   | <u>960,321</u>   | <u>387,905</u>  |
| <b>Total assets less current liabilities</b>          |       | <u>3,757,023</u> | <u>3,144,200</u> | <u>1,037,608</u> | <u>464,578</u>  |
| <b>Net assets</b>                                     |       | <u>3,757,023</u> | <u>3,144,200</u> | <u>1,037,608</u> | <u>464,578</u>  |
| <b>Funds</b>                                          |       |                  |                  |                  |                 |
| Unrestricted funds                                    |       |                  |                  |                  |                 |
| General funds                                         |       | 237,167          | 320,036          | 161,086          | 303,748         |
| Designated funds                                      |       | <u>2,098,081</u> | <u>1,483,081</u> | <u>615,000</u>   | <u>-</u>        |
|                                                       | 11    | <u>2,335,248</u> | <u>1,803,117</u> | <u>776,086</u>   | <u>303,748</u>  |
| Restricted                                            | 12    | <u>1,421,775</u> | <u>1,341,083</u> | <u>261,522</u>   | <u>160,830</u>  |
|                                                       |       | <u>3,757,023</u> | <u>3,144,200</u> | <u>1,037,608</u> | <u>464,578</u>  |

The notes on pages 18 to 32 form part of these financial statements.

A separate Statement of Financial Activities for the Charity alone is not produced as permitted by Section 408 of the Companies Act 2006. The Charity's net movement in funds for the year was a surplus of £583,048 (2019: £143,919).

Approved by the Board of Trustees on 18 March 2021 and signed on its behalf by



Gordon McCullough  
Chair  
Company Number 4238295 (England & Wales)

**Consolidated cash flow statement  
For the year ended 31 August 2020**



|                                                                     | Note      | 2020<br>£        | 2019<br>£      |
|---------------------------------------------------------------------|-----------|------------------|----------------|
| <b>Net cash provided by operating activities</b>                    | <b>15</b> | 648,107          | 163,402        |
| <b>Cash flows from investing activities:</b>                        |           |                  |                |
| Purchase of tangible fixed assets                                   |           | (18,562)         | (34,389)       |
| <b>Net cash provided by/(used in) investing activities</b>          |           | (18,562)         | (34,389)       |
| <b>Cash flows from financing activities:</b>                        |           |                  |                |
| Repayments of borrowing                                             |           | -                | (15,174)       |
| Cash inflows from new borrowing                                     |           | -                | -              |
| <b>Net cash provided by (used in) financing activities</b>          |           | -                | (15,174)       |
| <b>Net movement in cash and cash equivalents</b>                    |           | <b>629,545</b>   | <b>113,839</b> |
| Cash and cash equivalents at the beginning of the reporting period  |           | 409,915          | 294,076        |
| <b>Cash and cash equivalents at the end of the reporting period</b> | <b>16</b> | <b>1,037,460</b> | <b>407,915</b> |

The notes on pages 18 to 32 form part of these financial statements.

**Notes to the financial statements  
For the year ended 31 August 2020**

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**1. Accounting policies**

**1.1 Basis of preparation**

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

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

The Charity constitutes a public benefit entity as defined by FRS 102.

**1.2 Going concern**

In March 2020 the World Health Organisation declared the outbreak of the Covid 19 virus to be a global pandemic. The government took steps to both "lockdown" retail businesses and required the general public to stay at home. They also took steps to remove all "rough sleepers" from the streets. The day to day activities of the charity have been impacted as the building has been closed since 24th March 2020 and it has been implementing new ways of supporting its beneficiaries.

To date the impact on the charity's ability to generate revenue has not been significant as rents have been paid and we have continued to receive money from local authorities and major funders. The Trustees have produced revised budgets and have taken action to control costs.

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

**1.3 Consolidated financial statements**

The Charity has consolidated its wholly owned subsidiary The Lady Florence Institute in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities". A separate Statement of Financial Activities, or income and expenditure account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by the Companies Act 2006.

**1.4 Company status**

The charity is a company limited by guarantee. The members of the company are the trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

**1.5 Donations and legacies**

All donation income is included in the Statement of Financial Activities in the year in which it is received unless it is restricted income and has been received specifically in respect of expenditure to be incurred in a future accounting period in which case it is deferred.

**1.6 Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

**Notes to the financial statements**  
**For the year ended 31 August 2020**

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**1.7 Fundraising costs**

All expenses relating to fundraising and publicity are charged to this heading.

**1.8 Governance costs**

These costs relate to the governance of the organisation. They include expenses of trustees' meetings, and audit fees.

**1.9 Tangible fixed assets and depreciation**

Freehold buildings are depreciated at 1% per annum. Deptford extension costs are depreciated over 10 years. Other capitalised refurbishment costs are depreciated over the length of the lease. Furniture, equipment and minibuses are depreciated over 5 to 7 years.

There is a capitalisation limit of £500, below which assets are not capitalised.

**1.10 Funds**

Restricted funds: These balances represent voluntary income or grants which have been received for the purposes set out in Note 12. The application of these funds is restricted by the expressed wishes of the donor or the terms of the grant.

Unrestricted funds: These balances represent funds that can be used for any of the charity's purposes.

Designated funds: These represent the unrestricted elements of the charities' freehold property

**1.11 Pension Scheme**

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

**1.12 Financial instruments**

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

**1.13 Critical accounting judgements and key sources of estimation uncertainty**

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

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt.

## 2. Expenditure on raising funds

|                 | 2020               |                  | 2020           | 2019          |
|-----------------|--------------------|------------------|----------------|---------------|
|                 | Unrestricted funds | Restricted funds | Total funds    | Total funds   |
|                 | £                  | £                | £              | £             |
| Staff costs     | 95,866             | -                | 95,866         | 39,164        |
| Temporary staff | -                  | -                | -              | 16,975        |
| Direct costs    | 12,267             | -                | 12,267         | 11,598        |
| Centre costs    | 7,402              | -                | 7,402          | 6,823         |
| Support costs   | 2,050              | -                | 2,050          | 2,523         |
|                 | <u>117,585</u>     | <u>-</u>         | <u>117,585</u> | <u>77,083</u> |

## 3. Charitable activities

|                               | 2020               |                  | 2020           | 2019           |
|-------------------------------|--------------------|------------------|----------------|----------------|
|                               | Unrestricted funds | Restricted funds | Total funds    | Total funds    |
|                               | £                  | £                | £              | £              |
| Staff costs                   | 85,062             | 427,187          | 512,249        | 471,192        |
| Centre costs                  | 140,633            | 74,663           | 215,296        | 156,753        |
| Depreciation                  | 8,731              | 29,217           | 37,948         | 35,005         |
| Project costs                 | 1,536              | 49,825           | 51,361         | 81,497         |
| Miscellaneous costs           | 39,067             | 1,843            | 40,910         | 17,146         |
| Support costs                 | 58,780             | 19,929           | 78,709         | 76,557         |
| Governance costs (see note 4) | 15,690             | -                | 15,690         | 15,160         |
|                               | <u>349,499</u>     | <u>602,664</u>   | <u>952,163</u> | <u>853,310</u> |

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.



4. Governance costs

|                             | 2020               |                  | 2020          | 2019          |
|-----------------------------|--------------------|------------------|---------------|---------------|
|                             | Unrestricted funds | Restricted funds | Total funds   | Total funds   |
|                             | £                  | £                | £             | £             |
| Bank charges                | 1,230              | -                | 1,230         | 1,555         |
| Legal and professional fees | 2,220              | -                | 2,220         | 1,010         |
| Audit                       | 12,240             | -                | 12,240        | 12,150        |
| Away Day                    | -                  | -                | -             | 445           |
|                             | <u>15,690</u>      | <u>-</u>         | <u>15,690</u> | <u>15,160</u> |

5. Staff costs

|                              | 2020           | 2019           |
|------------------------------|----------------|----------------|
|                              | £              | £              |
| Wages and salaries           | 512,062        | 450,193        |
| Employers National Insurance | 44,981         | 39,551         |
| Pension costs                | 9,354          | 9,049          |
| Recruitment costs            | <u>42,718</u>  | <u>11,563</u>  |
|                              | <u>609,115</u> | <u>510,356</u> |

No trustees were reimbursed for expenses (2019: nil). No trustees received any remuneration in either year. In 2019 donations received from trustees totalled £nil (2019: £nil).

No member of staff was paid more than £60,000 in either year. The aggregate amount paid to key management personnel in the year was £192,924 (2019: £188,029).

The average number of staff employed by the charities in the year ended 31 August 2020 was 18 (2019: 16).

6. Net income/(expenditure)

Net income/(expenditure) for the year is stated after charging:

|                       | 2020          | 2019          |
|-----------------------|---------------|---------------|
|                       | £             | £             |
| Auditors remuneration | 12,240        | 12,150        |
| Depreciation          | <u>37,948</u> | <u>35,005</u> |

**Notes to the financial statements**  
**For the year ended 31 August 2020**
**7. Fixed assets**

| <b>Group</b>                | <b>Freehold<br/>land and<br/>buildings<br/>£</b> | <b>Refurbishment<br/>of centres<br/>£</b> | <b>Furniture<br/>and<br/>equipment<br/>£</b> | <b>Total<br/>£</b> |
|-----------------------------|--------------------------------------------------|-------------------------------------------|----------------------------------------------|--------------------|
| <b>Cost</b>                 |                                                  |                                           |                                              |                    |
| As at 31 August 2019        | 3,000,000                                        | 322,724                                   | 69,614                                       | 3,392,338          |
| Additions                   | -                                                | -                                         | 18,562                                       | 18,562             |
| Disposals                   | -                                                | -                                         | -                                            | -                  |
| <b>As at 31 August 2020</b> | <b>3,000,000</b>                                 | <b>322,724</b>                            | <b>88,176</b>                                | <b>3,410,900</b>   |
| <b>Depreciation</b>         |                                                  |                                           |                                              |                    |
| As at 31 August 2019        | 336,666                                          | 276,724                                   | 38,941                                       | 652,331            |
| Charge for year             | 20,000                                           | 9,874                                     | 8,074                                        | 37,948             |
| <b>As at 31 August 2020</b> | <b>356,666</b>                                   | <b>286,598</b>                            | <b>47,015</b>                                | <b>690,279</b>     |
| <b>Net book value</b>       |                                                  |                                           |                                              |                    |
| As at 31 August 2020        | 2,643,334                                        | 36,126                                    | 41,161                                       | 2,720,621          |
| As at 31 August 2019        | 2,663,334                                        | 46,001                                    | 30,673                                       | 2,740,007          |

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors as they were brought into use for the first time.

The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258.

**Notes to the financial statements**  
**For the year ended 31 August 2020**

**7. Fixed asset (continued)**

| Charity                | Refurbishment<br>of centres | Furniture<br>and<br>equipment | Total   |
|------------------------|-----------------------------|-------------------------------|---------|
|                        | £                           | £                             | £       |
| <b>Cost</b>            |                             |                               |         |
| As at 31 August 2019   | 322,724                     | 69,614                        | 392,338 |
| Additions              | -                           | 18,562                        | 18,562  |
| Disposals              | -                           | -                             | -       |
| As at 31 August 2020   | 322,724                     | 88,176                        | 410,900 |
| <b>Depreciation</b>    |                             |                               |         |
| As at 31 August 2019   | 276,724                     | 38,941                        | 315,665 |
| Charge for year        | 9,874                       | 8,074                         | 17,948  |
| Eliminated on disposal | -                           | -                             | -       |
| As at 31 August 2020   | 286,598                     | 47,015                        | 333,613 |
| <b>Net book value</b>  |                             |                               |         |
| As at 31 August 2020   | 36,126                      | 41,161                        | 77,287  |
| As at 31 August 2019   | 46,001                      | 30,673                        | 76,673  |

**8. Debtors**

|                                 | Group   |        | Charity |         |
|---------------------------------|---------|--------|---------|---------|
|                                 | 2020    | 2019   | 2020    | 2019    |
|                                 | £       | £      | £       | £       |
| Trade debtors                   | 95,123  | 22,330 | 62,926  | -       |
| Prepayments and accrued income  | 55,961  | 63,397 | 55,961  | 69,089  |
| Other debtors                   | 10,270  | 9,600  | -       | -       |
| Owed by Lady Florence Institute | -       | -      | 48,207  | 31,072  |
|                                 | 161,354 | 95,327 | 167,094 | 100,161 |

**9. Creditors: Amounts falling due within one year**

|                              | Group   |        | Charity |        |
|------------------------------|---------|--------|---------|--------|
|                              | 2020    | 2019   | 2020    | 2019   |
|                              | £       | £      | £       | £      |
| Trade creditors              | 55,520  | 41,319 | 53,870  | 41,319 |
| Accruals and deferred income | 27,028  | 41,481 | 14,790  | 30,682 |
| Tax and Social Security      | 44,823  | 12,121 | 44,823  | 12,121 |
| Other creditors              | 35,041  | 4,128  | 35,041  | 4,128  |
|                              | 162,412 | 99,049 | 148,524 | 88,250 |

**Notes to the financial statements**  
**For the year ended 31 August 2020**

**10. Analysis of net assets between funds**

| <b>Group</b>          | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b>   | <b>Restricted<br/>£</b> | <b>2020<br/>Total<br/>£</b> |
|-----------------------|---------------------------|---------------------------|-------------------------|-----------------------------|
| Tangible fixed assets | 41,161                    | 1,483,081                 | 1,196,379               | 2,720,621                   |
| Net current assets    | 196,006                   | 615,000                   | 225,396                 | 1,036,402                   |
| <b>Net assets</b>     | <b>237,167</b>            | <b>2,098,081</b>          | <b>1,421,775</b>        | <b>3,757,023</b>            |
| <b>Group</b>          | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b>   | <b>Restricted<br/>£</b> | <b>2019<br/>Total<br/>£</b> |
| Tangible fixed assets | 36,756                    | 1,483,081                 | 1,220,170               | 2,740,007                   |
| Net current assets    | 283,280                   | -                         | 120,913                 | 404,193                     |
| <b>Net assets</b>     | <b>320,036</b>            | <b>1,483,081</b>          | <b>1,134,083</b>        | <b>3,144,200</b>            |
| <b>Charity</b>        | <b>Unrestricted<br/>£</b> | <b>Designated<br/>£</b>   | <b>Restricted<br/>£</b> | <b>2020<br/>Total<br/>£</b> |
| Tangible fixed assets | 41,161                    | -                         | 36,126                  | 77,287                      |
| Net current assets    | 119,925                   | 615,000                   | 225,396                 | 960,321                     |
| <b>Net assets</b>     | <b>161,086</b>            | <b>615,000</b>            | <b>261,522</b>          | <b>1,037,608</b>            |
| <b>Charity</b>        |                           | <b>Unrestricted<br/>£</b> | <b>Restricted<br/>£</b> | <b>2019<br/>Total<br/>£</b> |
| Tangible fixed assets |                           | 36,756                    | 39,917                  | 76,673                      |
| Net current assets    |                           | 266,992                   | 120,913                 | 387,905                     |
| <b>Net assets</b>     |                           | <b>303,748</b>            | <b>160,830</b>          | <b>464,578</b>              |

**Notes to the financial statements**  
**For the year ended 31 August 2020**

**11. Unrestricted funds**

| Group                                    | Balance<br>1 September<br>2019<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2020<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                      | 320,036                             | 934,028               | (467,084)        | (549,813)                          | 237,167                           |
| <b>Designated funds</b>                  |                                     |                       |                  |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | -                                   | -                     | -                | 100,000                            | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | -                                   | -                     | -                | 515,000                            | 515,000                           |
| Property fund                            | 1,483,081                           | -                     | -                | -                                  | 1,483,081                         |
|                                          | <u>1,483,081</u>                    | <u>-</u>              | <u>-</u>         | <u>615,000</u>                     | <u>2,098,081</u>                  |
| <b>Total funds</b>                       | <u>1,803,117</u>                    | <u>934,028</u>        | <u>(467,084)</u> | <u>65,187</u>                      | <u>2,335,248</u>                  |

The designated property fund is the value of the freehold property, excluding redevelopment costs, owned by The Lady Florence Institute, the value of which is included within Tangible Fixed Assets. This asset is used by the group on an on-going basis for the charitable activities carried out.

The trustees have created two designated reserves during the financial year. £100,000 towards future major maintenance issues for the 24 LFI rented dwellings, and £515,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

| Group                               | Balance<br>1 September<br>2018<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2019<br>£ |
|-------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                     |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| <b>General fund</b>                 | 194,464                             | 608,524               | (490,244)        | 7,292                              | 320,036                           |
| <b>Designated property<br/>fund</b> | 1,483,081                           | -                     | -                | -                                  | 1,483,081                         |
| <b>Total funds</b>                  | <u>1,677,545</u>                    | <u>608,524</u>        | <u>(490,244)</u> | <u>7,292</u>                       | <u>1,803,117</u>                  |

**Notes to the financial statements**  
**For the year ended 31 August 2020**
**11. Unrestricted funds (continued)**

| Charity                                  | Balance<br>1 September<br>2019<br>£ | Movement in resources |               | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2020<br>£ |
|------------------------------------------|-------------------------------------|-----------------------|---------------|------------------------------------|-----------------------------------|
|                                          |                                     | Incoming<br>£         | Outgoing<br>£ |                                    |                                   |
| <b>General fund</b>                      | 303,748                             | 796,679               | (389,528)     | (549,813)                          | 161,086                           |
| <b>Designated funds</b>                  |                                     |                       |               |                                    |                                   |
| Lady Florence Flat<br>Refurbishment fund | -                                   | -                     | -             | 100,000                            | 100,000                           |
| Lady Florence Hall<br>Refurbishment fund | -                                   | -                     | -             | 515,000                            | 515,000                           |
|                                          | -                                   | -                     | -             | 615,000                            | 615,000                           |
| <b>Total funds</b>                       | 303,748                             | 796,679               | (389,528)     | 65,187                             | 776,086                           |

| Charity             | Balance<br>1 September<br>2019<br>£ | Movement in resources |               | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2020<br>£ |
|---------------------|-------------------------------------|-----------------------|---------------|------------------------------------|-----------------------------------|
|                     |                                     | Incoming<br>£         | Outgoing<br>£ |                                    |                                   |
| <b>General fund</b> | 198,990                             | 499,952               | (402,126)     | 7,292                              | 303,748                           |
| <b>Total funds</b>  | 198,990                             | 499,952               | (402,126)     | 7,292                              | 303,748                           |

Notes to the financial statements  
For the year ended 31 August 2020

## 12. Restricted funds

| Group                                | Balance          | Movement in resources |                  | Transfers between funds | Balance          |
|--------------------------------------|------------------|-----------------------|------------------|-------------------------|------------------|
|                                      | 1 September 2019 | Incoming              | Outgoing         |                         | 31 August 2020   |
|                                      | £                | £                     | £                | £                       | £                |
| Welfare fund                         | 630              | 1,500                 | (1,111)          | -                       | 1,019            |
| Nursery capital funding              | 39,917           | (30,700)              | (9,217)          | -                       | -                |
| Winter night shelter - Lewisham      | 16,286           | 119,812               | (114,198)        | -                       | 21,900           |
| Winter night shelter - other funders | 61,259           | 20,000                | (35,486)         | (15,000)                | 30,773           |
| Employability Co-ordinator           | 5,609            | -                     | (7,180)          | 1,571                   | -                |
| Personal Transition Service          | 19,037           | -                     | (14,128)         | -                       | 4,909            |
| Staff costs                          | 11,472           | 40,000                | (25,000)         | -                       | 26,472           |
| Equipping Shelters Project           | 6,500            | 19,464                | (20,690)         | (5,274)                 | -                |
| Enterprise Development               | 120              | -                     | (120)            | -                       | -                |
| Capital Project 2                    | -                | 120,000               | (38,639)         | -                       | 81,361           |
| Senior Advice Worker Salary          | -                | 89,835                | (31,717)         | (58,118)                | -                |
| Digital Inclusion                    | -                | 12,500                | (12,500)         | -                       | -                |
| Volunteer Coordinator                | -                | 25,628                | (4,276)          | 15,000                  | 36,352           |
| Gateway - Faith Clark                | -                | 5,000                 | (1,634)          | (3,366)                 | -                |
| Night Shelter - Post Covid-19        | -                | 129,627               | (120,881)        | -                       | 8,746            |
| National Lottery                     | -                | 154,987               | (144,039)        | -                       | 10,948           |
| Corona Virus Appeal Grant            | -                | 30,460                | (1,848)          | -                       | 28,612           |
| Upgrade Gateway                      | -                | 10,430                | -                | -                       | 10,430           |
| Property redevelopment               | 1,180,253        | -                     | (20,000)         | -                       | 1,160,253        |
| <b>Total funds</b>                   | <b>1,341,083</b> | <b>748,543</b>        | <b>(602,664)</b> | <b>(65,187)</b>         | <b>1,421,775</b> |

**Welfare Fund** – Funds to help individuals in crisis

**Nursery capital funding** – Building works in Deptford

**Winter Night shelter** – Providing emergency accommodation for vulnerable people

**Employability Co-ordinator** – Contribution to salary for Employability service

**Personal Transition Service** - Contribution to salary of Asset Coach

**Staff costs** - Contribution to salary of CEO and salary of fundraising officer

**Equipping shelters project** – Contribution to salary of resettlement worker

**Enterprise Development** – Completion of a feasibility study

**Capital Project 2** – costs of health and safety works

**Senior Advice Worker** - - salary of Senior Advice Worker

**Digital Inclusion** – upgrade of office equipment

**Volunteer Co-Ordinator** – salary of Volunteer Co-Ordinator

**Gateway Faith Clark** – Upgrade of Gateway Equipment

**Notes to the financial statements**  
**For the year ended 31 August 2020**

**12. Restricted funds (continued)**

- NS Post Covid 19 – running costs of guests and services
- National Lottery – prevention of homelessness (Community Fund)
- CV Appeal Grant – contribution costs of office equipment for guests
- Upgrade Gateway – Health and Safety costs, recruitment of volunteers and expenses, cleaning services
- Property redevelopment – The fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

**Transfers between funds represent:**

- General Centre costs – Asset cost For an Electric Oven
- Winter Nightshelter – Asset cost for personal Computers
- Digital Health Project – Installation, warranty & HP Refurb windows 10

| Group                                | Balance          |  | Movement in resources |                  | Transfers between funds | Balance          |
|--------------------------------------|------------------|--|-----------------------|------------------|-------------------------|------------------|
|                                      | 1 September 2018 |  | Incoming              | Outgoing         |                         | 31 August 2019   |
|                                      | £                |  | £                     | £                | £                       | £                |
| General costs                        | 3,340            |  | 2,000                 | (3,648)          | (1,692)                 | -                |
| Welfare fund                         | 36               |  | 1,200                 | (606)            | -                       | 630              |
| Nursery capital funding              | 49,134           |  | -                     | (9,217)          | -                       | 39,917           |
| Winter night shelter - Lewisham      | -                |  | 195,791               | (175,505)        | (1,000)                 | 16,286           |
| Winter night shelter - other funders | 25,230           |  | 41,020                | (4,991)          | -                       | 61,259           |
| Employability Co-ordinator           | 17,624           |  | 20,000                | (32,015)         | -                       | 5,609            |
| Move on Up project                   | -                |  | 67,020                | (67,020)         | -                       | -                |
| Personal Transition Service          | 9,911            |  | 33,333                | (24,207)         | -                       | 19,037           |
| Staff costs                          | 10,417           |  | 66,275                | (65,220)         | -                       | 11,472           |
| CEO Training                         | 6,000            |  | -                     | (6,000)          | -                       | -                |
| Equipping Shelters Project           | -                |  | 18,320                | (11,820)         | -                       | 6,500            |
| Digital Health Project               | -                |  | 12,500                | (7,900)          | (4,600)                 | -                |
| Enterprise Development               | -                |  | 9,120                 | (9,000)          | -                       | 120              |
| Property redevelopment               | 1,200,253        |  | -                     | (20,000)         | -                       | 1,180,253        |
| <b>Total funds</b>                   | <b>1,321,945</b> |  | <b>466,579</b>        | <b>(440,149)</b> | <b>(7,292)</b>          | <b>1,341,083</b> |

**Notes to the financial statements**  
**For the year ended 31 August 2020**
**12. Restricted funds (continued)**

| Charity                                 | Balance             |                | Movement in resources |                 | Transfers<br>between<br>funds | Balance<br>31 August<br>2020 |
|-----------------------------------------|---------------------|----------------|-----------------------|-----------------|-------------------------------|------------------------------|
|                                         | 1 September<br>2019 |                | Incoming              | Outgoing        |                               |                              |
|                                         | £                   | £              | £                     | £               | £                             | £                            |
| Welfare fund                            | 630                 | 1,500          | (1,111)               | -               | -                             | 1,019                        |
| Nursery capital funding                 | 39,917              | (30,700)       | (9,217)               | -               | -                             | -                            |
| Winter night shelter -<br>Lewisham      | 16,286              | 119,812        | (114,198)             | -               | -                             | 21,900                       |
| Winter night shelter -<br>other funders | 61,259              | 20,000         | (35,486)              | (15,000)        | -                             | 30,773                       |
| Employability<br>Co-ordinator           | 5,609               | -              | (7,180)               | 1,571           | -                             | -                            |
| Personal Transition<br>Service          | 19,037              | -              | (14,128)              | -               | -                             | 4,909                        |
| Staff costs                             | 11,472              | 40,000         | (25,000)              | -               | -                             | 26,472                       |
| Equipping Shelters<br>Project           | 6,500               | 19,464         | (20,690)              | (5,274)         | -                             | -                            |
| Enterprise Development                  | 120                 | (120)          | -                     | -               | -                             | -                            |
| Capital Project 2                       | -                   | 120,000        | (38,639)              | -               | -                             | 81,361                       |
| Senior Advise Worker<br>Salary          | -                   | 89,835         | (31,717)              | (58,118)        | -                             | -                            |
| Digital Inclusion                       | -                   | 12,500         | (12,500)              | -               | -                             | -                            |
| Volunteer Coordinator                   | -                   | 25,628         | (4,276)               | 15,000          | -                             | 36,352                       |
| Gateway - Faith Clark                   | -                   | 5,000          | (1,634)               | (3,366)         | -                             | -                            |
| Night Shelter - Post                    | -                   | -              | -                     | -               | -                             | -                            |
| Covid-19                                | -                   | 129,627        | (120,881)             | -               | -                             | 8,746                        |
| National Lottery                        | -                   | 154,987        | (144,039)             | -               | -                             | 10,948                       |
| Corona Virus Appeal                     | -                   | -              | -                     | -               | -                             | -                            |
| Grant                                   | -                   | 30,460         | (1,848)               | -               | -                             | 28,612                       |
| Upgrade Gateway                         | -                   | 10,430         | -                     | -               | -                             | 10,430                       |
| <b>Total funds</b>                      | <b>160,830</b>      | <b>748,543</b> | <b>(582,664)</b>      | <b>(65,187)</b> |                               | <b>261,522</b>               |

**Notes to the financial statements**  
**For the year ended 31 August 2020**
**12. Restricted funds (continued)**

| Charity                                 | Balance<br>1 September<br>2018<br>£ | Movement in resources |                  | Transfers<br>between<br>funds<br>£ | Balance<br>31 August<br>2019<br>£ |
|-----------------------------------------|-------------------------------------|-----------------------|------------------|------------------------------------|-----------------------------------|
|                                         |                                     | Incoming<br>£         | Outgoing<br>£    |                                    |                                   |
| General costs                           | 3,340                               | 2,000                 | (3,648)          | (1,692)                            | -                                 |
| Welfare fund                            | 36                                  | 1,200                 | (606)            | -                                  | 630                               |
| Nursery capital funding                 | 49,134                              | -                     | (9,217)          | -                                  | 39,917                            |
| Winter night shelter -<br>Lewisham      | -                                   | 195,791               | (175,505)        | (1,000)                            | 16,286                            |
| Winter night shelter -<br>other funders | 25,230                              | 41,020                | (4,991)          | -                                  | 61,259                            |
| Employability                           |                                     |                       |                  |                                    |                                   |
| Co-ordinator                            | 17,624                              | 20,000                | (32,015)         | -                                  | 5,609                             |
| Move on Up project                      | -                                   | 67,020                | (67,020)         | -                                  | -                                 |
| Personal Transition<br>Service          | 9,911                               | 33,333                | (24,207)         | -                                  | 19,037                            |
| Staff costs                             | 10,417                              | 66,275                | (65,220)         | -                                  | 11,472                            |
| CEO Training                            | 6,000                               | -                     | (6,000)          | -                                  | -                                 |
| Equipping Shelters<br>Project           | -                                   | 18,320                | (11,820)         | -                                  | 6,500                             |
| Digital Health Project                  | -                                   | 12,500                | (7,900)          | (4,600)                            | -                                 |
| Enterprise Development                  | -                                   | 9,120                 | (9,000)          | -                                  | 120                               |
| <b>Total funds</b>                      | <b>121,692</b>                      | <b>466,579</b>        | <b>(420,149)</b> | <b>(7,292)</b>                     | <b>160,830</b>                    |

**13. Commitments**

The 999 Club and Lady Florence Trust had a no capital commitments of as at 31 August 2020 (2019: £14,464).

**14. Related party transactions**

The 999 Club and Lady Florence Trust has transactions with its wholly controlled subsidiary, the Lady Florence Institute, which have been eliminated on consolidation. These transactions are as follows.

The 999 Club and Lady Florence Trust received income from The Lady Florence Institute as follows:

- Donations to the 999 Club of £112,000 (2019: £120,000).

The 999 Club and Lady Florence Trust charged £14,231 (2019: £9,757) to The Lady Florence Institute in relation to staff recharge. The 999 Club reimbursed The Lady Florence Institute £12,866 in relation to property maintenance paid for by The Lady Florence Institute.

At 31 August 2020 there was £48,207 (2019: £31,072) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust. No guarantees have been given or received.

Notes to the financial statements  
For the year ended 31 August 2020

15. Reconciliation of net income/(expenditure) to net cash flow from operating activities

|                                                                                                     | 2020<br>£      | 2019<br>£      |
|-----------------------------------------------------------------------------------------------------|----------------|----------------|
| Net (expenditure)/income for the reporting period<br>(as per the statement of financial activities) | 612,823        | 144,710        |
| Adjustments for:                                                                                    |                |                |
| Depreciation charges                                                                                | 37,948         | 35,005         |
| (Increase)/decrease in debtors                                                                      | (66,027)       | (52,911)       |
| Increase/(decrease) in creditors                                                                    | 63,363         | 36,598         |
| Net cash provided by/(used in) operating activities                                                 | <u>648,107</u> | <u>163,402</u> |

16. Analysis of cash and cash equivalents

|                                 | 2020<br>£        | 2019<br>£      |
|---------------------------------|------------------|----------------|
| Cash in hand                    | 1,037,460        | 407,915        |
| Total cash and cash equivalents | <u>1,037,460</u> | <u>407,915</u> |



17. Comparative information

|                                                  | Unrestricted<br>funds<br>£ | Restricted<br>funds<br>£ | Total<br>2019<br>£ |
|--------------------------------------------------|----------------------------|--------------------------|--------------------|
| <b>Income from:</b>                              |                            |                          |                    |
| Donations and gifts                              | 353,798                    | 466,579                  | 820,377            |
| Other trading activities:                        |                            |                          |                    |
| Rental income                                    | 254,726                    | -                        | 254,725            |
| <b>Total income</b>                              | <b>608,524</b>             | <b>466,579</b>           | <b>1,075,103</b>   |
| <b>Expenditure on</b>                            |                            |                          |                    |
| Raising funds                                    | 77,083                     | -                        | 77,083             |
| Charitable activities                            | 413,161                    | 440,149                  | 853,310            |
| <b>Total expenditure</b>                         | <b>490,244</b>             | <b>440,149</b>           | <b>930,393</b>     |
| <b>Net (expenditure)/income<br/>for the year</b> | <b>118,280</b>             | <b>26,430</b>            | <b>144,710</b>     |
| Transfers between funds                          | 7,292                      | (7,292)                  | -                  |
| <b>Net income/(expenditure)<br/>for the year</b> | <b>125,572</b>             | <b>19,138</b>            | <b>144,710</b>     |