

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

## Contents

---

	Page
Charity information	1
Report of the Trustees	2
Independent auditors' report	12
Consolidated statement of financial activities	16
Balance sheets	17
Consolidated statement of cash flows	18
Notes to the financial statements	19

---



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

---

**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**

---

**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**

---

"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 communications 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 our people 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**

---

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**

---

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.  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. Conduct an annual pay review and decide on a cost-of-living payment.  Ensure all staff have working laptops and phones. Run celebration events in summer and winter. Run daily debrief sessions.
<b>Communications</b>	People do not know the excellent work we do.  Reputational damage caused by negative media coverage, for example relating to serious incidents.	Invest in our communications and refresh our logo and strapline.  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.  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.  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.  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**

---

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**

---

**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**

---

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**

---

**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 Funds £	Restricted Funds £	Total Funds 2023 £	Total Funds 2022 £
<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.

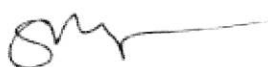
**Balance Sheets**  
**As at 31 August 2023**

	Notes	Group		Charity	
		2023 £	2022 £	2023 £	2022 £
<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		1,483,081	2,098,081	—	615,000
	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 £	2022 £
<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 funds £	Restricted funds £	Total 2023 £
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 funds £	Restricted funds £	Total 2022 £
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 £	2022 £
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 funds £	Restricted funds £	Total 2023 £
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 funds £	Restricted funds £	Total 2022 £
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 £	2022 £
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 £	2022 £
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 No.	2022 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 £	2022 £
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 land and buildings £	Refurbish ment of centres £	Furniture and equipment £	Total £
<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 ment of centres £	Furniture and equipment £	Total £
<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 £	Designated £	Restricted £	2023 £
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 £	Designated £	Restricted £	2022 £
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 £	Designated £	Restricted £	2023 £
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 £	Designated £	Restricted £	2022 £
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)

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