

Company number: 07517887

Charity Number: 1140822

# Justlife Foundation Limited

Report and financial statements

For the year ended 31 March 2025

Justlife Foundation Limited  
Reference and administration information

**Company number** 07517887

**Charity number** 1140822

**Registered office and operational address**

Justlife Centre, 1479-1489 Ashton Old Road, Openshaw, Manchester, England, M11 1HH

**Name**

The charity also uses the name “Justlife Foundation” or “Justlife”.

**Trustees**

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Oliver Heath	
Zoe Maurice	(resigned 07 March 2025)
Amy Sheehan Daly	
Andrew Man	(resigned 24 May 2024)
Francesca Albanese	
Thomas Neumark Jones	
Jack Shaw	
Hilary Burkitt	
Helen Evans	
Emma Garner	
David Steell	
Charlotte Michael	(resigned 07 March 2025)
Nicolas Wykeman	(appointed 07 March 2025)

**Key management personnel**

Chief Executive, Simon Gale

**Bankers**

Cop-operative Bank plc, PO Box 101, 1 Balloon Street, Manchester M60 4EP

**Auditors**

Third Sector Accountancy Limited, Holyoake House, Hanover Street, Manchester M60 0AS.

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Trustees' annual report for the year ended 31 March 2025

The trustees present their report and the audited financial statements for the year ended 31 March 2025. Included within the trustees' report is the directors' report as required by company law.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice - Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

**The Chair and Chief Executive's Statement for the year ended 31 March 2025**

2024/25 was a year of successful and impactful service delivery and thought leadership for Justlife within the area of homeless temporary accommodation that we strive to change. Our 3 year strategic plan 2022 to 2025, with aims to Inform, Involve, Innovate and Inspire, ended with some real highlights.

We launched a 5 year programme, Transforming Temporary Accommodation, to inform and drive policy changes nationally, radically reducing the use of temporary accommodation, ensuring the accommodation is appropriate to the intersectional needs of individuals and making the experience short, safe and healthy. This is our largest ever piece of grant funding.

We involved over 50 people with current or lived experience of homelessness across the organisation, who through meaningful co-production helped make changes within homelessness, health, and drug and alcohol services, as well as conducting their own research and inputting into our organisational developments.

We were able to work with 1030 people, and the outcomes of our services were impressive, for example almost 90% of people reported improved physical and mental health and almost 100% said they felt less isolated, and we innovated with new peer support groups for women and the LGBTQ+ community in response to highlighted needs.

Through our staff survey we received lovely feedback on our culture, as we've looked to inspire one another. 93% saying they are proud to tell people they work at Justlife and 94% say we have a positive workplace culture. One member of staff described our culture as "Aspirational, collaborative, unique, listening, genuinely caring and inspirational."

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Sadly, the numbers of households across the country in homeless temporary accommodation has risen again, a rise that started in 2011 and has continued to figures of 131,000 households and 169,000 children as we write this in July 2025. We are in the process of working with the trustees, staff team, volunteers and those we support to co-produce our next strategy to launch in 2026, which we hope will be able to make a difference to these numbers and the huge impact it has on those who find themselves homeless.

Despite financial challenges at the start of the year we were able to end the year increasing our Unrestricted General Fund to within our policy range and moving into the current year in a much healthier place. But the fundraising landscape remains deeply challenging for charities like Justlife and we are continuing to diversify our income streams, investing in relationships with existing funders, and exploring new avenues such as corporate partnerships, community fundraising and major donor giving. We are deeply grateful to everyone who has kindly donated and supported our work, for joining us in our passion to make people's experience of homeless temporary accommodation short, safe and healthy.

Dave Steell  
Co-Chair

Amy Sheehan-Daly  
Co-Chair

Simon Gale  
Chief Executive

## **Objectives and activities**

### **Objects**

The objects of Justlife as set out in the in the company's Memorandum of Association are:

The prevention or relief of poverty anywhere in the world by providing or assisting in the provision of education, training, healthcare projects and all the necessary support designed to enable individuals to generate a sustainable income and be self-sufficient.

### **Vision**

Our vision is to make people's stay in homeless temporary accommodation short, safe and healthy. Justlife was created to meet the needs of those living in temporary accommodation who are suffering from deteriorating mental and physical health, becoming victims of crime, losing control of their lives and dying prematurely.

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## **Mission**

Our mission is to deliver work that helps us achieve this vision. The charity's main activities are providing services for people living in temporary accommodation and carrying out research, policy development, local and national networking and collaboration around temporary accommodation.

Our Theory of Change Strategy highlights four specific changes Justlife want to see through its work:

- Improved health and wellbeing.
- Improved housing and financial opportunities.
- Improved social capital.
- Systems change.

## **Values**

The core values which underpin the way Justlife delivers services and operates as an organisation are:

- People before programmes.
- Collaboration before competition.
- Innovation before institution.

## **Public Benefit**

The trustees review the aims, objectives and activities of the charity each year. This report looks at the achievements of the charity and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees to ensure the charity's aims, objectives and activities remain focused on its stated purposes.

The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

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## **Volunteers**

Volunteers play an important part at Justlife and this year more than 60 people have given their time and skills to support our work, through services such as the Social Connection Project, as well as helping with fundraising, administration and governance.

## **Achievements and Performance**

The charity's main activities are described below. All its charitable activities focus on people experiencing homelessness, especially the 'hidden homeless' in temporary

accommodation and are undertaken to further Justlife Foundation Limited's charitable purposes for the public benefit.

Our core services focus on improving people's health, housing and wellbeing, and involve a variety of projects that aim to make people's stay in homeless temporary accommodation short, safe and healthy. Alongside these services, we carry out campaigns, research and policy development, and build local and national networking and collaboration around temporary accommodation.

The following outlines our performance and achievements across the two geographical areas in which we deliver frontline services, Brighton & Hove and Greater Manchester, alongside our national campaigns and social change work. In the last year, we have supported 930 individuals through our frontline services, many of whom are the most difficult to reach, hidden homeless households in temporary accommodation.

### Brighton & Hove

#### Health Engagement

The Health Engagement team has continued to support people experiencing homelessness to access treatment and engagement with their health needs, with the aim of empowering people to take control of their health needs, improve their quality of life and move on from homelessness. Health outcomes are notoriously poor for people experiencing homelessness and life expectancy is around 47 years, 30 less than those not experiencing homelessness. Health Engagement workers were joined by a specialist liver health worker and a member of the team based at the Accident and Emergency Department of the Royal Sussex County Hospital, specifically supporting people attending A&E. The team have helped people practically through support with

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travel, food and clothing, helped positive transitions away from homelessness into more secure housing, and addressed wide ranging needs of those they support.

The Health Engagement team has worked with 571 people and some of the outcomes achieved are:

- 89 per cent had improved physical health
- 94 per cent had improved financial situation
- 81 per cent had improved mental health
- 83 per cent are less lonely and isolated
- 89 per cent have improved tenancy management

### Social Connection

The Social Connection Project has provided social support to individuals transitioning away from homelessness by pairing them with a volunteer befriender to meet weekly and engage in a chosen fun activity together. The project also offers a weekly peer support and social group, where clients can discuss themes of mental health and wellbeing, connect through shared experiences, and exchange tips and strategies to enhance their wellbeing. People also have had the opportunity to engage in activities and workshops through the quarterly Living Well Programme, enabling them to try new things and learn about various wellbeing techniques and strategies.

New monthly women's and LGBTQ+ groups began this year providing a safe space for connection and peer support whilst doing wellbeing activities. Another new development has been transitional and exit plans co-created with people who are now securely housed to move onto general community activities which has seen excellent results. This includes people transitioning to project volunteers and others developing connections to community groups and opportunities for external volunteering.

The Social Connection project has worked with 54 people and engaged 30 volunteers and some of the outcomes achieved are:

- 100 per cent felt less lonely and isolated.
- 81 per cent felt their mental health has improved.
- 75 per cent felt their motivation has improved.
- 59 per cent reported they managed their tenancies better, reducing their risk of returning to homelessness.

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### Changing Futures

The Community Support Workers have continued to play a key role in the multi-disciplinary team within the local authority, aiming to improve outcomes for adults experiencing multiple disadvantage, - known as Multiple and Compound Needs (MCN) – including combinations of substance misuse, mental health issues, domestic abuse and contact with the criminal justice system, all alongside homelessness. The work has developed over the past year to have a strong focus on supporting those experiencing domestic violence and has continued to have positive outcomes for those they have supported. The team worked with 25 people across the year.

### Common Ambition

Common Ambition improves support systems for people experiencing multiple compound needs in Brighton and Hove through co-production and advocating for lived experience voice to be central to service and system change. The project is led by Arch Health in partnership with Justlife. The highlights this year have been two programmes engaging 32 people.

Our Homelessness and Health programme has worked closely with Brighton and Hove City Council's housing department to consult on the Homelessness and Rough Sleeping Strategy for the city, co-designed training for medical students which is now a permanent part of the medical school curriculum and hosted consultation events with frontline staff, CEOs, and service managers to explore the development of a homeless health hub. The participants also co-designed training on co-production, which will be delivered across the sector this summer.

The Drug and Alcohol programme has included a significant system and service level impact, including the creation of three system maps, a detailed drug and alcohol journey map, and six co-produced prototypes—such as the widely supported 'health and support card.' The group helped shape the Combatting Drugs Strategy and co-designed GP training. Participants have reported increased confidence, deeper understanding of the systems they are part of, and improved transitions into work, education, and volunteering.

### The Brighton & Hove, East and West Sussex Networks

The Networks Team offer support and resources for organisations tackling homelessness across Brighton & Hove, East and West Sussex through facilitating a

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number of networks and regular meetings. In Brighton, the Frontline Network and Homelessness & Rough Sleeping Network offer workforce development and support to people working within the homelessness sector, bringing together leaders to improve joined-up working and collaboration with the local authority. In East and West Sussex, the Practice Network is a community of workers engaging with people experiencing Multiple Compound Needs, where we facilitate Trauma Informed training and provide tools and resources for workforce development and wellbeing.

Over the year we have hosted 28 events with over 500 people attending, including 120 people at the annual Homeless Health Conference and Remembrance Events in

partnership with Arch Healthcare. Our regular email newsletters continue to go out to over 500 people across the 3 local authorities in Sussex.

"It was incredibly well facilitated, the Justlife & Arch team are amazing. So welcoming, well laid out, great structure, easy to remain engaged & such important topics that are not talked about enough."

"Great to meet other service providers & hear similarities and differences in the challenges we face."

#### Justlife Hub

In September 2023 the Brighton team moved into new premises and for the first time, we had our own space to deliver services and support. The Justlife Hub has continued to be a much used home for the Justlife team, for meeting clients, delivering groups such as the Social Connection, Peer Research and Common Ambition projects, as well as hosting a series of drop-in workshops and activities for people in homeless temporary accommodation across Brighton & Hove. The activities have included advice on housing rights, navigating council housing bidding systems, dealing with anxiety as well as creative sessions, attended by 90 people. The Hub has also become a key resource for the city's homelessness sector, hosting multiple networks and meetings.

#### Greater Manchester

The Greater Manchester projects worked with 283 people and some of the outcomes achieved are:

- 89 per cent have improved physical health
- 89 per cent have improved tenancy management

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- 92 per cent have improved mental health
- 95 per cent have improved confidence and self esteem
- 95 per cent are less lonely and isolated

Specialist Support and Outreach Service

The team provides specialist support for people from the Justlife Centre in Openshaw and through outreach services supporting people in their out of area temporary accommodation placements. This includes working with people to sustain their placement, understand their rights in the accommodation and move on options and

access the correct benefits. Over the past year the team have increased support and advocacy for people in health appointments at the GP and local hospitals while continuing to refer people to specialist services, supporting them to access suitable move-on accommodation, develop life skills and access essential items such as furniture and white goods.

Targeted Referrals

Working closely with the Greater Manchester Probation Service, the Targeted Referrals Specialist Support Workers support prison leavers who are placed into temporary accommodation by the local authority, and prison leavers who follow unofficial routes into unsupported temporary accommodation. Individuals are supported as they move in, during their time in temporary accommodation, and to move on to longer-term accommodation. Support includes developing life skills like setting up bank accounts and managing finances, registering with health services, helping people avoid eviction, applying for suitable housing and supporting people to settle into their new property.

Social Connection Project

A programme of regular activities including arts and crafts, games and outdoor activities have run to help overcome social barriers, loneliness and develop meaningful social connections.

Leaving Prison Well Network and Sector Involvement

The Leaving Prison Well network was set up by Justlife in Bolton to bring together a wider range of services and strategic leads supporting people both in custody and out into the community. We facilitated discussion and gave opportunities to understand what

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is working well and what can be improved. Participants included the Prison and Probation Service, local authorities, housing providers and support services.

The learning was shared with the Greater Manchester Homeless Prevention Team and through other strategic forums to highlight issues and find ways to develop and improve the service further. Justlife also co-chaired the Accommodation Action Group as part of the Manchester Homelessness Partnership and are part of the Greater Manchester Homeless Action Network steering group.

### National

#### Transform Temporary Accommodation Programme

The Campaigns and Social Change team (previously Research, Policy and Communications team) received some exciting new funding at the end of 2024, to develop a 5 year programme to transform temporary accommodation. The programme will develop national best practice and drive policy change in order to transform temporary accommodation by radically reducing its use, ensuring the accommodation is appropriate to the intersectional needs of individuals and make the experience short, safe and healthy.

This will include developing our national Temporary Accommodation Network, providing grant funding to organisations across the country to test out project ideas and building upon our work supporting the set up of Temporary Accommodation Action Group's (TAAG's), while ensuring lived experience voice and input is at the heart of the change we are looking to see. We look forward to updating next year on the progress of the programme when we will be 15 months into the programme.

#### Temporary Accommodation Action Group's (TAAG's)

TAAG's brings a wide range of stakeholders including the local authority, accommodation providers, people with lived experience and support services into a safe space where they can build trust and relationships in order to collaborate to identify local issues and implement changes to improve the experience for people living in temporary accommodation. We facilitated TAAG's across 9 areas of England (Hackney, Islington, Newham, Waltham Forest & Westminster in London; Brighton & Hove, East Sussex and West Sussex in the South East; and Bristol in the South West) to meet every 3 months.

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Some of the achievements have been;

- Delivering trauma informed approaches training in partnership with Changing Futures to 24 people across the membership of the TAAG in West Sussex.
- In Bristol, the TAAG developed 3 key action areas - Needs Assessments; House Rules; and Communication between Services. A Lived Experience group with 6 members has taken the lead on developing the action plan for the Needs Assessment.
- Newham, Waltham Forest and Westminster TAAG's have all developed individual temporary accommodation leaflets for people placed there, ready for piloting, giving an overview of the accommodation, a directory of local services and an understanding of an expected journey through the temporary accommodation system.

An external evaluation of the London TAAG's was completed in June 2024, identifying the strengths, achievements and some challenges, making 14 recommendations for taking this work forward. Feedback from the evaluation included:

"Yes [change has happened]. It [the TAAG] has made me challenge our policies, procedures and ensure we place residents at the heart of our service". TAAG attendee from the local council

"The external circumstances make it very difficult to make significant changes other than in relation to communications. However, individuals living in temporary accommodation have had their voices heard and this has informed policy development and relationships." Survey respondent

All Party Parliamentary Group (APPG) for Households in Temporary Accommodation

The APPG for Households in Temporary Accommodation is a cross-party group working to improve the lives and experiences of families and single adults living in temporary accommodation across England. Justlife is co-secretariat of the group alongside Shared Health Foundation and works alongside MPs, local councillors, accommodation providers and various stakeholders to raise awareness of the challenges faced in temporary accommodation, develop solutions, and work towards their implementation through national policy change.

The APPG was reformed after the July 2024 general election, convening regularly throughout the year, with its membership growing from 7 to 42 Members of Parliament

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and the House of Lords. This has given us greater capacity to influence policy making in Westminster. The APPG's key campaign was based on recommendations from 2023's Call for Evidence, which suggested placing a duty on local authorities to notify support services when a household becomes homeless. The APPG submitted an amendment to the Children's Wellbeing and Schools Bill, through our chair Siobhain McDonagh MP, to establish this notification system for homeless families with children. The secretariat has since held meetings with Government ministers, who are keen to find a way to implement this system.

#### Research and Influencing

In May 2025 we published "A Better Vision for Temporary Accommodation", a comprehensive report 12 months in the making that interviewed 132 individuals, including 44 who have lived experience of homelessness, asking for opinions and ideas on how to address the temporary accommodation crisis. The report was launched at an event in the Houses of Parliament and its key recommendations that will determine our policy asks over this and future years are;

- Increase the supply of affordable housing
- Prevent future and repeat homelessness
- Improve standards in temporary accommodation
- Provide better support to homeless households

Justlife were asked to be a member of the Expert Group pulling together recommendations for what should be in the Government's upcoming Homelessness and Rough Sleeping Strategy and as part of this co-led the lived experience research that would feed into the strategy on behalf of the government.

The Brighton & Hove Homelessness Research Forum, founded and chaired by Justlife, continued to meet every 3 months. It brings together academic, third sector and community researchers including peer researchers from across the city, to exchange ideas, develop joint projects and bring about research-led change, improving the lives of people experiencing homelessness.

#### Peer Research

Following the success of the pilot in the previous year, the Peer Research project continued to

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train people with lived experience of temporary accommodation to carry out their own research projects, by learning research skills and methodology. The co-produced Peer Research Manual was tested, refined and distributed widely with valuable input from partners RISE and the University of Southampton.

The pilot group designed and conducted research with the following question *“How can we prevent individuals with diverse intersectionality from ending up in temporary accommodation?”* To carry this out they designed an anonymous, accessible, and inclusive survey and successfully organised and facilitated a peer research event to share their lived experiences of entering temporary accommodation. The group then navigated the complex process of data analysis, shaping findings, and developed meaningful recommendations.

A new group of people went through the peer research training and followed this by designing and conducting research to address their chosen question: *“How do conditions in temporary accommodation impact physical and mental health?”*

One of the Peer Researchers was successful in securing a grant from the Mental Health Research Engagement Network to conduct an arts-based creative participatory action research project, focusing on women's mental health in relation to homelessness.

Feed back from the Peer Researchers included;

*“I have found being involved with Justlife's peer research project very rewarding. I've learned new skills, met wonderful people and had a space where I felt able to learn and share learnings with others as equals. The space has been fun, informative and accepting in a way few other spaces are. I feel the work we have done is valuable; we have contributed to real social change in a way that couldn't be done in other spaces. Being a part of the project has been a privilege.”* (Peer Researcher)

### Lived Experience Leadership

A key focus of our current strategic plan is making sure that those we support are at the heart of our service design and development and involved across the organisation in meaningful ways through co-production. In 2023 we developed a new role within Justlife, a Lived Experience Lead, to enable us to achieve this aim. We embarked on an extensive staff consultation, exploring current strengths, feelings, barriers, and staff needs around lived experience work - clear priorities emerged including: time and space

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for reflection, ethical guidance, psychologically informed practices, and practical tools to support involvement.

Over the past year we have focused on meeting these needs through structural changes: creating core policies, ethical frameworks, payment guidance, accessible resources and models for involving people with lived experience in leadership ethically. This ensures lived experience involvement is supported consistently across the organisation, rather than depending on individual projects or staff starting from scratch.

A year long Community of Practice was developed to provide staff with a regular space to explore and reflect on lived experience work, supporting a cultural shift where involvement and co-production are embedded as standard practice across Justlife, internally as well as in our projects.

A Lived Experience Advisory Panel group was developed to support participatory design of services with a team of Social Connection Project volunteers, all of whom have lived experience of homelessness. Over a three month period, the panel used a service design approach to explore how the project could become more inclusive and reflective of lived experience perspectives.

*“As a volunteer (Social Connection Project) I’ve also been humbled and privileged to be asked if I could be a member of the Lived Experience Advisory Panel group.. It’s unsurprising but extremely reassuring to know that in line with their values, Justlife choose to listen to and learn from the voices and experiences of those with a lived experience of homelessness (of which I am one). This in turn will hopefully improve and inform future learning and training for volunteers not only of this project - but also for the benefit of the organisation itself.” - Lived Experience Advisory Panel member*

## **Beneficiaries of our services**

Justlife was started to meet the need among those living in temporary accommodation who are suffering from deteriorating mental and physical health becoming victims of crime, losing control of their lives, and dying prematurely. Our National Temporary Accommodation Network and network of Temporary Accommodation Action Groups has provided a space for people to work together and devise local solutions that, along with our support work in Brighton and Manchester, aims to make people's experience of temporary accommodation short, safe and healthy.

Short – We work hard to ensure those we work with understand their housing options and support them to move on from temporary accommodation quickly.

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**Safe** – We raise issues of safety quickly and have seen improvements and steps taken to ensure people are safe through working closely with landlords and local authorities. This has included people being moved to other temporary accommodation when access requirements are not suitable or for safeguarding reasons, as well as advocating for repairs to dangerous buildings.

**Healthy** – Our support workers supported people to attend hundreds of health appointments this year, enabling them to engage with their healthcare. We have provided food, run activities for people to get active and distributed digital devices along with support to use them, all with the aim of improving mental and physical wellbeing.

### **Our approach**

Our approach to our work is underpinned by our core values:

- **People before programmes** – Each of our health, housing and wellbeing services is shaped to the needs of the individual we are supporting. We work alongside individuals to provide a flexible care plan that will help them move away from homelessness. The voices of people with lived experience of homelessness are at the heart of what we do and are incorporated into the design and delivery of our services.
- **Innovation before institution** – Our research is ongoing and always seeks to improve our understanding of the needs and experiences of different people living in temporary accommodation. This research and experience of our staff maintains innovation and informs our services and policy recommendations that we bring to the attention of policymakers, commissioners and other organisations in the sector.
- **Collaboration before competition** – We promote changes to the system and recognise that the people who use our service suffer under a system. Only systemic change will prevent more people who are placed in temporary accommodation from suffering. We know we cannot achieve our aims alone and actively collaborate to bring about change at the individual, local and national level.

### **Fundraising**

This year, we have reported our highest ever income. We began the year with a target of raising at least £98.5K via applications to trusts and foundations to continue to deliver services where funding was ending. By the year's end, we had successfully secured £849.5K towards this and new work.

We hoped to raise around £90K from donations and community fundraising and ended up exceeding this target, raising around £116.5K, through the generosity of individuals and organisations. This was 36 per cent more than we generated in donations last year.

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The fundraising landscape remains deeply challenging for charities like Justlife. Although 2024/25 was a financially strong year and our reserves are now in a healthier position, this success masks the underlying reality: raising unrestricted income continues to be incredibly tough. The squeeze on trusts and foundations has tightened, with fewer open opportunities and unprecedented competition for every grant. We can't afford to be complacent. That's why we are continuing to diversify our income streams, investing in relationships with existing funders, and exploring new avenues such as corporate partnerships, community fundraising and major donor giving. Our approach remains proactive and resilient, focused on adapting to change, stewarding our supporters, and seeking out the opportunities that do exist in an increasingly crowded field.

Fundraising was led by the Head of Income & Development with support from project managers, an external fundraising consultant, Brightideas Partnership, and our Supporter Engagement worker. Justlife understands its duty to protect the public, including vulnerable people, from unreasonably intrusive or persistent fundraising approaches and undue pressure to donate and we ensure we conduct our fundraising in an ethical way.

We keep up to date with changing regulations and are members of the Fundraising Regulator and ensure we adhere to the Code of Fundraising Practice and associated rulebooks as set out by them as a governing body. Our privacy policy is kept up to date and is accessible to everyone via our website and clear instructions are given on how to contact us if anyone should have any grievances with our fundraising activities. Fundraising requests are made only of supporters who have opted in to receive such requests from us, and they can unsubscribe at any time. We did not receive any complaints about our fundraising directly or via the Charity Commission.

We continue to be enormously grateful to all those who have supported our work in 2024/25.

### **Financial review**

Justlife's income in this year was £1.9M. This compares to £1.5M in 2023/24 and shows a 27 per cent increase and a 50 per cent increase compared to 2022/23.

Our restricted income this year was £1,660K (85 per cent of our total income) compared to £1,221K (81 per cent of our total income) in 2023/24. Unrestricted income this year was £303K (15 per cent of our total income) compared to £279K (19 per cent of our total income) in 2023/24.

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Justlife's expenditure decreased by 1.5%. Justlife also reduced the core costs of the organisation by 63% through restructuring our staff leadership team, and careful control of costs, in what was a challenging start to the year.

The current short-term liquidity level of the charity is strong, recovering from last year's concerns, our free reserves have increased over the past year and currently sit within the range we aim for. Following last year's audit, action was taken by the organisation to address this and as a result our free reserves increased this year to back within our expected range.

Justlife's income is largely from charitable activities (93 per cent) through grant funding and contracts, along with some donations (7 per cent). The funding is used for the main operations of the charity, supporting people in temporary accommodation and providing the infrastructure to do so safely and effectively. The organisation spent £116K on fundraising in 2024/25. The cost of fundraising includes staff time spent on fundraising activities, being a proportion of the Head of Income and Development's time and 100 per cent of the Supporter Engagement role, the work of consultant fundraisers and a suitable proportion of the charities support costs.

The key financial risks to Justlife moving forward is ensuring we raise enough unrestricted income to cover the core costs of our services, central team and related costs, alongside continuing to fund our current projects when current restricted funding comes to an end. The trusts and foundations sector continues to report higher demands on their funding and have less funding to give. While our income generation has been increasingly successful over the past few years we must continue to this focus on grants and donations. As we move into the financial year 2025/26 the organisation continues to reduce our expenditure without reducing our service delivery, and we have started work to develop our corporate fundraising strategy over the next three to five years.

We continue to be innovative in our approach to meeting the needs of those we support, developing new projects and building new collaborations and relationships with partners and potential partners. We also continue to include the voice of those in temporary accommodation in the design and development of projects through our research and person-centred approaches. This has meant we are quick to respond to opportunities that arise and are able to show the need for our work effectively.

#### **Reserves policy**

The aim of the Reserves Policy is to ensure that the charity's ongoing and future activities are reasonably protected from unexpected fluctuations in its income and

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expenditure. Restricted reserves as at 31 March 2025 are £559K and continue to be expended in agreement with the funding criteria agreed at the time of the relevant grant. These are monitored and tracked, the details of which are contained within the notes to the accounts.

Unrestricted reserves are maintained to provide appropriate working capital for charitable activities outside the scope of restricted funding or to enhance committed funding within the overall objectives of the charity. Justlife has constructed its reserves policy using guidance from The Charity Commission & NCVO. Reserves: Building Resilience (CC19).

The Board reviewed the reserves policy and agreed that a level of unrestricted general funds, also known as free reserves, of between £100K and £200K is appropriate given the risks faced by the charity and the sustainability of its different income streams. Free reserves as at 31 March 2025 were £140K, which represents unrestricted funds excluding designated funds and fixed assets. In comparison with 31 March 2024 when these were at £80K, we are pleased the charity sits in a more stable position.

Our fixed assets are £257K and can only be realised by disposing of them. They are currently essential for the future operation of the charity and so are excluded from free reserves

### **Plans for the future**

Justlife developed a new three-year strategic plan in April 2022 to ensure we are best placed to achieve our vision. The plan, which was developed with input from our stakeholders, reviewed our strengths, weaknesses, opportunities, and threats, and considered the external factors impacting the organisation. It highlighted three challenges currently facing Justlife and a series of approaches we are taking to overcome these. These challenges and approaches are still just as relevant in 2025.

Last year the Trustees, Chief Executive, Senior Leadership Team and staff team began to co-create a new strategic plan. The plan will be launched later this year following further engagement with our stakeholders and we look forward to building on our work over the past three years as we look ahead to the increased change we hope to see for people experiencing homeless temporary accommodation.

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The challenges facing us are:

### **Worsening Crisis**

The numbers in homeless temporary accommodation continue to rise, the consequences of the pandemic and ongoing cost of living crisis are increasing pressure on local authorities and reducing options for people who are experiencing homelessness.

### **Lack of Understanding**

Temporary accommodation is often seen as an answer to homelessness which it is not, and it remains a hidden side of homelessness with little public understanding of its impact on people. This leads to resources not being allocated where they are needed and the issues are not improving.

### **Income and Resources**

We remain predominantly reliant and focused on grant funding, which is becoming more competitive.

Approaches and actions to help us overcome challenges

### **Inform**

Driving positive change through Systems Leadership in the temporary accommodation sector, convening those with a common interest to build a movement that brings about lasting change.

- Growing Networks
- Developing Research
- Building Influence

### **Involve**

Making sure that those we support are at the heart of our service design and development and involved across the organisation in meaningful ways through co-production.

- Doing With
- One Team

## Justlife Foundation Limited

### Trustees' annual report for the year ended 31 March 2025

- With Others

#### **Innovate**

Seeking opportunities to develop our work and find new ways to increase our impact, including working with new areas, people and partners, using tools such as Human-Centred Design methods.

- Diversifying Income
- Expanding Areas
- Reaching people

#### **Inspire**

Focusing on our why, vision and values, so we can be agile and responsive, striving to be as great as we can be in everything we do.

- Designing Environments
- Driving Excellence
- Cultivating Culture

Over the past 17 years, we have not focused on growth for growth's sake but have seen our work and impact grow steadily and organically. We have continued to have a national impact while also remaining focused on why we exist and operate within our values. Our plan outlines our desire to continue to grow because of the ever-growing need to raise awareness and bring about systemic change in the temporary accommodation sector as well as knowing there are many more people right now who need support.

#### **Structure, governance and management**

The organisation is a charitable company limited by guarantee, incorporated and registered as a charity on 4 February 2011.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2025 was 10 (2024: twelve). The Trustees are members of the charity but this

## Justlife Foundation Limited

### Trustees' annual report for the year ended 31 March 2025

entitles them only to voting rights. The Trustees have no beneficial interest in the charity.

All Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed from the charity are set out in Note 12 to the accounts.

The directors of the company are also charity Trustees for the purposes of charity law. Trustees are elected to serve a three-year term. Under the requirements of the Memorandum and Articles of Association, one third of directors must retire annually, with the longest serving first. Trustees can be re-elected to serve a further two three-year terms.

David Steell joined Justlife as Chairperson and trustee in March 2023. Amy Sheehan-Daly joined Justlife as trustee in April 2020, was appointed as Vice Chairperson in January 2024 and appointed as Co-chairperson in January 2025. Gretta Starks, who served on the board from 4 February 2011 – 31 March 2013, has maintained her position as Company Secretary.

In an effort to maintain a broad skill mix, the Board carries out Board skills audits, and in the event of skills being lost due to retirement, a Board recruitment process will take place. Recruitment of new trustees is governed through the principles set out in the charity's Code of Governance. No person or body external to the charity is entitled to appoint a Trustee.

Most Trustees are already familiar with the practical work of the charity, having been encouraged to visit Justlife projects during operational hours. Additionally, all Trustees are provided with an induction which includes a detailed overview of the activity of the charity. This is jointly led by the Chair of the Board and the CEO of the Justlife Foundation.

The Trustees also receive an induction pack which covers:

- The obligations of Board members.
- The main documents which set out the operational framework for the charity including the Memorandum and Articles of Association.
- Resourcing and the current financial situation.
- Justlife Governance Manual.

The Board meet quarterly and is responsible for the strategic direction and policies of the charity. At present, the Board has 10 members from a variety of professional backgrounds relevant to the work of the charity. A scheme of delegation is in place and

Justlife Foundation Limited  
Trustees' annual report for the year ended 31 March 2025

the day-to-day responsibility for the provision of services rests with the CEO and the Senior Leadership Team at Justlife:

- The Chief Executive Officer (CEO) is responsible for ensuring that the charity delivers its specified services and that key performance indicators are met. The CEO also provides management and support of all organisation-wide areas including HR, health and safety, finance, facilities, infrastructure and resources responsibility.
- The Director of Services – has day-to-day responsibility for the operations of the Brighton & Hove and Manchester services including supervision and support for the staff and volunteers. They ensure the team continues to develop their skills and working practices in line with good practice. The role is responsible for developing new opportunities, building relationships with stakeholders within the local areas and fundraising.
- The Director of Campaigns & Social Change has day-to-day responsibility for managing the development of a network which will drive local and national change, carrying out research and developing policy recommendations, and building relationships with stakeholders nationally and fundraising.
- The Director of Income and Development has day-to-day responsibility for managing the generation of income, considering development opportunities across the organisation and building partnerships with a range of stakeholders to increase our impact.

The Code of Governance identifies decisions that are to be made at Board level: - Appointment and removal of directors, chair and company secretary.

- Arrangements for entering contracts.
- Staff appointments, dismissals and pay.
- Approval of budgets, and budget deviances.
- Expenditure outside agreed tolerances.
- Arrangements for the Annual General Meeting.
- Changes to Code of Governance and Memorandum of Association.

The Board of Trustees has two committees which are:

Nominations & Remuneration Committee, whose main role is to monitor and review the structure and composition of the Board, making appointment recommendations to the Board for approval and ensuring fair and equitable decisions in relation to remuneration policies and practices.

## Justlife Foundation Limited

### Trustees' annual report for the year ended 31 March 2025

Audit & Risk Committee, whose main role is to provide oversight of Justlife's systems of internal control, regulatory compliance, risk management and financial reporting, and through supervision of the quality, independence and effectiveness of both the internal and external auditors.

#### Governance Review

The Trustees initiated an external review of their governance in December 2020 due to the number of new Trustees joining in the previous 12 months. This was carried out against the seven principles of the Charity Governance and the review found the Charity in general compliance with the Code's recommendations. The review made several recommendations where improvements could be made, and these have now been implemented. The Trustees remain committed to working towards achieving excellence in delivering effective governance of the charity and continue to self-review yearly.

#### Partnership working and related parties

One of our core values is Collaboration over Competition and so we work hard to ensure we do this through partnerships with a wide range of organisations. These include statutory services such as local authorities, Public Health, Probation, and substance misuse services and GP practices. We also partner with many charities and voluntary sector groups such as FairShare, Shared Health Foundation and St. Martin in the Fields. We have no entities which are related parties.

#### Remuneration policy for key management personnel

Pay scales are set by the board for all staff, including management personnel, and are reviewed on an annual basis.

#### Risk management

The Trustees consider the major risks the charity faces and ensure systems and procedures have been established to mitigate and reduce the impact they may have. The Trustees acknowledge that it is impossible to eliminate all risks and that systems of control should not be so rigid that they stifle innovation and imaginative use of limited resources. Justlife aims to provide a safe environment for staff that encourages learning and developing through an open and fair culture.

The charity's Risk Register is reviewed by the Trustees on a quarterly basis at Board meetings and also at Audit & Risk Committee meetings where new risks are considered as well as the ongoing management of existing risks. The Trustee Safeguarding Lead also presents an overview of Safeguarding concerns on a quarterly basis at each Board meeting. This report highlights the number of concerns raised relating to the people that Justlife supports, the actions staff have taken, responses from local authorities as well

Justlife Foundation Limited  
Trustees' annual report for the year ended 31 March 2025

as themes that are emerging and an update on staff and volunteer Safeguarding training.

Our policies and procedures help to ensure risks are minimised and these are periodically reviewed to ensure that they continue to meet the needs of the charity. Key policies and procedures such as Financial Management and Safeguarding are reviewed yearly.

### **Statement of responsibilities of the Trustees**

The Trustees (who are also directors of Justlife Foundation Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the Charities SORP.
- Make judgements and estimates that are reasonable and prudent.
- State whether applicable UK Accounting Standards and statements of recommended practice 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 operation.

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

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware.
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Justlife Foundation Limited  
Trustees' annual report for the year ended 31 March 2025

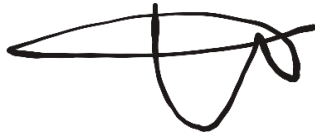
The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

**Auditors**

Third Sector Accountancy Limited were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

This report has been prepared in accordance with the provisions applicable to companies subject to the small companies' regime of the Companies Act 2006.

The Trustees' Annual Report has been approved by the Trustees and signed on their behalf by

A handwritten signature in black ink, consisting of a series of loops and a horizontal stroke, likely representing the name David Steell.

David Steell  
Co-Chair of the Board of Trustees

Date: 10 / 11 / 2025

# Independent auditor's report to the members of Justlife Foundation Limited

## Opinion

We have audited the financial statements of Justlife Foundation Limited (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and notes to the financial statements, including 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 charitable company's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the 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 directors' 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 directors 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 trustees report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work 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.

# **Independent auditor's report to the members of Justlife Foundation Limited**

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

## **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 directors' report included within the trustees' report.

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

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

## **Responsibilities of trustees**

As explained more fully in the trustees' responsibilities statement set out on page 24, the trustees (who are also 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.

# Independent auditor's report to the members of Justlife Foundation Limited

## Capability of the audit in detecting irregularities, including fraud

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

Based on our understanding of the charity and the environment in which it operates, we identified the principal risks of non-compliance with laws and regulations related to pension legislation, tax legislation, employment legislation, health and safety legislation, safeguarding legislation, data protection and other legislation specific to the industry in which the group operates, and we considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006, the reporting requirements under the Charities SORP and FRS102, and the Charities Act 2011.

We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principle risks were related to the pressure on management to achieve particular results. Audit procedures performed by the group engagement team included:

- Discussions with management including consideration of known or suspected instances of non-compliance;
- Evaluating management's controls designed to prevent and detect irregularities;
- Identifying and testing journal entries; and
- Challenging assumptions and judgments made by management.

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 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 the audit 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.



Patrick Morrello (Senior Statutory Auditor)

For and on behalf of Third Sector Accountancy Limited, Statutory Auditor

Holyoake House

Hanover Street

Manchester

M60 0AS

Date 10 / 11 / 2025

Justlife Foundation Limited  
Statement of Financial Activities  
(including Income and Expenditure account)  
for the year ended 31 March 2025

	Note	Unrestricted funds £	Restricted funds £	Total funds 2025 £	<i>Unrestricted funds £</i>	<i>Restricted funds £</i>	<i>Total funds 2024 £</i>
<b>Income from:</b>							
Donations and legacies	3	114,458	1,994	116,452	85,598	-	85,598
Charitable activities	4	168,625	1,650,123	1,818,748	182,189	1,221,216	1,403,405
Other trading activities	6	16,996	8,295	25,291	8,514	-	8,514
Investments	7	2,768	-	2,768	2,731	-	2,731
<b>Total income</b>		<b>302,847</b>	<b>1,660,412</b>	<b>1,963,259</b>	<b>279,032</b>	<b>1,221,216</b>	<b>1,500,248</b>
<b>Expenditure on:</b>							
Raising funds	8	116,136	-	116,136	112,834	-	112,834
Charitable activities	9	138,810	1,329,268	1,468,078	293,465	1,202,235	1,495,700
<b>Total expenditure</b>		<b>254,946</b>	<b>1,329,268</b>	<b>1,584,214</b>	<b>406,299</b>	<b>1,202,235</b>	<b>1,608,534</b>
<b>Net income/(expenditure) for the year</b>	11	<b>47,901</b>	<b>331,144</b>	<b>379,045</b>	<b>(127,267)</b>	<b>18,981</b>	<b>(108,286)</b>
Transfer between funds		(8,515)	8,515	-	-	-	-
<b>Net movement in funds for the year</b>		<b>39,386</b>	<b>339,659</b>	<b>379,045</b>	<b>(127,267)</b>	<b>18,981</b>	<b>(108,286)</b>
<b>Reconciliation of funds</b>							
Total funds brought forward		357,766	219,413	577,179	485,033	200,432	685,465
<b>Total funds carried forward</b>		<b>397,152</b>	<b>559,072</b>	<b>956,224</b>	<b>357,766</b>	<b>219,413</b>	<b>577,179</b>

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

Justlife Foundation Limited  
Company number 7517887

Balance sheet as at 31 March 2025

	Note	2025	2024
		£	£
<b>Fixed assets</b>			
Intangible assets	16	1,723	3,275
Tangible assets	17	254,974	274,290
		<hr/>	<hr/>
		256,697	277,565
<b>Current assets</b>			
Debtors	18	29,693	59,110
Cash at bank and in hand		913,963	356,713
		<hr/>	<hr/>
<b>Total current assets</b>		943,656	415,823
<b>Liabilities</b>			
Creditors: amounts falling due in less than one year	19	(244,129)	(116,209)
		<hr/>	<hr/>
<b>Net current assets</b>		699,527	299,614
		<hr/>	<hr/>
Total assets less current liabilities		956,224	577,179
		<hr/>	<hr/>
<b>Net assets</b>		956,224	577,179
		<hr/>	<hr/>
<b>The funds of the charity:</b>			
Restricted income funds	21	559,072	219,413
Unrestricted income funds	22	397,152	357,766
		<hr/>	<hr/>
<b>Total charity funds</b>		956,224	577,179
		<hr/>	<hr/>

These accounts are prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

The notes on pages 32 to 49 form part of these accounts.

Approved by the trustees on 10 / 11 / 2025 and signed on their behalf by:



David Steell, Chair

Justlife Foundation Limited

Statement of Cash Flows  
for the year ending 31 March 2025

	Note	2025 £	2024 £
<b>Cash provided by/(used in) operating activities</b>	25	<b>562,403</b>	<b>(138,454)</b>
<i>Cash flows from investing activities:</i>			
Dividends, interest, and rents from investments		2,768	2,731
Purchase of intangible fixed assets		-	-
Purchase of tangible fixed assets		(7,921)	(30,830)
<b>Cash provided by/(used in) investing activities</b>		<b>(5,153)</b>	<b>(28,099)</b>
Increase/(decrease) in cash and cash equivalents in the year		557,250	(166,553)
Cash and cash equivalents at the beginning of the year		356,713	523,266
<b>Cash and cash equivalents at the end of the year</b>		<b>913,963</b>	<b>356,713</b>

## **1 Accounting policies**

The principal accounting policies adopted, judgments and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

### **a Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Justlife Foundation Limited meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

The financial statements are presented in sterling which is the functional currency of the charity and rounded to the nearest £ sterling.

### **b Judgments and estimates**

The trustees have made no key judgments which have a significant effect on the accounts.

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next reporting period.

### **c Preparation of the accounts on a going concern basis**

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern.

### **d Income**

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

Income from government and other grants, whether 'capital' grants or 'revenue' 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.

Income received in advance of a provision of a specified service is deferred until the criteria for income recognition are met.

### **e Interest receivable**

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.

Notes to the accounts for the year ended 31 March 2025 (continued)

**f Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of charity.

Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the charity's work or for specific projects being undertaken by the charity.

**g Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the fundraising fees and associated support costs.
- Expenditure on charitable activities includes the costs undertaken to further the purposes of the charity and their associated support costs.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

**h Allocation of support costs**

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The bases on which support costs have been allocated are set out in note 10.

**i Operating leases**

Operating leases are leases in which the title to the assets, and the risks and rewards of ownership, remain with the lessor. Rental charges are charged on a straight line basis over the term of the lease.

**j Intangible fixed assets**

Individual fixed assets costing £1,000 or more are capitalised at cost and will be depreciated over their estimated useful economic lives on a straight line basis. The website is depreciated over 5 years.

Notes to the accounts for the year ended 31 March 2025 (continued)

**k Tangible fixed assets**

Individual fixed assets costing £1,000 or more are capitalised at cost and are depreciated over their estimated useful economic lives on a straight line basis as follows:

Leasehold	Over the life of the lease
Manchester office refurbishment	4%
Office equipment	20%
Motor vehicles	25%

**l Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

**m Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**n Creditors and provisions**

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**o 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.

**p Pensions**

Employees of the charity are entitled to join a defined contribution 'money purchase' scheme. The charity's contribution is restricted to the contributions disclosed in note 12. There were no outstanding contributions at the year end. The costs of the defined contribution scheme are included within support and governance costs and allocated to the funds of the charity using the methodology set out in note 10.

**2 Legal status of the charity**

The charity is a company limited by guarantee registered in England and Wales and has no share capital. 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. The registered office address is disclosed on page 1.

Justlife Foundation Limited

Notes to the accounts for the year ended 31 March 2025 (continued)

**3 Income from donations and legacies**

	Unrestricted £	Restricted £	Total 2025 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2024</i> £
Other income	-	-	-	1,344	-	1,344
Donations	114,458	1,994	116,452	84,254	-	84,254
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	114,458	1,994	116,452	85,598	-	85,598
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

**4 Income from charitable activities**

	Unrestricted £	Restricted £	Total 2025 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>Total 2024</i> £
Contracts and services	103,625	417,161	520,786	123,863	475,035	598,898
Grants	65,000	1,232,962	1,297,962	58,326	746,181	804,507
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<b>Total</b>	168,625	1,650,123	1,818,748	182,189	1,221,216	1,403,405
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Notes to the accounts for the year ended 31 March 2025 (continued)

## 5 Analysis of income from charitable activities

	Brighton	Manchester	Campaigns and Social Change	Total 2025	Total 2024
Contracts and services	477,586	43,200	-	520,786	598,898
Grants	347,143	224,756	726,062	1,297,961	804,507
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	824,729	267,956	726,062	1,818,747	1,403,405
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## 6 Income from other trading activities

	Unrestricted £	Restricted £	Total 2025 £	Unrestricted £	Restricted £	Total 2024 £
Other income	16,996	8,295	25,291	8,514	-	8,514
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	16,996	8,295	25,291	8,514	-	8,514
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## 7 Investment income

	Unrestricted £	Restricted £	Total 2025 £	Unrestricted £	Restricted £	Total 2024 £
Income from bank deposits	2,768	-	2,768	2,731	-	2,731
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

## Notes to the accounts for the year ended 31 March 2025 (continued)

**8 Cost of raising funds**

	Unrestricted £	Restricted £	2025 £	<i>Unrestricted</i> £	<i>Restricted</i> £	<i>2024</i> £
Consultancy	37,748	-	37,748	31,921	-	31,921
Staff costs	64,353	-	64,353	62,706	-	62,706
Support and governance costs (see note 10)	14,035	-	14,035	18,207	-	18,207
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	116,136	-	116,136	112,834	-	112,834
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

**9 Analysis of expenditure on charitable activities**

	Brighton £	Manchester £	Campaigns and Social Change £	Total 2025 £	<i>Total 2024</i> £
Project costs	167,509	55,564	131,584	354,657	333,846
Staff costs	498,255	169,755	227,515	895,525	889,311
Depreciation	-	23,781	-	23,781	19,135
Support and governance costs (see note 10)	107,786	37,083	49,246	194,115	253,408
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
	773,550	286,183	408,345	1,468,078	1,495,700
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

## Notes to the accounts for the year ended 31 March 2025 (continued)

**10 Analysis of governance and support costs**

	2025 £	2024 £
Communications	5,383	4,975
Staff support costs	2,741	4,787
Information and computer technology	457	1,879
Premises costs	-	9,500
Staff costs	157,084	201,759
Depreciation	5,009	5,009
General expenses	11,672	16,340
Governance	25,084	18,561
Legal costs	720	8,805
	<hr/>	<hr/>
	208,150	271,615
	<hr/>	<hr/>

Allocated as follows on the basis of time spent in each activity:

Fundraising	14,035	18,207
Brighton	107,786	148,206
Manchester	37,083	59,613
Campaigns and Social Change	49,246	45,589
	<hr/>	<hr/>
	208,150	271,615
	<hr/>	<hr/>

**11 Net income/(expenditure) for the year**

This is stated after charging/(crediting):	2025 £	2024 £
Depreciation	28,789	24,144
Operating lease rentals:		
Property	46,850	38,938
Auditor's remuneration - audit fees	6,000	4,560
Auditor's remuneration - accountancy fees	2,100	2,040
	<hr/>	<hr/>

## Notes to the accounts for the year ended 31 March 2025 (continued)

## 12 Staff costs

Staff costs during the year were as follows:

	2025 £	2024 £
Wages and salaries	980,141	1,018,781
Social security costs	84,631	87,547
Pension costs	46,775	47,448
	<hr/>	<hr/>
	1,111,547	1,153,776
	<hr/>	<hr/>
<b>Allocated as follows:</b>		
Cost of raising funds	64,353	62,706
Charitable activities	890,110	889,311
Support and governance costs	157,084	201,759
	<hr/>	<hr/>
	1,111,547	1,153,776
	<hr/>	<hr/>

No employees have employee benefits in excess of £60,000 (2024: Nil).

The average number of staff employed during the period was 38 (2024: 39).

The average full time equivalent number of staff employed during the period was 31 (2024: 32).

The key management personnel of the charity comprise the trustees, the Chief Executive Officer, Business Support Manager, the Director of Services, the Director of Campaigns and Social Change and the Director of Income and Development. The total employee benefits of the key management personnel of the charity were £210,369 (2024: £115,660).

A termination payment of £12,152 was made to employees as part of a compromise agreement during the year.

## 13 Trustee remuneration and expenses, and related party transactions

Neither the management committee nor any persons connected with them received any remuneration during the year (2024: Nil).

One member of the management committee received reimbursed travel expenses during the year of £84 (2024: £195).

Aggregate donations from related parties were £1,000 (2024: £nil).

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity, including guarantees, during the year (2024: Nil).

## Notes to the accounts for the year ended 31 March 2025 (continued)

**14 Government grants**

The government grants recognised in the accounts were as follows:

	2025 £	2024 £
The National Lottery Community Fund	95,000	75,000
Brighton & Hove City Council	79,816	64,355
Manchester City Council	70,000	78,500
	<hr/>	<hr/>
	244,816	217,855
	<hr/> <hr/>	<hr/> <hr/>

There were no unfulfilled conditions and contingencies attaching to the grants.

**15 Corporation tax**

The charity is exempt from tax on income and gains falling within Chapter 3 of Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the charity.

**16 Fixed assets: intangible assets**

	Website £
<b>Cost</b>	
At 1 April 2024	7,759
Additions	-
	<hr/>
At 31 March 2025	7,759
	<hr/> <hr/>
<b>Depreciation</b>	
At 1 April 2024	4,484
Charge for the year	1,552
	<hr/>
At 31 March 2025	6,036
	<hr/> <hr/>
<b>Net book value</b>	
At 31 March 2025	1,723
	<hr/> <hr/>
At 31 March 2024	3,275
	<hr/> <hr/>

## Notes to the accounts for the year ended 31 March 2025 (continued)

**17 Fixed assets: tangible assets**

	Land and buildings: long leasehold £	Office equipment £	Vehicles £	Total £
<b>Cost</b>				
At 1 April 2024	272,735	22,923	39,817	335,475
Additions	-	-	7,921	7,921
Disposals	-	-	-	-
At 31 March 2025	<u>272,735</u>	<u>22,923</u>	<u>47,738</u>	<u>343,396</u>
<b>Depreciation</b>				
At 1 April 2024	21,442	9,097	30,646	61,185
Charge for the year	10,656	3,457	13,124	27,237
Disposals	-	-	-	-
At 31 March 2025	<u>32,098</u>	<u>12,554</u>	<u>43,770</u>	<u>88,422</u>
<b>Net book value</b>				
At 31 March 2025	<u>240,637</u>	<u>10,369</u>	<u>3,968</u>	<u>254,974</u>
At 31 March 2024	<u>251,293</u>	<u>13,826</u>	<u>9,171</u>	<u>274,290</u>

**18 Debtors**

	2025 £	2024 £
Trade debtors	840	29,892
Prepayments and accrued income	17,603	17,968
Other debtors	11,250	11,250
	<u>29,693</u>	<u>59,110</u>

Notes to the accounts for the year ended 31 March 2025 (continued)

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

	2025	2024
	£	£
Trade Creditors	16,871	6,712
Accruals	13,515	24,997
Deferred income	213,743	84,500
	<hr/>	<hr/>
	244,129	116,209
	<hr/> <hr/>	<hr/> <hr/>

**20 Deferred income**

	2025	2024
	£	£
Deferred income brought forward	84,500	119,245
Income received	684,663	158,655
Released to income from charitable activities	(555,420)	(193,400)
	<hr/>	<hr/>
Deferred income carried forward	213,743	84,500
	<hr/> <hr/>	<hr/> <hr/>

£213,743 relates to multi-period grants with agreed annual budgets.

## Notes to the accounts for the year ended 31 March 2025 (continued)

## 21 Analysis of movements in restricted funds

## Current reporting period

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2025 £
<b>Brighton</b>					
Brighton Core Funding	-	21,030	(29,335)	8,305	-
Health Engagement	-	300,726	(291,800)	-	8,926
Social Connection	-	86,425	(78,237)	-	8,188
Frontline Workers Network	7,358	40,057	(40,386)	-	7,029
A & E Worker	-	70,716	(70,720)	4	-
Changing Futures	6,748	80,854	(87,602)	-	-
Mental Health Engagement Worker	5,255	-	(5,255)	-	-
Common Ambition	-	45,267	(44,897)	(370)	-
Practice Development Network	8,646	33,959	(27,070)	-	15,535
Temporary Accommodation Support Centre	18,366	40,142	(37,864)	-	20,644
	<u>46,373</u>	<u>719,176</u>	<u>(713,166)</u>	<u>7,939</u>	<u>60,322</u>
<b>Manchester</b>					
Referral Project	-	300	(300)	-	-
Manchester Core	1,485	88,209	(65,268)	574	25,000
National Lottery Community Fund	26,127	75,000	(75,887)	-	25,240
Social Connection	-	35,690	(29,840)	13	5,863
Manchester Frontline Work	-	40,000	(39,987)	(13)	-
	<u>27,612</u>	<u>239,199</u>	<u>(211,282)</u>	<u>574</u>	<u>56,103</u>
<b>Campaigns and Social Change</b>					
Influencing Programme	2,843	50,947	(47,859)		5,931
Lived Experience Taking the Lead	76,200	114,399	(130,273)		60,326
Better Temporary Accommodation for Londoners	8,919	80,500	(64,286)		25,133
Peer Research	57,466	19,218	(76,686)	2	-
Transforming TA Programme	-	436,973	(85,716)		351,257
	<u>145,428</u>	<u>702,037</u>	<u>(404,820)</u>	<u>2</u>	<u>442,647</u>
<b>Total</b>	<u>219,413</u>	<u>1,660,412</u>	<u>(1,329,268)</u>	<u>8,515</u>	<u>559,072</u>

Transfers between funds represent minor overspend on a project which has been covered by unrestricted funds.

## Notes to the accounts for the year ended 31 March 2025 (continued)

## Analysis of movements in restricted funds - continued

## Comparative reporting period

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	Balance at 31 March 2024 £
<b>Brighton</b>					
Brighton Core Funding	-	7,500	(7,500)	-	-
Health Engagement	-	301,388	(301,388)	-	-
Social Connection	-	85,000	(85,000)	-	-
Frontline Workers					
Network	12,475	35,805	(40,922)	-	7,358
A & E Worker	796	56,355	(57,151)	-	-
Changing Futures	1,062	78,159	(72,473)	-	6,748
Mental Health					
Engagement Worker	-	49,470	(44,215)	-	5,255
Common Ambition	-	23,772	(23,772)	-	-
Practice Development					
Network	-	30,533	(21,887)	-	8,646
Temporary					
Accommodation Support					
Centre	-	50,000	(31,634)	-	18,366
	14,333	717,982	(685,942)	-	46,373
<b>Manchester</b>					
Referral Project	9,102	-	(9,102)	-	-
Manchester Core	32,316	35,834	(66,665)	-	1,485
National Lottery					
Community Fund	36,568	75,089	(85,530)	-	26,127
Manchester Frontline					
Work	-	67,353	(67,353)	-	-
Social Connection	-	42,500	(42,500)	-	-
	77,986	220,776	(271,150)	-	27,612
<b>Campaigns and Social Change</b>					
Research Core	-	4,725	(4,725)	-	-
Influencing Programme	-	8,167	(5,324)	-	2,843
Lived Experience Taking					
the Lead	86,806	115,114	(125,720)	-	76,200
Better Temporary					
Accommodation for					
Londoners	5,577	77,575	(74,233)	-	8,919
UTA Research and					
Development	15,730	-	(15,730)	-	-
Peer Research	-	76,877	(19,411)	-	57,466
	108,113	282,458	(245,143)	-	145,428
<b>Total</b>	<b>200,432</b>	<b>1,221,216</b>	<b>(1,202,235)</b>	<b>-</b>	<b>219,413</b>

Notes to the accounts for the year ended 31 March 2025 (continued)

**Analysis of movements in restricted funds - continued**

<b>Name of fund</b>	<b>Description, nature and purposes of the fund</b>
A & E Worker	Non-clinical support for people experiencing homelessness who are attending A&E at the Royal Sussex County Hospital in Brighton & Hove funded by Brighton & Hove City Council.
Better Temporary Accommodation for Londoners	The development of Temporary Accommodation Action Groups across five London Boroughs funded by Trust for London.
Brighton Core	The costs of running the Brighton project that help to support the running of the frontline team and provide funding for managerial roles.
Changing Futures	Improving outcomes for people experiencing multiple disadvantages, known as Multiple and Compound Needs (MCN) – including combinations of homelessness, substance misuse, mental health issues, domestic abuse and contact with the criminal justice system, funded by Brighton & Hove City Council.
Common Ambition	Co-production harnessing the ideas and experiences of people with lived experience of homelessness to improve homeless health services
Frontline Workers Network	Bringing together people working in the homelessness sector in Brighton & Hove to support one another, build relationships, develop ideas, share experiences and ultimately improve the services and support for people who are homeless in the city. Funded by St Martin-in-the-Fields.
Health engagement work	Non-clinical support for homeless people being discharged from hospital into unsupported temporary accommodation in Brighton & Hove and surrounding area.
Influencing Programme Lloyds	Putting lived experience at the centre of the governments decision-making about temporary accommodation. Supported by Lloyds Bank Foundation for England & Wales.
Lived Experience Taking the Lead	Developing lived experience involvement in the design and delivery of Justlife's research, projects and organisation, driving positive change locally and nationally.
Manchester core	The costs of running the Manchester project that help to support the running of the frontline team and provide funding for the managerial roles
Manchester Frontline Work	Centre based activities and drop ins to support clients and provide a space to meet and hang out, other than their accommodation. Mobile support service using the Justlife van to improve the health, wellbeing, and housing situation of people in temporary accommodation in Greater Manchester
Mental Health Engagement Worker	Mental health support for people living in temporary and emergency accommodation funded by Brighton & Hove City Council.
National Lottery Community Fund	Supporting people living in temporary accommodation in Greater Manchester to improve their experience and to move onto more suitable and longer-term accommodation.

Notes to the accounts for the year ended 31 March 2025 (continued)

**Analysis of movements in restricted funds - continued**

Peer Research	Supporting people with lived experience to create change through democratising access to knowledge and increasing understanding of intersectional experiences of temporary accommodation. Supported by the Community Knowledge Fund, The Young Foundation and UK Research and Innovation.
Practice Development Network	Bringing together people working in the homelessness sector across east & west Sussex to support one another, share experiences and ultimately improve the services and support for people who are experiencing homelessness in the region.
Referral project	Supporting homeless individuals in Greater Manchester with high level support needs referred by the Probation Service with a support and re-housing plan, to prevent a deterioration in health and well-being.
Social Connection	Matching volunteer befrienders with people leaving homelessness to support them to engage with their community in Brighton & Hove and Greater Manchester. Funded in Brighton by the Henry Smith Charity, in Manchester by the Greater Manchester Mayor's Charity, and CRH Charitable Trust and in both regions by Nationwide Building Society.
Temporary Accommodation Support Centre	Services to improve the health and wellbeing of people experiencing homelessness and living in temporary accommodation in Brighton and Hove.
Transforming TA Programme	Driving policy changes nationally, radically reducing the use of TA, ensuring the accommodation is appropriate to the intersectional needs of individuals and make the experience short, safe and healthy. Supported by Oak Foundation

## Notes to the accounts for the year ended 31 March 2025 (continued)

## 22 Analysis of movement in unrestricted funds

	Balance at 1 April 2024 £	Income £	Expenditure £	Transfers £	As at 31 March 2025 £
General fund	80,201	302,847	(254,946)	12,353	140,455
<b>Designated funds:</b>					
Fixed assets fund	277,565	-	-	(20,868)	256,697
	<u>357,766</u>	<u>302,847</u>	<u>(254,946)</u>	<u>(8,515)</u>	<u>397,152</u>

*Comparative period*

	Balance at 1 April 2023 £	Income £	Expenditure £	Transfers £	As at 31 March 2024 £
General fund	194,828	279,032	(406,299)	12,640	80,201
<b>Designated funds:</b>					
Property refurbishment	19,326	-	-	(19,326)	-
Fixed assets fund	270,879	-	-	6,686	277,565
	<u>485,033</u>	<u>279,032</u>	<u>(406,299)</u>	<u>-</u>	<u>357,766</u>

## Notes to the accounts for the year ended 31 March 2025 (continued)

## Analysis of movement in unrestricted funds - continued

Name of unrestricted fund	Description, nature and purposes of the fund
General fund	The free reserves after allowing for all designated funds
<i>Designated funds:</i>	
Property refurbishment	Property refurbishment costs set aside for spending in the following year
Fixed assets	The fixed assets are essential for the future operation of the charity and so are excluded from free reserves.

## 23 Analysis of net assets between funds

	General fund £	Designated funds £	Restricted funds £	Total 2025 £
Tangible fixed assets		256,697	-	256,697
Net current assets/(liabilities)	140,455	-	559,072	699,527
Total	140,455	256,697	559,072	956,224
<i>Comparative period</i>				
	General fund £	Designated funds £	Restricted funds £	Total 2024 £
Tangible fixed assets		277,565	-	277,565
Net current assets/(liabilities)	80,201	-	219,413	299,614
Total	80,201	277,565	219,413	577,179

## Notes to the accounts for the year ended 31 March 2025 (continued)

## 24 Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods:

	Property	
	2025	2024
	£	£
Less than one year	48,150	48,150
One to five years	121,350	166,350
Over five years	166,950	170,100
	<hr/>	<hr/>
	336,450	384,600
	<hr/>	<hr/>

## 25 Reconciliation of net movement in funds to net cash flow from operating activities

	2025	2024
	£	£
<b>Net income/(expenditure) for the year</b>	379,045	(108,286)
<b>Adjustments for:</b>		
Interest received	(2,768)	(2,731)
Depreciation charge	28,789	24,144
Decrease/(increase) in debtors	29,417	(22,289)
Increase/(decrease) in creditors	127,920	(29,292)
	<hr/>	<hr/>
<b>Net cash provided by/(used in) operating activities</b>	562,403	(138,454)
	<hr/>	<hr/>