

# FIRMFOUNDATION

England & Wales · Charity number 1143823

## Details

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**Status** Registered

**Legal form** Other

**Registered** 2011-09-16

**Register** [View on the Charity Commission register](#)

## Contact

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**Address** FirmFoundation  
45 Angel Road  
Harrow  
Middlesex  
HA1 1JZ

**Phone** 02084265515

**Email** [js@firmfoundation.org.uk](mailto:js@firmfoundation.org.uk)

**Website** [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)

## Activities

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**Objects:** THE RELIEF OF NEED AMONGST PERSONS SUFFERING HARDSHIP AND DISTRESS DUE TO HOMELESSNESS AND POVERTY

**Activities:** We operate: 8 rooms of Supported Accommodation for rough sleepers who require support for up to 2 years before moving on to independent living; Thrice weekly Drop-in Services working with partners, supporting & managing referrals to appropriate services; An annual 12 bed Winter Night Shelter providing a secure environment, shower, meal & help for those requiring access to local facilities

## Classification

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- **How:** Provides Services, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty
- **Who:** Other Defined Groups, The General Public/mankind

## Geography

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- Harrow

### Finances

| Period end | Income   | Expenditure | Assets | Employees |
|------------|----------|-------------|--------|-----------|
| 2025-08-31 | £468,202 | £459,627    | -      | -         |
| 2024-08-31 | £420,382 | £334,232    | -      | -         |
| 2023-08-31 | £249,851 | £307,984    | -      | -         |
| 2022-08-31 | £284,314 | £298,827    | -      | -         |
| 2021-08-31 | £236,719 | £237,838    | -      | -         |

### Trustees

| Name             | Role  | Appointed  |
|------------------|-------|------------|
| ANNE BISHOP      | Chair | 2018-04-19 |
| Peter Wells      |       | 2024-03-19 |
| Rev Steve Taylor |       | 2025-03-14 |

**FIRMFOUNDATION**

England & Wales - Charity number 1143823

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# Accounts

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**FIRMFOUNDATION  
REPORT AND ACCOUNTS  
FOR THE YEAR ENDED  
31<sup>st</sup> AUGUST 2025**

FirmFoundation  
Brigade House  
Brigade Close  
Harrow  
HA2 0LQ

Telephone: 020 8426 5515  
Website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)  
Registered Charity Number 1143823



**FIRM FOUNDATION**

**APPOINTMENTS DURING THE YEAR ENDED 31<sup>ST</sup> AUGUST 2025**

**TRUSTEES & MANAGEMENT COMMITTEE MEMBERS**

**Chairperson: Anne Bishop**

**Secretary: Peter Wells**

**Treasurer: Kwame Asare-Boateng (resigned 24 March 2025)**

**Trustees:**

**Major Jo Simpson (resigned June 1 June 2025)  
The Revd Dr Sarah Archer (resigned 9 April 2025)  
The Revd Steve Taylor (appointed 14 March 2025)**

**BANKERS**

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

**INDEPENDENT EXAMINER**

**Derek Taylor-Mew FMAAT  
123 Park Lane  
Harrow  
HA2 8NN**

## **Trustees' Report**

FirmFoundation is an unincorporated charity. The method of joining the membership of FirmFoundation and the appointment of officers to the Management Committee is set out in its Constitution which was adopted on 15<sup>th</sup> September 2011. A copy of the constitution is available upon request through the 'contact us' page on our website. FirmFoundation is administered by the Management Committee which is elected at the Annual General Meeting and includes a Chairperson, Secretary and Treasurer whose duties are laid out in the Constitution.

### **Objectives and Activities**

Our objective is the relief of need amongst persons suffering hardship and distress due to homelessness and poverty.

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties.

The following activities were undertaken this year to meet this objective:

#### **Context**

Single Homelessness has been rising nationally, and this has been reflected locally. The largest contributor to homelessness nationally and in the Borough of Harrow has again been Section 21s or "no fault evictions". The CHAIN (Combined Homelessness and Information Network) data for Harrow 2024/5 is at a high of 128 verified rough sleepers and we realise that many do not appear on the official statistics. This figure does not include those under threat of homelessness and those sofa surfing. Our own data has seen an increase in those accessing services.

FirmFoundation's goal of moving to a central Harrow location required planning and funding. The charity is pleased to have achieved this milestone. For the first time, the Borough of Harrow have a dedicated, centrally located service for single homeless and rough sleepers. Whilst there is much work to do, this significant step has produced a step change for Harrow.

Funding has increased and following a challenging previous year the charity was not only able to make the move to the new centrally located premises but to expand the team by bringing in to the service a former client who came through our supported accommodation and has now gained employment with FirmFoundation. The charity has ended the year with a small surplus and fell just short of our reserves target.

It is against this backdrop that the success and scope of our work is detailed below.

#### **Night Shelter 2025**

Once again FirmFoundation's dormitory style 12-bed male Night Shelter operated over the winter months.

The Shelter ran from the 1<sup>st</sup> January 2025 to the 31<sup>st</sup> March 2025, receiving 30 referrals, taking in 19 individuals. Just under half of our guests had a positive outcome. Referrals came from our partners as well as guests coming through our own services.

The Night Shelter report is available on FirmFoundation's website:  
<https://firmfoundation.org.uk/reports/>

### Supported Accommodation

As part of our work to prevent recurring rough sleeping we provide Supported Accommodation. This offers a tailored support package for rough sleepers who develop much-needed life skills, including cooking and budgeting. A rough sleeper can stay with FirmFoundation for up to two years. We will then help to move the person into private rented accommodation.

FirmFoundation operates eight single rooms over two properties. Hope Place is a three-bedroom flat and Sefton Ave has five rooms.

Clients are invited to move in following an assessment process, where each one is given a support plan which is reviewed on a regular basis. Our Supported Accommodation Worker then helps to prepare the person for managing their own permanent accommodation. The aim is that each person moves into their own accommodation within two years.

Since our first property in 2013, 38 people have stayed with us. Of those who have moved on, 67% successfully settled into their own accommodation.

### FirmFoundation Hub

FirmFoundation opened Harrow's first dedicated single homeless Hub. All of our existing day services were relocated to the Hub where we were able to extend the duration of the three weekly sessions. Food and showers are available and now at the Hub, laundry facilities as well. This also gives opportunity for our Support Workers to begin the work needed to end their homelessness.

### St Peter's Medical Centre

The charity's partnership with a local GP surgery and two year funding through the local NHS Integrated Care Board has produced a weekly Nurse and GP Clinic at the Hub. The impact has been significant with clients accessing GP and health care without the barriers they often face.

### Ongoing Work with Rough Sleepers

We continue to work with those who are street homeless throughout the year, connecting them to appropriate services and into accommodation wherever possible.

### Achievements and Performance

## **On Average FirmFoundation Houses One Person Each Week**



49 Accessing  
Accommodation or  
Positive Outcomes in  
2024-5

## FirmFoundation's Night Shelter 2025

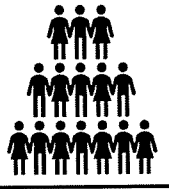


30 referrals  
19 guests  
8 with positive outcomes

## Day Services



Over 2500 visits



186 Individuals

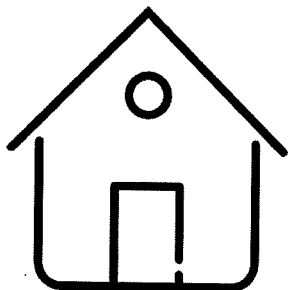


159 Males



27 Females

## Supported Accommodation



Currently 8 Rooms  
over 2 Properties

Support for up to 2  
years

Since 2013 66% have  
moved into to their  
own accommodation  
or a positive outcome

### Volunteers

We are proud of our volunteers. Once again, their commitment and energy cannot be overestimated as they week in and week out serve and interact with our clients. 190 people have volunteered in our Day Services and Night Shelter. Making sure there is a safe space for our rough sleepers and providing food and hot showers. Often this is the first step a person makes towards working with us to end their homelessness.

### Case Studies

1. A 63-year-old male with learning difficulties had been sofa surfing for some time. When this stopped, he approached FirmFoundation. He was not known to learning disability services or to the local council. The charity arranged emergency accommodation through the council and began the process of a learning disability assessment. He is now in supported accommodation and is over the moon with his new home.
2. Patrick came to us with nothing more than a tattered photocopy of an old bank card. This was the only evidence he possessed of his past life. He had lived the last six years rough sleeping in various parts of London; a period initiated by a persistent memory loss which led him to lose both his job & accommodation. He was extremely traumatised by his time on the street and had already been turned away by several councils and charities that he previously approached.

It took a number of meetings with our staff to slowly recall his whereabouts and prior addresses. Through patience and cultivating trust, we were able to rebuild his identity piece by piece, starting with a replacement passport from his embassy. He is now housed in a newly refurbished studio. FirmFoundation helped him with a few move-in necessities; he now has eyeglasses after his first ever eye test, and we have sourced him a laptop through a partner organisation.

Patrick has already received a referral for his neurological condition through our onsite GP service. Altogether, he believes this is the start of a full turnaround in his life; he has now given up drinking and is enthusiastic about the future, including the search for employment.

## Staffing

A new post has been created which is the Hub Lead and Support Worker role. The CEO also oversees a staff team made up of two full time Support Workers, our Supported Accommodation Worker and our part-time Finance Manager. We also employ a part-time Supporter Relationship Manager, part-time Project Staff Worker, and during the Shelter period an additional four Shelter Night Staff.

## Future Direction

For the first time FirmFoundation has been able to provide a single homeless service at one location. The development of the Hub will mean that our partners, Harrow Council, drug and alcohol and others will be able to have space on-site. We would like to add a bespoke clinical room and work with Harrow Council to offer a one stop shop for single homeless and rough sleepers.

The development of the Hub will require funding and see an expansion to the current staff team. The board of trustees and the CEO are planning and working towards our next exciting expansion.

## Financial Review

The total incoming resources for the year increased by £48k to £468k compared to the previous year. In 2024 we only received grants from our three main grant funders, the National Lottery Communities Fund (NLCF), Harrow Giving and 6 Crown Street whereas in 2025, having engaged a grant fundraiser, we also received £89k from other grant funders for the year. This enabled us to increase our expenditure on staffing & premises costs (having moved to our own office & day centre at the start of the year) which facilitated an increase in the support we have been able to provide to clients. Total expenditure therefore increased by a total of £125k.

Unrestricted income exceeded expenditure by £43k which was necessary to fund a deficit on restricted funds of £35k due to shortfalls of grant funding for the Night Shelter (£12k) and the renamed and newly restricted Day Centre fund (formerly the Drop In) (£30k). A net transfer of £36k was made from the unrestricted to restricted funds to cover these deficits less expenditure incurred in the General Fund that was funded from the NLCF grant (£6k).

At 31<sup>st</sup> August 2025, our total unrestricted reserves carried forward were therefore £83k while our restricted reserves balance was £32k representing the balance of the CEO & Office Rent (formerly NLCF) Fund (which funds, in advance, the Chief Executive's salary and the rent of our premises).

Once again, our sincere thanks go to everyone who has given us financial or practical support during the year. The larger organisational donors who helped us this year are listed at the back of this report, but we also acknowledge the generosity of smaller donors and individuals.

## Reserves Policy

Our policy is to maintain sufficient reserves to enable us to continue to meet our current commitments including conducting a year-round night shelter. As we rely on substantial one-off donations and grants to finance our core costs, uncertainty over future income is always a major factor to take into consideration. Staff costs have always accounted for a large part of our budget, and we also have financial commitments in relation to our Supported Accommodation properties. Therefore, our reserves policy aims to cover these costs by holding a minimum reserve within our General Fund, at any one time, amounting to the equivalent of three months' total costs which are not funded from secured grants. During 2024/25, we managed to increase the General Fund balance while increasing the amount of our future expenditure that is funded from secured grants. As a result, our unrestricted reserves at 31<sup>st</sup> August 2025 of £83k were less than £1k short of our reserves target of £84k.

Chair of Trustees:

*A. Bishop*

Date:

*27<sup>th</sup> November 2025.*

Our thanks go to the following organisations who donated over £500 during the year and to the other organisations and the numerous individuals who have supported our work during the last financial year:

Church of England 6 Crown St. Endowment Fund  
Beatrice Lang Trust  
London Catalyst  
CCR Foundation  
Cannon Lane Methodist Church  
Elmfield Church  
The Forrester Family Trust  
Garfield Weston Foundation  
Harrow Baptist Church  
Harrow Giving  
Harrow School  
The Hedley Foundation  
The Albert Hunt Trust  
King's Church, Harrow  
B C Mehta (Fable & Mane) Trust Limited  
North Harrow Methodist Church  
The National Lottery Communities Fund  
Pinner Baptist Church  
Pinner Parish Church  
Rayners Lane Baptist Church  
The Sackler Trust  
Souter Charitable Trust  
St John Fisher Roman Catholic Church, North Harrow  
St Michael and All Angels' Church, Harrow  
St Paul's Church, South Harrow  
St Peter's Church, Harrow  
The Vandervell Foundation  
Wealdstone Baptist Church



# D TAYLOR-MEW BSc FMAAT

123 Park Lane  
Harrow  
Middlesex  
HA2 8NN

Tel/Fax: 020 8422 0994  
Email: [derek@taylor-mew.co.uk](mailto:derek@taylor-mew.co.uk)

## **Independent Examiner's Report to the Trustees of Firm Foundation**

I report to the trustees on my examination of the account of the above charity (The Trust) for the year ended 31 August 2025.

### Respective responsibilities of trustees and examiner

The Trustees are responsible for the preparation of the financial statements in accordance with applicable law and applicable accounting standards. The Trustees consider that audit is not required under Section 144(2) of the Charities Act 2011 and that an independent examination is needed.

It is my responsibility to examine those financial statements under Section 145 of the Charities Act 2011, to follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the Charities Act 2011 and to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. That examination includes a review of the accounting records kept by the charity and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently we do not express an audit opinion on the view given by the accounts.

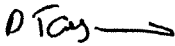
### Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified and licensed member of the AAT.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives cause to believe that in, any material respect:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act 2011; and to prepare accounts which accord with those accounting records of the Charities Act 2011: or
- (2) the accounts did not accord with the accounting records: or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

  
D Taylor-Mew FMAAT  
123 Park Lane  
Harrow, Middx.  
HA2 8NN

29 October 2025

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 August 2025

|                                   | Note      | Unrestricted<br>Funds<br>2025<br>£ | Restricted<br>Funds<br>2025<br>£ | Total<br>2025<br>£ | Total<br>2024<br>£ |
|-----------------------------------|-----------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>INCOME FROM:</b>               |           |                                    |                                  |                    |                    |
| Donations and legacies            | 3         | 127,709                            | 193,128                          | 320,837            | 287,722            |
| Charitable activities             | 3         | 147,140                            | 0                                | 147,140            | 132,504            |
| Investments                       | 3         | 225                                | 0                                | 225                | 156                |
| <b>TOTAL INCOME</b>               |           | <b>275,074</b>                     | <b>193,128</b>                   | <b>468,202</b>     | <b>420,382</b>     |
| <b>EXPENDITURE ON:</b>            |           |                                    |                                  |                    |                    |
| Raising funds                     | 5         | 15,603                             | 0                                | 15,603             | 3105               |
| Charitable activities             | 5         | 216,308                            | 227,716                          | 444,024            | 331,127            |
| <b>TOTAL EXPENDITURE</b>          |           | <b>231,911</b>                     | <b>227,716</b>                   | <b>459,627</b>     | <b>334,232</b>     |
| <b>Net (expenditure) / income</b> |           | <b>43,163</b>                      | <b>(34,588)</b>                  | <b>8,575</b>       | <b>86,150</b>      |
| <b>Transfers between funds</b>    |           | <b>(35,912)</b>                    | <b>35,912</b>                    | <b>-</b>           | <b>-</b>           |
| <b>NET MOVEMENT IN FUNDS</b>      |           | <b>7,251</b>                       | <b>1,324</b>                     | <b>8,575</b>       | <b>86,150</b>      |
| <b>RECONCILIATION OF FUNDS:</b>   |           |                                    |                                  |                    |                    |
| TOTAL FUNDS B/F                   |           | 75,999                             | 30,195                           | 106,194            | 20,044             |
| <b>TOTAL FUNDS C/F</b>            | <b>10</b> | <b>83,250</b>                      | <b>31,519</b>                    | <b>114,769</b>     | <b>106,194</b>     |

FirmFoundation  
BALANCE SHEET  
As at 31 August 2025

|                                                | Note | Unrestricted<br>Funds<br>2025<br>£ | Restricted<br>Funds<br>2025<br>£ | Total Funds<br>2025<br>£ | Total Funds<br>2024<br>£ |
|------------------------------------------------|------|------------------------------------|----------------------------------|--------------------------|--------------------------|
| <b>FIXED ASSETS</b>                            |      |                                    |                                  |                          |                          |
| Tangible assets                                |      | -                                  | -                                | -                        | -                        |
|                                                |      | <u>0</u>                           | <u>0</u>                         | <u>-</u>                 | <u>-</u>                 |
| <b>CURRENT ASSETS</b>                          |      |                                    |                                  |                          |                          |
| Debtors                                        | 8    | 25,076                             | 5,667                            | 30,743                   | 14,788                   |
| Cash at bank and in hand                       |      | <u>92,656</u>                      | <u>26,988</u>                    | <u>119,644</u>           | <u>109,398</u>           |
|                                                |      | 117,732                            | 32,655                           | <b>150,387</b>           | 124,186                  |
| <b>NET CURRENT ASSETS</b>                      |      | <u>117,732</u>                     | <u>32,655</u>                    | <u>150,387</u>           | <u>124,186</u>           |
| Creditors: amounts falling due within one year | 9    | (34,482)                           | (1,136)                          | (35,618)                 | (17,992)                 |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>        |      | 83,250                             | 31,519                           | <b>114,769</b>           | 106,194                  |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>   |      | 83,250                             | 31,519                           | <b>114,769</b>           | 106,194                  |
| <b>TOTAL NET LIABILITIES</b>                   |      | <u>83,250</u>                      | <u>31,519</u>                    | <u>114,769</u>           | <u>106,194</u>           |
| <b>THE FUNDS OF THE CHARITY:</b>               |      |                                    |                                  |                          |                          |
| Restricted income funds                        | 10   |                                    | 31,519                           | 31,519                   | 30,195                   |
| Unrestricted funds:                            |      |                                    |                                  |                          |                          |
| Designated funds                               | 10   | 0                                  |                                  | 0                        | 0                        |
| General Fund                                   | 10   | <u>83,250</u>                      |                                  | <u>83,250</u>            | <u>75,999</u>            |
| <b>Total Unrestricted Funds</b>                |      | 83,250                             |                                  | <b>83,250</b>            | 75,999                   |
| <b>TOTAL CHARITY FUNDS</b>                     | 10   | <u>83,250</u>                      | <u>31,519</u>                    | <u>114,769</u>           | <u>106,194</u>           |

The financial statements were approved and authorised for issue by the Board on 25th November 2025 and signed on their behalf by:-

*A. Bishop* 27th  
November 2025.

Anne Bishop, Chair of Trustees

## 1. BASIS OF PREPARATION

### a) Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with

the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with

the Charities Act 2011.

FirmFoundation meets the definition of a public benefit entity under FRS 102.

### b) Going concern

The charity has net current assets at 31 August 2025 of £150k and has set a prudent operating budget for 2025/2026. Therefore the trustees consider that the organisation's financial viability is assured for at least 12 months from the signing of these accounts.

## 2. ACCOUNTING POLICIES

### a) Income

#### Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

#### Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

#### Grants and donations

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

#### Legacies

Legacies are included in the SoFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met.

The charity has received government grants in the reporting period

#### Government grants

#### Tax reclaims on donations and gifts

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

#### Contractual income and performance related grants

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

#### Donated goods

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognised on receipt. In the reporting period in which the stocks are distributed, they are recognised as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale, and recognised in 'Income from other trading activities' with the corresponding stock recognised in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognised as 'Income from other trading activities'.

Goods donated for on-going use by the charity are recognised as tangible fixed assets and included in the SoFA as incoming resources when receivable.

Gifts in kind for use by the charity are included in the SoFA as income from donations when receivable.

#### Donated services and facilities

Donated services and facilities are included in the SoFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SoFA.

#### Volunteer help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

#### Income from interest, royalties and dividends

This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

#### Settlement of insurance claims

Insurance claims are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP) and are included as an item of other income in the SoFA.

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2025

|           |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           | <b>Investment gains and losses</b>              | This includes any realised or unrealised gains or losses on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.                                                                                                                                                                                                                         |
| <b>b)</b> | <b><u>Expenditure and Liabilities</u></b>       |                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | <b>Liability recognition</b>                    | Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.                                                                                                                                                                          |
|           | <b>Redundancy cost</b>                          | The charity made no redundancy payments during the reporting period.                                                                                                                                                                                                                                                                                                                                          |
|           | <b>Deferred income</b>                          | Unrestricted Income is deferred if it is received, but not used, for a specific purpose within the year but will be spent on that purpose in subsequent years.                                                                                                                                                                                                                                                |
|           | <b>Creditors</b>                                | Creditors are measured at settlement amounts less any trade discounts                                                                                                                                                                                                                                                                                                                                         |
|           | <b>Provisions for liabilities</b>               | A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date                                                                                                                                                                                                                       |
| <b>c)</b> | <b><u>Assets</u></b>                            |                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | <b>Tangible fixed assets for use by charity</b> | Tangible fixed assets will be capitalised if they can be used for more than one year, and cost at least £500.<br><br>They will be valued at cost.<br>Computer equipment will be depreciated at 33% per annum on cost.<br>Other equipment and Fixture & Fittings will be depreciated at 20% per annum on cost.                                                                                                 |
|           | <b>Other fixed assets</b>                       | The charity has no other fixed assets                                                                                                                                                                                                                                                                                                                                                                         |
|           | <b>Debtors</b>                                  | Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.                                                                                                                                      |
|           | <b>Current asset investments</b>                | Investments held for resale or pending their sale and cash and cash equivalents which have a maturity date less than one year, including cash on deposit and cash equivalents with a maturity date of less than one year held for investment purposes rather than to meet short term cash commitments as they fall due will be valued at fair value except where they qualify as basic financial instruments. |

FirmFoundation  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2025

**3. ANALYSIS OF INCOME**

|                                                            | Unrestricted funds<br>2025 | Restricted<br>income funds<br>2025 | Total<br>2025  | Unrestricted<br>funds 2024 | Restricted<br>income funds<br>2024 | Total<br>2024  |
|------------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                            | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Donations and legacies:</b>                             |                            |                                    |                |                            |                                    |                |
| Donations and gifts                                        | 61,383                     | 5,815                              | 67,198         | 121,520                    | 1,911                              | 123,431        |
| Gift Aid                                                   | 6,826                      | -                                  | 6,826          | 2,688                      | -                                  | 2,688          |
| General grants provided by<br>government / other charities | 59,500                     | 187,313                            | 246,813        | 27,200                     | 134,403                            | 161,603        |
|                                                            | <u>127,709</u>             | <u>193,128</u>                     | <u>320,837</u> | <u>151,408</u>             | <u>136,314</u>                     | <u>287,722</u> |
| <b>Charitable activities:</b>                              |                            |                                    |                |                            |                                    |                |
| Rental Income                                              | 147,140                    | -                                  | 147,140        | 132,504                    | -                                  | 132,504        |
|                                                            | <u>147,140</u>             | <u>-</u>                           | <u>147,140</u> | <u>132,504</u>             | <u>-</u>                           | <u>132,504</u> |
| <b>Income from investments</b>                             |                            |                                    |                |                            |                                    |                |
| Interest income                                            | 225                        | -                                  | 225            | 156                        | -                                  | 156            |
|                                                            | <u>225</u>                 | <u>-</u>                           | <u>225</u>     | <u>156</u>                 | <u>-</u>                           | <u>156</u>     |

**4. ANALYSIS OF RECEIPTS OF GOVERNMENT GRANTS**

| Description                                     | Total<br>2025<br>£ | Total<br>2024<br>£ |
|-------------------------------------------------|--------------------|--------------------|
| Central Government Day Centre Feasibility grant | -                  | -                  |
| <b>TOTAL GOVERNMENT GRANTS RECEIVED</b>         | <u>-</u>           | <u>-</u>           |

**5. ANALYSIS OF EXPENDITURE**

|                                                       | Unrestricted funds<br>2025 | Restricted<br>income funds<br>2025 | Total<br>2025  | Unrestricted<br>funds 2024 | Restricted<br>income funds<br>2024 | Total<br>2024  |
|-------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                       | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Total expenditure on raising funds</b>             | 15,603                     | -                                  | 15,603         | 3105                       | -                                  | 3,105          |
| <b>Expenditure on charitable activities:</b>          |                            |                                    |                |                            |                                    |                |
| Staffing costs                                        | 115,904                    | 134,630                            | 250,534        | 119,451                    | 79,749                             | 199,200        |
| Office & administration costs                         | 18,843                     | 74,440                             | 93,283         | 55,898                     | 3,794                              | 59,692         |
| Client accommodation costs                            | 74,145                     | 6,019                              | 80,164         | 63,136                     | -                                  | 63,136         |
| Other client costs                                    | 7,416                      | 12,627                             | 20,043         | 5,843                      | 3,256                              | 9,099          |
| <b>Total expenditure on charitable<br/>activities</b> | <u>216,308</u>             | <u>227,716</u>                     | <u>444,024</u> | <u>244,328</u>             | <u>86,799</u>                      | <u>331,127</u> |
| <b>TOTAL EXPENDITURE</b>                              | <u>231,911</u>             | <u>227,716</u>                     | <u>459,627</u> | <u>247,433</u>             | <u>86,799</u>                      | <u>334,232</u> |

**6. PAID EMPLOYEES**

|                                             | Total<br>2025<br>£ | Total<br>2024<br>£ |
|---------------------------------------------|--------------------|--------------------|
| Salaries and wages                          | 203,206            | 160,157            |
| Social security costs                       | 24,316             | 16,013             |
| Pension costs (defined contribution scheme) | 4,657              | 3,620              |
| <b>Total direct staff costs</b>             | <u>232,179</u>     | <u>179,790</u>     |

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

The total amount paid to key management personnel (includes trustees and senior management) for their services to the charity was £43,783 (2024: £38,354). For specific amounts paid to trustees, see Note 11.

The average **weekly** number of employees, expressed as head count and as full time equivalents, during the period was:

|                       | Head count  |             | Full time equivalents |             |
|-----------------------|-------------|-------------|-----------------------|-------------|
|                       | 2025<br>No. | 2024<br>No. | 2025<br>No.           | 2024<br>No. |
| Charitable activities | <u>9.2</u>  | <u>8.1</u>  | <u>6.6</u>            | <u>6.1</u>  |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2025

## 7. DEFINED CONTRIBUTION PENSION SCHEME

|                                                                                                                                                                                                              | 2025  | 2024  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
|                                                                                                                                                                                                              | £     | £     |
| Amount of contributions recognised in the SOFA as an expense                                                                                                                                                 | 4,657 | 3,620 |
| Total employer pension contributions have been allocated between restricted £2,185 (2024: £1,501) and unrestricted funds based on the salary allocations of staff between restricted and unrestricted funds. |       |       |

## 8. DEBTORS AND PREPAYMENTS

|                             | 2025          | 2024          |
|-----------------------------|---------------|---------------|
|                             | £             | £             |
| Gift Aid claimed            | 2,342         | 515           |
| Housing benefit due         | 22,924        | 11,466        |
| Client contribution arrears | 1,299         | 2,807         |
| Provision for bad debts     | (1,489)       | -             |
| Grants receivable           | 5,667         | -             |
|                             | <u>30,743</u> | <u>14,788</u> |

## 9. CREDITORS AND ACCRUALS

|                 | 2025          | 2024          |
|-----------------|---------------|---------------|
|                 | £             | £             |
| Trade creditors | 8,265         | 11,492        |
| Deferred income | 27,353        | 6,500         |
|                 | <u>35,618</u> | <u>17,992</u> |

## 10. STATEMENT OF FUNDS

|                                    | Brought forward<br>1/9/24 | Income<br>2024/25     | Expenditure<br>2024/25  | Transfers<br>2024/25 | Carried forward<br>31/8/25 |
|------------------------------------|---------------------------|-----------------------|-------------------------|----------------------|----------------------------|
|                                    | £                         | £                     | £                       | £                    | £                          |
| <u>Current year</u>                |                           |                       |                         |                      |                            |
| <u>Unrestricted funds:</u>         |                           |                       |                         |                      |                            |
| Designated funds:                  |                           |                       |                         |                      |                            |
| Housing Fund                       | -                         | 161,540               | (110,355)               | (51,185)             | -                          |
| General fund                       | 75,999                    | 113,533               | (121,555)               | 15,273               | 83,250                     |
| Total unrestricted funds           | <u>75,999</u>             | <u>275,073</u>        | <u>(231,910)</u>        | <u>(35,912)</u>      | <u>83,250</u>              |
| <u>Restricted funds:</u>           |                           |                       |                         |                      |                            |
| Day Centre (formerly Drop In) Fund | -                         | 29,837                | (60,185)                | 30,348               | -                          |
| Night Shelter Fund                 | -                         | 29,625                | (41,492)                | 11,867               | -                          |
| CEO & Office Rent (formerly NLCF)  | 30,195                    | 133,667               | (126,040)               | (6,303)              | 31,519                     |
| Total restricted funds             | <u>30,195</u>             | <u>193,129</u>        | <u>(227,717)</u>        | <u>35,912</u>        | <u>31,519</u>              |
| <b>TOTAL FUNDS</b>                 | <u><b>106,194</b></u>     | <u><b>468,202</b></u> | <u><b>(459,627)</b></u> | <u><b>-</b></u>      | <u><b>114,769</b></u>      |
|                                    |                           |                       |                         |                      |                            |
|                                    | Brought forward<br>1/9/23 | Income<br>2023/24     | Expenditure<br>2023/24  | Transfers<br>2023/24 | Carried forward<br>31/8/24 |
|                                    | £                         | £                     | £                       | £                    | £                          |
| <u>Prior year</u>                  |                           |                       |                         |                      |                            |
| <u>Unrestricted funds:</u>         |                           |                       |                         |                      |                            |
| Designated funds:                  |                           |                       |                         |                      |                            |
| Housing (formerly Premises) Fund   | -                         | 132,504               | (95,435)                | (37,069)             | -                          |
| Drop In Fund                       | -                         | 14,440                | (17,087)                | 2,647                | -                          |
| General fund                       | 6,667                     | 137,123               | (134,910)               | 67,119               | 75,999                     |
| Total unrestricted funds           | <u>6,667</u>              | <u>284,067</u>        | <u>(247,432)</u>        | <u>32,697</u>        | <u>75,999</u>              |
| <u>Restricted funds:</u>           |                           |                       |                         |                      |                            |
| Night Shelter Fund                 | -                         | 36,911                | (38,407)                | 1,496                | -                          |
| National Lottery Communities Fund  | 13,377                    | 99,403                | (48,392)                | (34,193)             | 30,195                     |
| Total restricted funds             | <u>13,377</u>             | <u>136,314</u>        | <u>(86,799)</u>         | <u>(32,697)</u>      | <u>30,195</u>              |
| <b>TOTAL FUNDS</b>                 | <u><b>20,044</b></u>      | <u><b>420,381</b></u> | <u><b>(334,231)</b></u> | <u><b>-</b></u>      | <u><b>106,194</b></u>      |

## 11. Transactions with trustees and related parties

None of the trustees have been paid any remuneration or received any other benefits from an employment with the charity or a related entity. There were no related party transactions during the year.

**FIRMFOUNDATION**

England & Wales - Charity number 1143823

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# Accounts

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**FIRMFOUNDATION  
REPORT AND ACCOUNTS  
FOR THE YEAR ENDED  
31<sup>st</sup> AUGUST 2024**

FirmFoundation  
Brigade House  
Brigade Close  
Harrow  
HA2 0LQ

Telephone: 020 8426 5515  
Website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)  
Registered Charity Number 1143823

**FIRM FOUNDATION**

**APPOINTMENTS DURING THE YEAR ENDED 31<sup>ST</sup> AUGUST 2024**

**TRUSTEES & MANAGEMENT COMMITTEE MEMBERS**

**Chairperson: Anne Bishop**

**Secretary: Ian Dowsett (resigned 1<sup>st</sup> December 2023)**

**Treasurer: Kwame Asare-Boateng**

**Trustees:**

**Major Jo Simpson (appointed 23 January 2024)**

**Peter Wells (appointed 19 March 2024)**

**The Revd Dr Sarah Archer (appointed 21 August 2024)**

**BANKERS**

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

**INDEPENDENT EXAMINER**

**Derek Taylor-Mew FMAAT  
123 Park Lane  
Harrow  
HA2 8NN**

## **Trustees' Report**

FirmFoundation is an unincorporated charity. The method of joining the membership of FirmFoundation and the appointment of officers to the Management Committee is set out in its Constitution which was adopted on 15<sup>th</sup> September 2011. FirmFoundation is administered by the Management Committee which is elected at the Annual General Meeting and includes a Chairperson, Secretary and Treasurer whose duties are laid out in the Constitution.

### **Objectives and Activities**

Our objective is the relief of need amongst persons suffering hardship and distress due to homelessness and poverty.

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties.

The following activities were undertaken this year to meet this objective:

#### **Context**

Following the COVID-19 pandemic and the ending of the 'Everyone In' campaign, homelessness in the UK and in Harrow has been rising. The largest contributor to homelessness nationally and in the Borough of Harrow has been Section 21s or "no fault evictions". The CHAIN data for Harrow 2023/4 is at a high of 126 verified rough sleepers and we realise that many do not appear on the official statistics. This figure does not include those under threat of homelessness and those sofa surfing. Our own data has seen an increase in those accessing services.

We have come through a challenging period as funding and services have adapted and changed through the moving landscape. As the number of people requiring our services increases, new funding and service deliveries are required. It is against this backdrop that the success and scope of our work is detailed below.

#### **Night Shelter 2024**

Having managed a five-bed property for almost two years throughout the COVID-19 pandemic, 2024 saw the return of a dormitory style 12-bed male Night Shelter. This was the first Shelter to re-engage our volunteers, organisations, churches and businesses following the health emergency. We benefited from having a central location where our volunteer teams provided food and conversation.

The Shelter ran from the 1<sup>st</sup> January 2024 to the 31<sup>st</sup> March 2024, receiving 41 referrals, taking in 28 individuals. Just over one third of our guests had a positive outcome. Referrals came from our partners as well as guests coming through our own services.

The Night Shelter report is available on FirmFoundation's website:

<https://firmfoundation.org.uk/reports/>

### Supported Accommodation

As part of our work to prevent recurring rough sleeping we provide Supported Accommodation. This offers a tailored support package for rough sleepers who develop much-needed life skills, including cooking and budgeting. A rough sleeper can stay with us for up to two years. We will then help to move the person into private rented accommodation.

During 2023 our three-bedroom house (Grace House) was returned to the landlords so they could sell the property. In addition, the five-bedroom HMO used for the Night Shelter during COVID-19 was brought under the Supported Accommodation service. We are pleased that overall, this has increased our capacity by a further two rooms.

Clients are invited to move in following an assessment process, where each one is given a support plan which is reviewed on a regular basis. Our Supported Accommodation Worker then helps to prepare the person for managing their own permanent accommodation. The aim is that each person moves into permanent accommodation within two years.

Since our first property in 2013, 35 people have stayed with us. Of those who have moved on, 70% successfully settled into their own accommodation.

### Day Drop-in Facilities

We continue to manage three Day Drop-in services in two locations, two in the centre of Harrow and one in South Harrow. These provide a safe place for rough sleepers to go during the day and enjoy a shower and some food. This also gives opportunity for our Support Workers to begin the work needed to end their homelessness.

### Ongoing Work with Rough Sleepers

We continue to work with those who are street homeless throughout the year, connecting them to appropriate services and into accommodation wherever possible.

## **Achievements and Performance**

### **On Average Firm Foundation Houses** **One Person Each Week**



48 Accessing  
Accommodation or  
Positive Outcomes in  
2023-4

## FirmFoundation's Night Shelter 2024

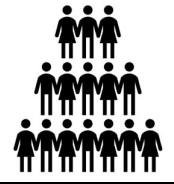


41 referrals  
28 guests  
11 with positive outcomes

## Day Services



Over 1700 visits



201 Individuals



176 Males



25 Females

## Supported Accommodation



Currently 8 Rooms  
over 2 Properties

Support for up to 2  
years

Since 2013 70% have  
moved into to their  
own accommodation

## Volunteers

We are proud of our volunteers. Once again, their commitment and energy cannot be overestimated as they week in and week out serve and interact with our clients. 186 people have volunteered in our Day Services and Night Shelter. Making sure there is a safe space for our rough sleepers and providing food and hot showers. Often this is the first step a person makes towards working with us to end their homelessness.

## Case Studies

A 43-year-old male who was rough sleeping came to our drop-in services. He had been evicted from his family home due to his inability to cover the rent after his parents had passed away. We assisted him in his communications with Harrow council who were able to place him into emergency accommodation before later finding permanent housing. Since this time, he has continued to attend our drop-ins where he enjoys a meal with friends he has met through our services.

A 60-year-old gentleman approached our services who needed some assistance and support to maintain his tenancy. In addition to providing information for his housing needs, we have helped him access gambling support groups and assisted him with online applications. He has remained as a guest at our drop-ins which he says is a lifeline to connect with other members of the community.

## Staffing

The CEO oversees a staff team of made up of the newly appointed Client Services Manager, who also has lived experience of homelessness. A full time Support Worker, our Supported Accommodation Worker and our part-time Finance Manager. We also employ a part-time Supporter Relationship Manager, part time Project Staff Worker, and during the Shelter period an additional two Shelter Night Staff.

## Future Direction

Homelessness and the use of our services has been increasing. We have secured funding to move to a central location in Harrow and will be opening Harrow's first Single Homelessness Hub. This Hub will house our office and day services, Night Shelter and provide space for our partners to enable better access and outcomes for our clients.

With the future addition of the new Hub, we will look to strengthen existing co-operation with our partner agencies. We would also like to add a clinical setting to better serve the health needs of our clients.

This move will represent an exciting expansion of our work and is a vital next step in our goal of relieving the needs of those who are homeless. However, funding for this next step will be a significant challenge and we would welcome skills, expertise and financial funders to join us on our journey. If this is you, we would encourage you to get in touch. Your backing will have a significant impact on the lives of some of the most vulnerable people in our communities.

## **Financial Review**

The total incoming resources for the year increased by £171k to £420k compared to the previous year, due primarily to a significant increase in grant funding from the National Lottery Communities Fund (NLCF) plus increased rental income due to an increase in the number of rooms from 6 to 8 and a much better voids performance. Total expenditure increased by a much small amount (£26k) resulting in both unrestricted and restricted income exceeding expenditure by £37k and £50k respectively. A net transfer of £33k was made from restricted to unrestricted funds representing expenditure incurred in the General Fund that was funded from the NLCF grant.

At 31<sup>st</sup> August 2024, our total unrestricted reserves carried forward were therefore £76k while our restricted reserves balance was £30k representing the balance of the NLCF Fund (which funds, in advance, the Chief Executive's salary and the rent of our new premises).

Once again, our sincere thanks go to everyone who has given us financial or practical support during the year. The larger organisational donors who helped us this year are listed at the back of this report, but we also acknowledge the generosity of smaller donors and individuals.

## **Reserves Policy**

Our policy is to maintain sufficient reserves to enable us to continue to meet our current commitments including conducting a year-round night shelter. As we rely on substantial one-off donations and grants to finance our core costs, uncertainty over future income is always a major factor to take into consideration. Staff costs have always accounted for a large part of our budget, and we also have financial commitments in relation to our Supported Accommodation properties. Therefore, our reserves policy aims to cover these costs by holding a minimum reserve within our General Fund, at any one time, amounting to the equivalent of three months' total costs which are not funded from secured grants. During 2023/24, we managed to significantly increase the General Fund balance from its very low level of just £7k at 31<sup>st</sup> August 2023 to a much more healthy £76k. However, this is still £13k short of our reserves target of £89k based on the increased level of activity we are planning for 2024/5.

Chair of Trustees:

*A. Bishop*

Date:

*16-12-24*

Our thanks go to the following organisations and the numerous individuals who have supported our work during the last financial year:

6 Crown Street  
CCR Foundation  
Culver Church  
Elmfield Church  
Exercise Group of the Patients' Association of the Hatch End Medical Centre  
Harrow Baptist Church  
Harrow Giving  
Harrow School  
Hatch End Baptist Church  
Hatch End Singers  
Holy Trinity Church, Wealdstone  
Kenton Roman Catholic Church (Knights of St Columba)  
Kings Church  
MK Charitable Trust  
National Lottery Communities Fund  
North London Collegiate School  
North Harrow Methodist Church  
Pinner Baptist Church  
Pinner Parish Church  
Pinner Rotary Club  
Rotary Club of Northwick Park  
South Harrow Churches Together  
St Albans Church  
St Andrews Church  
St Anselm's School  
St John Fisher  
St Lawrence Church  
St Mary's Harrow on The Hill  
St Michael & All Angels  
St Paul's Church, South Harrow  
Wealdstone Baptist Church  
Wealdstone Methodist Church



# D TAYLOR-MEW BSc FMAAT

123 Park Lane

Harrow

Middlesex

HA2 8NN

Tel/Fax:020 8422 0994

Email:derek@taylor-mew.co.uk

## **Independent Examiner's Report to the Trustees of Firm Foundation**

I report to the trustees on my examination of the account of the above charity (The Trust) for the year ended 31 August 2024.

### Respective responsibilities of trustees and examiner

The Trustees are responsible for the preparation of the financial statements in accordance with applicable law and applicable accounting standards. The Trustees consider that audit is not required under Section 144(2) of the Charities Act 2011 and that an independent examination is needed.

It is my responsibility to examine those financial statements under Section 145 of the Charities Act 2011, to follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the Charities Act 2011 and to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. That examination includes a review of the accounting records kept by the charity and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently we do not express an audit opinion on the view given by the accounts.

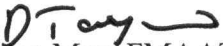
### Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified and licensed member of the AAT.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives cause to believe that in, any material respect:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act 2011; and to prepare accounts which accord with those accounting records of the Charities Act 2011; or
- (2) the accounts did not accord with the accounting records: or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

  
D Taylor-Mew FMAAT  
123 Park Lane  
Harrow, Middx.  
HA2 8NN

9 October 2024

## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 August 2024

|                                   | Note | Unrestricted<br>Funds<br>2024<br>£ | Restricted<br>Funds<br>2024<br>£ | Total<br>2024<br>£ | Total<br>2023<br>£ |
|-----------------------------------|------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>INCOME FROM:</b>               |      |                                    |                                  |                    |                    |
| Donations and legacies            | 3    | 151,408                            | 136,314                          | 287,722            | 185,757            |
| Charitable activities             | 3    | 132,504                            | 0                                | 132,504            | 63,998             |
| Investments                       | 3    | 156                                | 0                                | 156                | 96                 |
| <b>TOTAL INCOME</b>               |      | <b>284,068</b>                     | <b>136,314</b>                   | <b>420,382</b>     | <b>249,851</b>     |
| <b>EXPENDITURE ON:</b>            |      |                                    |                                  |                    |                    |
| Raising funds                     | 5    | 3,105                              | 0                                | 3,105              | 787                |
| Charitable activities             | 5    | 244,328                            | 86,799                           | 331,127            | 307,197            |
| <b>TOTAL EXPENDITURE</b>          |      | <b>247,433</b>                     | <b>86,799</b>                    | <b>334,232</b>     | <b>307,984</b>     |
| <b>Net (expenditure) / income</b> |      | <b>36,635</b>                      | <b>49,515</b>                    | <b>86,150</b>      | <b>(58,133)</b>    |
| <b>Transfers between funds</b>    |      | 32,697                             | (32,697)                         | -                  | -                  |
| <b>NET MOVEMENT IN FUNDS</b>      |      | <b>69,332</b>                      | <b>16,818</b>                    | <b>86,150</b>      | <b>(58,133)</b>    |
| <b>RECONCILIATION OF FUNDS:</b>   |      |                                    |                                  |                    |                    |
| TOTAL FUNDS B/F                   |      | 6,667                              | 13,377                           | 20,044             | 78,177             |
| <b>TOTAL FUNDS C/F</b>            | 10   | <b>75,999</b>                      | <b>30,195</b>                    | <b>106,194</b>     | <b>20,044</b>      |

**FirmFoundation**  
**BALANCE SHEET**  
**As at 31 August 2024**

|                                                | Note | Unrestricted<br>Funds<br>2024<br>£ | Restricted<br>Funds<br>2024<br>£ | Total Funds<br>2024<br>£ | Total Funds<br>2023<br>£ |
|------------------------------------------------|------|------------------------------------|----------------------------------|--------------------------|--------------------------|
| <b>FIXED ASSETS</b>                            |      |                                    |                                  |                          |                          |
| Tangible assets                                |      | -                                  | -                                | -                        | -                        |
|                                                |      | 0                                  | 0                                | -                        | -                        |
| <b>CURRENT ASSETS</b>                          |      |                                    |                                  |                          |                          |
| Debtors                                        | 8    | 14,788                             | 0                                | 14,788                   | 4,021                    |
| Cash at bank and in hand                       |      | 78,860                             | 30,538                           | 109,398                  | 42,231                   |
|                                                |      | 93,648                             | 30,538                           | 124,186                  | 46,252                   |
| <b>NET CURRENT ASSETS</b>                      |      | 93,648                             | 30,538                           | 124,186                  | 46,252                   |
| Creditors: amounts falling due within one year | 9    | (17,649)                           | (343)                            | (17,992)                 | (26,208)                 |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>        |      | 75,999                             | 30,195                           | 106,194                  | 20,044                   |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>   |      | 75,999                             | 30,195                           | 106,194                  | 20,044                   |
| <b>TOTAL NET LIABILITIES</b>                   |      | 75,999                             | 30,195                           | 106,194                  | 20,044                   |
| <b>THE FUNDS OF THE CHARITY:</b>               |      |                                    |                                  |                          |                          |
| Restricted income funds                        | 10   |                                    | 30,195                           | 30,195                   | 13,377                   |
| Unrestricted funds:                            |      |                                    |                                  |                          |                          |
| Designated funds                               | 10   | 0                                  |                                  | 0                        | 0                        |
| General Fund                                   | 10   | 75,999                             |                                  | 75,999                   | 6,667                    |
| <b>Total Unrestricted Funds</b>                |      | 75,999                             |                                  | 75,999                   | 6,667                    |
| <b>TOTAL CHARITY FUNDS</b>                     | 10   | 75,999                             | 30,195                           | 106,194                  | 20,044                   |

The financial statements were approved and authorised for issue by the Board on 28th November 2024 and signed on their behalf by:-

*A. Bishop*

Anne Bishop, Chair of Trustees

*Kwame Asare-Boateng*

Kwame Asare-Boateng, Treasurer

**1. BASIS OF PREPARATION**

**a) Basis of accounting**

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with

the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with the Charities Act 2011.

FirmFoundation meets the definition of a public benefit entity under FRS 102.

**b) Going concern**

The charity has net current assets at 31 August 2024 of £124k and has set a prudent operating budget for 2024/2024. Therefore the trustees consider that the organisation's financial viability is assured for at least 12 months from the signing of these accounts.

**2. ACCOUNTING POLICIES**

**a) Income**

**Recognition of income**

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

**Offsetting**

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

**Grants and donations**

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

**Legacies**

Legacies are included in the SoFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met.

**Government grants**

The charity has received government grants in the reporting period

**Tax reclaims on donations and gifts**

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

**Contractual income and performance related grants**

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

**Donated goods**

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognised on receipt. In the reporting period in which the stocks are distributed, they are recognised as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale, and recognised in 'Income from other trading activities' with the corresponding stock recognised in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognised as 'Income from other trading activities'.

Goods donated for on-going use by the charity are recognised as tangible fixed assets and included in the SoFA as incoming resources when receivable.

Gifts in kind for use by the charity are included in the SoFA as income from donations when receivable.

**Donated services and facilities**

Donated services and facilities are included in the SoFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SoFA.

**Volunteer help**

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

**Income from interest, royalties and dividends**

This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

**Settlement of insurance claims**

Insurance claims are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP) and are included as an item of other income in the SoFA.

|    |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                               |
|----|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>Investment gains and losses</b>              | This includes any realised or unrealised gains or losses on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.                                                                                                                                                                                                                         |
| b) | <b><u>Expenditure and Liabilities</u></b>       |                                                                                                                                                                                                                                                                                                                                                                                                               |
|    | <b>Liability recognition</b>                    | Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.                                                                                                                                                                          |
|    | <b>Redundancy cost</b>                          | The charity made no redundancy payments during the reporting period.                                                                                                                                                                                                                                                                                                                                          |
|    | <b>Deferred income</b>                          | Unrestricted Income is deferred if it is received, but not used, for a specific purpose within the year but will be spent on that purpose in subsequent years.                                                                                                                                                                                                                                                |
|    | <b>Creditors</b>                                | Creditors are measured at settlement amounts less any trade discounts                                                                                                                                                                                                                                                                                                                                         |
|    | <b>Provisions for liabilities</b>               | A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date                                                                                                                                                                                                                       |
| c) | <b><u>Assets</u></b>                            |                                                                                                                                                                                                                                                                                                                                                                                                               |
|    | <b>Tangible fixed assets for use by charity</b> | Tangible fixed assets will be capitalised if they can be used for more than one year, and cost at least £500.<br><br>They will be valued at cost.<br>Computer equipment will be depreciated at 33% per annum on cost.<br>Other equipment and Fixture & Fittings will be depreciated at 20% per annum on cost.                                                                                                 |
|    | <b>Other fixed assets</b>                       | The charity has no other fixed assets                                                                                                                                                                                                                                                                                                                                                                         |
|    | <b>Debtors</b>                                  | Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.                                                                                                                                      |
|    | <b>Current asset investments</b>                | Investments held for resale or pending their sale and cash and cash equivalents which have a maturity date less than one year, including cash on deposit and cash equivalents with a maturity date of less than one year held for investment purposes rather than to meet short term cash commitments as they fall due will be valued at fair value except where they qualify as basic financial instruments. |

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2024**

**3. ANALYSIS OF INCOME**

|                                                            | Unrestricted funds<br>2024 | Restricted<br>income funds<br>2024 | <b>Total<br/>2024</b> | Unrestricted<br>funds 2023 | Restricted<br>income funds<br>2023 | <b>Total<br/>2023</b> |
|------------------------------------------------------------|----------------------------|------------------------------------|-----------------------|----------------------------|------------------------------------|-----------------------|
|                                                            | £                          | £                                  | £                     | £                          | £                                  | £                     |
| <b>Donations and legacies:</b>                             |                            |                                    |                       |                            |                                    |                       |
| Donations and gifts                                        | 121,520                    | 1,911                              | <b>123,431</b>        | 71,953                     | 325                                | 72,278                |
| Gift Aid                                                   | 2,688                      | -                                  | <b>2,688</b>          | 9,860                      | -                                  | 9,860                 |
| General grants provided by<br>government / other charities | 27,200                     | 134,403                            | <b>161,603</b>        | 18,500                     | 85,119                             | 103,619               |
|                                                            | <u>151,408</u>             | <u>136,314</u>                     | <u><b>287,722</b></u> | <u>100,313</u>             | <u>85,444</u>                      | <u><b>185,757</b></u> |
| <b>Charitable activities:</b>                              |                            |                                    |                       |                            |                                    |                       |
| Rental Income                                              | 132,504                    | -                                  | <b>132,504</b>        | 63,998                     | -                                  | 63,998                |
|                                                            | <u>132,504</u>             | <u>-</u>                           | <u><b>132,504</b></u> | <u>63,998</u>              | <u>-</u>                           | <u><b>63,998</b></u>  |
| <b>Income from investments</b>                             |                            |                                    |                       |                            |                                    |                       |
| Interest income                                            | 156                        | -                                  | <b>156</b>            | 96                         | -                                  | 96                    |
|                                                            | <u>156</u>                 | <u>-</u>                           | <u><b>156</b></u>     | <u>96</u>                  | <u>-</u>                           | <u><b>96</b></u>      |

**4. ANALYSIS OF RECEIPTS OF GOVERNMENT GRANTS**

| Description                                     | <b>Total<br/>2024</b> | <b>Total<br/>2023</b> |
|-------------------------------------------------|-----------------------|-----------------------|
|                                                 | £                     | £                     |
| Central Government Day Centre Feasibility grant | -                     | 19,000                |
| <b>TOTAL GOVERNMENT GRANTS RECEIVED</b>         | <u><b>-</b></u>       | <u><b>19,000</b></u>  |

**5. ANALYSIS OF EXPENDITURE**

|                                                       | Unrestricted funds<br>2024 | Restricted<br>income funds<br>2024 | <b>Total<br/>2024</b> | Unrestricted<br>funds 2023 | Restricted<br>income funds<br>2023 | <b>Total<br/>2023</b> |
|-------------------------------------------------------|----------------------------|------------------------------------|-----------------------|----------------------------|------------------------------------|-----------------------|
|                                                       | £                          | £                                  | £                     | £                          | £                                  | £                     |
|                                                       | 3105                       | -                                  | <b>3,105</b>          | 787                        | -                                  | 787                   |
| <b>Total expenditure on raising funds</b>             |                            |                                    |                       |                            |                                    |                       |
| <b>Expenditure on charitable activities:</b>          |                            |                                    |                       |                            |                                    |                       |
| Staffing costs                                        | 119,451                    | 79,749                             | <b>199,200</b>        | 79,042                     | 85,248                             | 164,290               |
| Office & administration costs                         | 55,898                     | 3,794                              | <b>59,692</b>         | 46,363                     | 247                                | 46,610                |
| Client accommodation costs                            | 63,136                     | -                                  | <b>63,136</b>         | 38,016                     | 50,286                             | 88,302                |
| Other client costs                                    | 5,843                      | 3,256                              | <b>9,099</b>          | 7,582                      | 413                                | 7,995                 |
| <b>Total expenditure on charitable<br/>activities</b> | <u>244,328</u>             | <u>86,799</u>                      | <u><b>331,127</b></u> | <u>171,003</u>             | <u>136,194</u>                     | <u><b>307,197</b></u> |
| <b>TOTAL EXPENDITURE</b>                              | <u><b>247,433</b></u>      | <u><b>86,799</b></u>               | <u><b>334,232</b></u> | <u><b>171,790</b></u>      | <u><b>136,194</b></u>              | <u><b>307,984</b></u> |

**6. PAID EMPLOYEES**

|                                             | <b>Total<br/>2024</b> | <b>Total<br/>2023</b> |
|---------------------------------------------|-----------------------|-----------------------|
|                                             | £                     | £                     |
| Salaries and wages                          | <b>160,157</b>        | 150,815               |
| Social security costs                       | <b>16,013</b>         | 6,875                 |
| Pension costs (defined contribution scheme) | <b>3,620</b>          | 2,971                 |
| <b>Total direct staff costs</b>             | <u><b>179,790</b></u> | <u><b>160,661</b></u> |

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

The total amount paid to key management personnel (includes trustees and senior management) for their services to the charity was £30,900 (2023: £30,900). For specific amounts paid to trustees, see Note 11.

The average **weekly** number of employees, expressed as head count and as full time equivalents, during the period was:

|                       | <b>Head count</b> |                   | <b>Full time equivalents</b> |                   |
|-----------------------|-------------------|-------------------|------------------------------|-------------------|
|                       | <b>2024</b>       | <b>2023</b>       | <b>2024</b>                  | <b>2023</b>       |
|                       | <b>No.</b>        | <b>No.</b>        | <b>No.</b>                   | <b>No.</b>        |
| Charitable activities | <u><b>8.0</b></u> | <u><b>8.0</b></u> | <u><b>6.1</b></u>            | <u><b>6.4</b></u> |

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2024

## 7. DEFINED CONTRIBUTION PENSION SCHEME

|                                                                                                                                                                                                              | 2024  | 2023  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
|                                                                                                                                                                                                              | £     | £     |
| Amount of contributions recognised in the SOFA as an expense                                                                                                                                                 | 3,620 | 2,971 |
| Total employer pension contributions have been allocated between restricted £1,344 (2023: £1,501) and unrestricted funds based on the salary allocations of staff between restricted and unrestricted funds. |       |       |

## 8. DEBTORS AND PREPAYMENTS

|                             | 2024          | 2023         |
|-----------------------------|---------------|--------------|
|                             | £             | £            |
| Gift Aid claimed            | 515           | 552          |
| Housing benefit due         | 11,466        | 3,247        |
| Client contribution arrears | 2,807         | 102          |
| Donation on accrued invoice | -             | 120          |
|                             | <b>14,788</b> | <b>4,021</b> |

## 9. CREDITORS AND ACCRUALS

|                              | 2024          | 2023          |
|------------------------------|---------------|---------------|
|                              | £             | £             |
| Housing Benefit overpayments | 3,075         | 2,797         |
| Trade creditors              | 8,417         | 4,211         |
| Deferred income              | 6,500         | 19,200        |
|                              | <b>17,992</b> | <b>26,208</b> |

## 10. STATEMENT OF FUNDS

|                                   | Brought forward | Income         | Expenditure      | Transfers       | Carried forward |
|-----------------------------------|-----------------|----------------|------------------|-----------------|-----------------|
|                                   | 1/9/23          | 2023/24        | 2024/24          | 2024/24         | 31/8/24         |
|                                   | £               | £              | £                | £               | £               |
| <u>Current year</u>               |                 |                |                  |                 |                 |
| <u>Unrestricted funds:</u>        |                 |                |                  |                 |                 |
| Designated funds:                 |                 |                |                  |                 |                 |
| Housing Fund                      | -               | 132,504        | (95,435)         | (37,069)        | -               |
| Drop In Fund                      | -               | 14,440         | (17,087)         | 2,647           | -               |
| General fund                      | 6,667           | 137,123        | (134,910)        | 67,119          | <b>75,999</b>   |
| Total unrestricted funds          | <b>6,667</b>    | <b>284,067</b> | <b>(247,432)</b> | <b>32,697</b>   | <b>75,999</b>   |
| <u>Restricted funds:</u>          |                 |                |                  |                 |                 |
| Night Shelter Fund                | -               | 36,911         | (38,407)         | 1,496           | -               |
| National Lottery Communities Fund | 13,377          | 99,403         | (48,392)         | (34,193)        | <b>30,195</b>   |
| Total restricted funds            | <b>13,377</b>   | <b>136,314</b> | <b>(86,799)</b>  | <b>(32,697)</b> | <b>30,195</b>   |
| <b>TOTAL FUNDS</b>                | <b>20,044</b>   | <b>420,381</b> | <b>(334,231)</b> | <b>-</b>        | <b>106,194</b>  |
|                                   |                 |                |                  |                 |                 |
|                                   | Brought forward | Income         | Expenditure      | Transfers       | Carried forward |
|                                   | 1/9/22          | 2022/23        | 2022/23          | 2022/23         | 31/8/23         |
|                                   | £               | £              | £                | £               | £               |
| <u>Prior year</u>                 |                 |                |                  |                 |                 |
| <u>Unrestricted funds:</u>        |                 |                |                  |                 |                 |
| Designated funds:                 |                 |                |                  |                 |                 |
| Housing (formerly Premises) Fund  | -               | 63,973         | (63,927)         | (46)            | -               |
| Drop In Fund                      | 290             | 7,770          | (15,658)         | 7,598           | -               |
| Lloyds Bank Foundation Fund       | 6,700           | -              | -                | (6,700)         | -               |
| Nationwide-Support Worker Fund    | 4,279           | -              | (4,038)          | (241)           | -               |
| General fund                      | 45,250          | 92,663         | (88,166)         | (43,080)        | <b>6,667</b>    |
| Total unrestricted funds          | <b>56,519</b>   | <b>164,406</b> | <b>(171,789)</b> | <b>(42,469)</b> | <b>6,667</b>    |
| <u>Restricted funds:</u>          |                 |                |                  |                 |                 |
| Night Shelter Fund                | 10,421          | 46,953         | (105,184)        | <b>47,810</b>   | -               |
| National Lottery Communities Fund | 11,237          | 38,491         | (31,010)         | <b>(5,341)</b>  | <b>13,377</b>   |
| Total restricted funds            | <b>21,658</b>   | <b>85,444</b>  | <b>(136,194)</b> | <b>42,469</b>   | <b>13,377</b>   |
| <b>TOTAL FUNDS</b>                | <b>78,177</b>   | <b>249,850</b> | <b>(307,983)</b> | <b>-</b>        | <b>20,044</b>   |

## 11. Transactions with trustees and related parties

None of the trustees have been paid any remuneration or received any other benefits from an employment with the charity or a related entity. There were no related party transactions during the year.

**FIRMFOUNDATION**

England & Wales - Charity number 1143823

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# Accounts

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**FIRMFOUNDATION  
REPORT AND ACCOUNTS  
FOR THE YEAR ENDED  
31<sup>st</sup> AUGUST 2023**

FirmFoundation  
Brigade House  
Brigade Close  
Harrow  
HA2 0LQ

Telephone: 020 8426 5515  
Website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)  
Registered Charity Number 1143823

**FIRM FOUNDATION**

**APPOINTMENTS DURING THE YEAR ENDED 31<sup>ST</sup> AUGUST 2023**

**TRUSTEES & MANAGEMENT COMMITTEE MEMBERS**

**Chairperson: Anne Bishop**

**Secretary: Ian Dowsett**

**Treasurer: Kwame Asare-Boateng**

**Trustee: Simon Engwell  
Resigned 31<sup>st</sup> March 2023**

**OTHER COMMITTEE MEMBERS**

**Adam Stephenson**

**BANKERS**

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

**Barclays Bank plc  
Harrow Branch  
355 Station Road  
Harrow  
HA1 2AN**

**INDEPENDENT EXAMINER**

**Derek Taylor-Mew FMAAT  
123 Park Lane  
Harrow  
HA2 8NN**

## **Trustees' Report**

FirmFoundation is an unincorporated charity. The method of joining the membership of FirmFoundation and the appointment of officers to the Management Committee is set out in its Constitution which was adopted on 15<sup>th</sup> September 2011. FirmFoundation is administered by the Management Committee which is elected at the Annual General Meeting and includes a Chairperson, Secretary and Treasurer whose duties are laid out in the Constitution.

### **Objectives and Activities**

Our objective is the relief of need amongst persons suffering hardship and distress due to homelessness and poverty.

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties.

The following activities were undertaken this year to meet this objective:

### **Context**

FirmFoundation has continued to deliver services throughout the rising cost of living, high inflation and rising interest rates. During the COVID-19 health pandemic where rough sleepers were accommodated, numbers decreased. As this provision was scaled back and eventually stopped single homelessness has continually risen with Harrow being no exception. Funding in the second half of FirmFoundation's financial year has been challenging. This has made the progress and outcomes of our clients all the more remarkable.

### **Year-Round Night Shelter 'The Ark'**

Following COVID-19 and the move away from dormitory Night Shelters for health reasons. The charity moved to establish a 5 bed HMO (House in Multiple occupation) as a year-round Night Shelter.

Each guest has their own room and access to the kitchen, two of the larger rooms have sinks and showers. Being able to stay in during the day and having space that is private helped with self-worth and security. Night Staff were on hand during the evening and night to assist guests.

FirmFoundation are proud of our team of volunteers who catered and delivered to the door. In addition, we offered support to each guest in accessing relevant local services such as benefit and mental & physical health care during their stay at the Shelter. Where possible we helped guests in finding long term accommodation.

The Ark Shelter report is available on FirmFoundation's website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)

### Supported Accommodation

As part of our work to prevent recurring rough sleeping our Supported Accommodation offers a tailored support package for rough sleepers staying with FirmFoundation for up to two years before being helped to move on into their own private rented accommodation. During the year we continued to rent a three-bedroom flat and a three-bedroom house which FirmFoundation managed and in which we housed some of our guests from the Night Shelter and other services. Clients are invited to move in following an assessment process, where each one is given a support plan which is reviewed on a regular basis by the Supported Accommodation Worker to help prepare them for managing their own permanent accommodation. The aim is that each person moves into new accommodation within two years.

### Day Drop-in Facilities

In April 2016, FirmFoundation commenced a Day Drop-in to provide a safe place for rough sleepers to go during the day and enjoy a shower and some food. This drop-in is open every Monday and Friday 2-4pm in the centre of Harrow and from September 2022, each Wednesday 10am -12 noon in South Harrow.

The service also provides access to FirmFoundation who can then allocate a case worker.

### Ongoing Work with Rough Sleepers

FirmFoundation continues to work with those who are street homeless throughout the year, connecting them to appropriate services and into accommodation.

### Achievements and Performance

#### **On Average FirmFoundation Houses Someone Every 2 Weeks**



26 Accessing  
Accommodation



20 Access to Benefits

## The Ark 24/7 Year Round Night Shelter

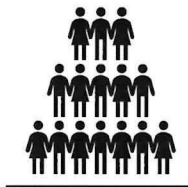


Covid-19 compliant, 5 bed  
HMO with Night Staff

## Day Services



Over 1300 visits



171 Individuals



144 Males



16 Females

- Opening throughout the year The Ark, a 5 bed HMO with Night Staff
- FirmFoundation have supplied Home Starter Packs for guests who required basic items. FirmFoundation continue to work with 'Found' Charity Shop who have generously provided many of the items needed for guests making a new start.
- Referrals were made to WDP (Westminster Drug Project) in Harrow for those guests with alcohol related issues.

### Volunteers

We are proud of our volunteers, their commitment and energy cannot be underestimated as they week in and week out serve and interact with our clients. 60 people have volunteered in our Day Services helping to make sure there is a safe space for our rough sleepers, as well as food and showers. This can be the first step a person makes to access FirmFoundation and help end their homelessness.

### Case Study

A 34-year-old woman from Afghanistan fleeing domestic violence accessed FirmFoundation's Day Drop-in. We were able to begin the case work with Harrow Council and she was placed in accommodation. FirmFoundation continued to support her until she was secure.

A 49-year-old man was sleeping in his car following a family breakdown. He had additional health issues and came to FirmFoundation's Day Drop-in. We were able to offer him Supported Accommodation where he became emotionally and physically stable. Working with Harrow Council he then secured private rented accommodation. He has been back to volunteer and tell his story as FirmFoundation highlights homelessness in the Borough of Harrow.

### Staffing

Across the homelessness sector vacant positions and recruitment have continued to be problematic, this has also been felt at FirmFoundation. During the first half of FirmFoundation's financial year there were outstanding vacancies. These have been filled with the equivalent of a part-time post remaining. The Charity Manager oversees a part-time Finance Manager, part-time Supporter Relationship Manager, Support Worker, Part-time Support Worker, Supported Accommodation Worker and three Shelter Night Staff.

### Future Direction

- To increase Day Centre Provision and access to FirmFoundation
- Work with partners to increase the service offer available to clients
- Increase our Supported Accommodation

## **Financial Review**

The total incoming resources for the year decreased by £34k to £250k due to reduced grant funding for the Night Shelter. Consequently, despite reducing expenditure at the Night Shelter, restricted expenditure exceeded income by £51k. Unrestricted expenditure exceeded income by £7k due to a funding shortfall for the Drop-In service. Taken together, these two factors resulted in a reduction in unrestricted reserves of £50k since the deficit on the restricted Night Shelter fund had to be funded from general reserves.

At 31<sup>st</sup> August 2023 our total unrestricted reserves carried forward were therefore just £7k while our restricted reserves balance was £13k representing the balance of the National Lottery Communities Fund which funds the Charity Manager's salary.

Our sincere thanks go to everyone who has given us financial or practical support during the year. The larger organisational donors who helped us this year are listed at the back of this report, but we also acknowledge the generosity of smaller donors and individuals.

## **Reserves Policy**

Our policy is to maintain sufficient reserves to enable us to continue to meet our current commitments including conducting a year-round night shelter. As we rely on substantial one-off donations and grants to finance our core costs, uncertainty over future income is always a major factor to take into consideration. Staff costs have always accounted for a large part of our budget, and we also have financial commitments in relation to our Supported Accommodation properties. Therefore, our reserves policy aims to cover these costs by holding a minimum reserve within our General Fund, at any one time, amounting to the equivalent of three months' total costs which are not funded from specific grants. The removal of central government grant funding for the Night Shelter has both increased the amount of reserves we need to hold to comply with this policy to £78k while, at the same time, during 2022/23, reducing significantly the General Fund balance which at 31<sup>st</sup> August 2023 just was £7k. Our aim is to try and rebuild our reserves to the target level during 2023/4.

Chair of Trustees:

*A. Bishop*

Date:

*20th December 2023*

Our thanks go to the following organisations and the numerous individuals who have supported our work during the last financial year:

36 Public and Human Rights  
6 Crown Street  
Albert Hunt Trust  
Beatrice Laing Trust  
Culver Church, Stanmore  
Department For Levelling Up, Housing And Communities  
Drapers Charitable Foundation  
Elmfield Church  
Found Charity Shop  
Harrow & District Caledonian Society  
Harrow Baptist Church  
Harrow FC  
Harrow Giving  
Harrow Quakers  
Harrow School  
Hatch End Baptist  
Hatch End Singers  
Holy Trinity, Wealdstone  
Housing Justice  
HSBC  
John Lewis Partnership  
Kings Church  
National Lottery Communities Fund  
NEC Software Solutions  
NORMADS  
North Harrow Methodist Church  
Northwick Park Rotary  
Open Door  
Pinner Baptist Church  
Pinner Parish Church  
Rayners Lane Baptist Church  
South Harrow Baptist Church  
St Andrews Church, Roxbourne  
St Michael & All Angels  
St Paul's Church, South Harrow  
Wealdstone Methodist Church



# D TAYLOR-MEW BSc FMAAT

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Harrow  
Middlesex  
HA2 8NN

Tel/Fax:020 8422 0994

Email:derek@taylor-mew.co.uk

## Independent Examiner's Report to the Trustees of Firm Foundation

I report to the trustees on my examination of the account of the above charity (The Trust) for the year ended 31 August 2023.

### Respective responsibilities of trustees and examiner

The Trustees are responsible for the preparation of the financial statements in accordance with applicable law and applicable accounting standards. The Trustees consider that audit is not required under Section 144(2) of the Charities Act 2011 and that an independent examination is needed.

It is my responsibility to examine those financial statements under Section 145 of the Charities Act 2011, to follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the Charities Act 2011 and to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. That examination includes a review of the accounting records kept by the charity and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently we do not express an audit opinion on the view given by the accounts.

### Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified and licensed member of the AAT.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives cause to believe that in, any material respect:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act 2011; and to prepare accounts which accord with those accounting records of the Charities Act 2011: or
- (2) the accounts did not accord with the accounting records: or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.



D Taylor-Mew FMAAT  
123 Park Lane  
Harrow, Middx.  
HA2 8NN

20 October 2023

**FirmFoundation**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)**

For the year ended 31 August 2023

|                                   | Note | Unrestricted<br>Funds<br>2023<br>£ | Restricted<br>Funds<br>2023<br>£ | Total<br>2023<br>£ | Total<br>2022<br>£ |
|-----------------------------------|------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>INCOME FROM:</b>               |      |                                    |                                  |                    |                    |
| Donations and legacies            | 3    | 100,313                            | 85,444                           | 185,757            | 227,574            |
| Charitable activities             | 3    | 63,998                             | 0                                | 63,998             | 56,740             |
| Investments                       | 3    | 96                                 | 0                                | 96                 | 0                  |
| <b>TOTAL INCOME</b>               |      | <b>164,407</b>                     | <b>85,444</b>                    | <b>249,851</b>     | <b>284,314</b>     |
| <b>EXPENDITURE ON:</b>            |      |                                    |                                  |                    |                    |
| Raising funds                     | 5    | 787                                | 0                                | 787                | 664                |
| Charitable activities             | 5    | 171,003                            | 136,194                          | 307,197            | 298,163            |
| <b>TOTAL EXPENDITURE</b>          |      | <b>171,790</b>                     | <b>136,194</b>                   | <b>307,984</b>     | <b>298,827</b>     |
| <b>Net (expenditure) / income</b> |      | <b>(7,383)</b>                     | <b>(50,750)</b>                  | <b>(58,133)</b>    | <b>(14,513)</b>    |
| <b>Transfers between funds</b>    |      | <b>(42,469)</b>                    | <b>42,469</b>                    | <b>-</b>           | <b>-</b>           |
| <b>NET MOVEMENT IN FUNDS</b>      |      | <b>(49,852)</b>                    | <b>(8,281)</b>                   | <b>(58,133)</b>    | <b>(14,513)</b>    |
| <b>RECONCILIATION OF FUNDS:</b>   |      |                                    |                                  |                    |                    |
| TOTAL FUNDS B/F                   |      | 56,519                             | 21,658                           | 78,177             | 92,690             |
| <b>TOTAL FUNDS C/F</b>            | 10   | <b>6,667</b>                       | <b>13,377</b>                    | <b>20,044</b>      | <b>78,177</b>      |

**FirmFoundation**  
**BALANCE SHEET**  
**As at 31 August 2023**

|                                                | Note | Unrestricted<br>Funds<br>2023<br>£ | Restricted<br>Funds<br>2023<br>£ | Total Funds<br>2023<br>£ | Total Funds<br>2022<br>£ |
|------------------------------------------------|------|------------------------------------|----------------------------------|--------------------------|--------------------------|
| <b>FIXED ASSETS</b>                            |      |                                    |                                  |                          |                          |
| Tangible assets                                |      | -                                  | -                                | -                        | -                        |
|                                                |      | 0                                  | 0                                | -                        | -                        |
| <b>CURRENT ASSETS</b>                          |      |                                    |                                  |                          |                          |
| Debtors                                        | 8    | 4,021                              | 0                                | 4,021                    | 4,050                    |
| Cash at bank and in hand                       |      | 27,531                             | 14,700                           | 42,231                   | 77,369                   |
|                                                |      | 31,552                             | 14,700                           | 46,252                   | 81,419                   |
| <b>NET CURRENT ASSETS</b>                      |      | 31,552                             | 14,700                           | 46,252                   | 81,419                   |
| Creditors: amounts falling due within one year | 9    | (24,885)                           | (1,323)                          | (26,208)                 | (3,242)                  |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>        |      | 6,667                              | 13,377                           | 20,044                   | 78,177                   |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>   |      | 6,667                              | 13,377                           | 20,044                   | 78,177                   |
| <b>TOTAL NET LIABILITIES</b>                   |      | 6,667                              | 13,377                           | 20,044                   | 78,177                   |
| <b>THE FUNDS OF THE CHARITY:</b>               |      |                                    |                                  |                          |                          |
| Restricted income funds                        | 10   |                                    | 13,377                           | 13,377                   | 21,658                   |
| Unrestricted funds:                            |      |                                    |                                  |                          |                          |
| Designated funds                               | 10   | 0                                  |                                  | 0                        | 11,269                   |
| General Fund                                   | 10   | 6,667                              |                                  | 6,667                    | 45,250                   |
| <b>Total Unrestricted Funds</b>                |      | 6,667                              |                                  | 6,667                    | 56,519                   |
| <b>TOTAL CHARITY FUNDS</b>                     | 10   | 6,667                              | 13,377                           | 20,044                   | 78,177                   |

The financial statements were approved and authorised for issue by the Board on 21st November 2023 and signed on their behalf by:-

*A. Bishop*

Anne Bishop, Trustee

*Kwame Asare-Boateng*

Kwame Asare-Boateng, Trustee

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2023**

**1. BASIS OF PREPARATION**

**a) Basis of accounting**

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with

the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with the Charities Act 2011.

FirmFoundation meets the definition of a public benefit entity under FRS 102.

**b) Going concern**

The charity has net current assets at 31 August 2023 of £46k and has set a prudent operating budget for 2023/2023. Therefore the trustees consider that the organisation's financial viability is assured for at least 12 months from the signing of these accounts.

**2. ACCOUNTING POLICIES**

**a) Income**

**Recognition of income**

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

**Offsetting**

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

**Grants and donations**

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

**Legacies**

Legacies are included in the SoFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met.

**Government grants**

The charity has received government grants in the reporting period

**Tax reclaims on donations and gifts**

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

**Contractual income and performance related grants**

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

**Donated goods**

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognised on receipt. In the reporting period in which the stocks are distributed, they are recognised as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale, and recognised in 'Income from other trading activities' with the corresponding stock recognised in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognised as 'Income from other trading activities'.

Goods donated for on-going use by the charity are recognised as tangible fixed assets and included in the SoFA as incoming resources when receivable.

Gifts in kind for use by the charity are included in the SoFA as income from donations when receivable.

**Donated services and facilities**

Donated services and facilities are included in the SoFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SoFA.

**Volunteer help**

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

**Income from interest, royalties and dividends**

This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

**Settlement of insurance claims**

Insurance claims are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP) and are included as an item of other income in the SoFA.

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2023**

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Investment gains and losses</b>              | This includes any realised or unrealised gains or losses on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.                                                                                                                                                                                                                         |
| <b>b) <u>Expenditure and Liabilities</u></b>    |                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Liability recognition</b>                    | Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.                                                                                                                                                                          |
| <b>Redundancy cost</b>                          | The charity made no redundancy payments during the reporting period.                                                                                                                                                                                                                                                                                                                                          |
| <b>Deferred income</b>                          | Unrestricted Income is deferred if it is received, but not used, for a specific purpose within the year but will be spent on that purpose in subsequent years.                                                                                                                                                                                                                                                |
| <b>Creditors</b>                                | Creditors are measured at settlement amounts less any trade discounts                                                                                                                                                                                                                                                                                                                                         |
| <b>Provisions for liabilities</b>               | A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date                                                                                                                                                                                                                       |
| <b>c) <u>Assets</u></b>                         |                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Tangible fixed assets for use by charity</b> | Tangible fixed assets will be capitalised if they can be used for more than one year, and cost at least £500.<br><br>They will be valued at cost.<br>Computer equipment will be depreciated at 33% per annum on cost.<br>Other equipment and Fixture & Fittings will be depreciated at 20% per annum on cost.                                                                                                 |
| <b>Other fixed assets</b>                       | The charity has no other fixed assets                                                                                                                                                                                                                                                                                                                                                                         |
| <b>Debtors</b>                                  | Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.                                                                                                                                      |
| <b>Current asset investments</b>                | Investments held for resale or pending their sale and cash and cash equivalents which have a maturity date less than one year, including cash on deposit and cash equivalents with a maturity date of less than one year held for investment purposes rather than to meet short term cash commitments as they fall due will be valued at fair value except where they qualify as basic financial instruments. |

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
For the year ended 31 August 2023

**3. ANALYSIS OF INCOME**

|                                                            | Unrestricted funds<br>2023 | Restricted<br>income funds<br>2023 | Total<br>2023 | Unrestricted<br>funds 2022 | Restricted<br>income funds<br>2022 | Total<br>2022 |
|------------------------------------------------------------|----------------------------|------------------------------------|---------------|----------------------------|------------------------------------|---------------|
|                                                            | £                          | £                                  | £             | £                          | £                                  | £             |
| <b>Donations and legacies:</b>                             |                            |                                    |               |                            |                                    |               |
| Donations and gifts                                        | 71,953                     | 325                                | 72,278        | 44,676                     | 753                                | 45,429        |
| Gift Aid                                                   | 9,860                      | -                                  | 9,860         | 3,122                      | -                                  | 3,122         |
| General grants provided by<br>government / other charities | 18,500                     | 85,119                             | 103,619       | 15,000                     | 164,023                            | 179,023       |
|                                                            | 100,313                    | 85,444                             | 185,757       | 62,798                     | 164,776                            | 227,574       |
| <b>Charitable activities:</b>                              |                            |                                    |               |                            |                                    |               |
| Rental Income                                              | 63,998                     | -                                  | 63,998        | 56,740                     | -                                  | 56,740        |
|                                                            | 63,998                     | -                                  | 63,998        | 56,740                     | -                                  | 56,740        |
| <b>Income from investments</b>                             |                            |                                    |               |                            |                                    |               |
| Interest income                                            | 96                         | -                                  | 96            | -                          | -                                  | -             |
|                                                            | 96                         | -                                  | 96            | -                          | -                                  | -             |

**4. ANALYSIS OF RECEIPTS OF GOVERNMENT GRANTS**

| Description                                     | Total<br>2023<br>£ | Total<br>2022<br>£ |
|-------------------------------------------------|--------------------|--------------------|
| Central Government Day Centre Feasibility grant | 19,000             | -                  |
| Central Government Night Shelter grant          | -                  | 64,689             |
| <b>TOTAL GOVERNMENT GRANTS RECEIVED</b>         | <b>19,000</b>      | <b>64,689</b>      |

**5. ANALYSIS OF EXPENDITURE**

|                                                       | Unrestricted funds<br>2023 | Restricted<br>income funds<br>2023 | Total<br>2023  | Unrestricted<br>funds 2022 | Restricted<br>income funds<br>2022 | Total<br>2022  |
|-------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                       | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Total expenditure on raising funds</b>             | 787                        | -                                  | 787            | 664                        | -                                  | 664            |
| <b>Expenditure on charitable activities:</b>          |                            |                                    |                |                            |                                    |                |
| Staffing costs                                        | 79,042                     | 85,248                             | 164,290        | 48,174                     | 98,245                             | 146,419        |
| Office & administration costs                         | 46,363                     | 247                                | 46,610         | 39,081                     | 1,057                              | 40,138         |
| Client accommodation costs                            | 38,016                     | 50,286                             | 88,302         | 51,917                     | 50,602                             | 102,519        |
| Other client costs                                    | 7,582                      | 413                                | 7,995          | 6,874                      | 2,213                              | 9,087          |
| <b>Total expenditure on charitable<br/>activities</b> | 171,003                    | 136,194                            | 307,197        | 146,046                    | 152,117                            | 298,163        |
| <b>TOTAL EXPENDITURE</b>                              | <b>171,790</b>             | <b>136,194</b>                     | <b>307,984</b> | <b>146,710</b>             | <b>152,117</b>                     | <b>298,827</b> |

**6. PAID EMPLOYEES**

|                                             | Total<br>2023<br>£ | Total<br>2022<br>£ |
|---------------------------------------------|--------------------|--------------------|
| Salaries and wages                          | 150,815            | 135,024            |
| Social security costs                       | 6,875              | 4,972              |
| Pension costs (defined contribution scheme) | 2,971              | 2,088              |
| <b>Total direct staff costs</b>             | <b>160,661</b>     | <b>142,084</b>     |

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

The total amount paid to key management personnel (includes trustees and senior management) for their services to the charity was £30,900 (2023: £30,900). For specific amounts paid to trustees, see Note 11.

The average **weekly** number of employees, expressed as head count and as full time equivalents, during the period was:

|                       | Head count |      | Full time equivalents |      |
|-----------------------|------------|------|-----------------------|------|
|                       | 2023       | 2022 | 2023                  | 2022 |
|                       | No.        | No.  | No.                   | No.  |
| Charitable activities | 8.0        | 6.4  | 6.4                   | 5.5  |

N.B.

The increase in staff numbers reflects the filling of vacancies and the full year effect of a year-round night shelter. The greater increase in full time equivalents is due to the engagement of casual staff to work at the Drop-In service and in the office.

FirmFoundation

NOTES TO THE FINANCIAL STATEMENTS

For the year ended 31 August 2023

7. DEFINED CONTRIBUTION PENSION SCHEME

|                                                                                                                                                                                                               | 2023  | 2022  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
|                                                                                                                                                                                                               | £     | £     |
| Amount of contributions recognised in the SOFA as an expense                                                                                                                                                  | 2,971 | 2,088 |
| Total employer pension contributions have been allocated between restricted £25,879 (2022: £1,135) and unrestricted funds based on the salary allocations of staff between restricted and unrestricted funds. |       |       |

8. DEBTORS AND PREPAYMENTS

|                              | 2023         | 2022         |
|------------------------------|--------------|--------------|
|                              | £            | £            |
| Gift Aid claimed             | 552          | 763          |
| Housing benefit due          | 3,247        | 1,681        |
| Client contribution arrears  | 102          | 4,418        |
| Less Provision for bad debts | -            | (3,594)      |
| Client loans                 | -            | 782          |
| Donation on accrued invoice  | 120          | -            |
|                              | <b>4,021</b> | <b>4,050</b> |

9. CREDITORS AND ACCRUALS

|                              | 2023          | 2022         |
|------------------------------|---------------|--------------|
|                              | £             | £            |
| Housing Benefit overpayments | 2,797         | -            |
| Trade creditors              | 4,211         | 3,242        |
| Deferred income              | 19,200        | -            |
|                              | <b>26,208</b> | <b>3,242</b> |

10. STATEMENT OF FUNDS

|                                   | Brought forward | Income         | Expenditure      | Transfers       | Carried forward |
|-----------------------------------|-----------------|----------------|------------------|-----------------|-----------------|
|                                   | 1/9/22          | 2022/23        | 2022/23          | 2022/23         | 31/8/23         |
|                                   | £               | £              | £                | £               | £               |
| <u>Current year</u>               |                 |                |                  |                 |                 |
| <u>Unrestricted funds:</u>        |                 |                |                  |                 |                 |
| Designated funds:                 |                 |                |                  |                 |                 |
| Housing Fund                      | -               | 63,973         | (63,927)         | (46)            | -               |
| Drop In Fund                      | 290             | 7,770          | (15,658)         | 7,598           | -               |
| Lloyds Bank Foundation Fund       | 6,700           | -              | -                | (6,700)         | -               |
| Nationwide-Support Worker Fund    | 4,279           | -              | (4,038)          | (241)           | -               |
| General fund                      | 45,250          | 92,663         | (88,166)         | (43,080)        | 6,667           |
| Total unrestricted funds          | <b>56,519</b>   | <b>164,406</b> | <b>(171,789)</b> | <b>(42,469)</b> | <b>6,667</b>    |
| <u>Restricted funds:</u>          |                 |                |                  |                 |                 |
| Night Shelter Fund                | 10,421          | 46,953         | (105,184)        | 47,810          | -               |
| National Lottery Communities Fund | 11,237          | 38,491         | (31,010)         | (5,341)         | 13,377          |
| Total restricted funds            | <b>21,658</b>   | <b>85,444</b>  | <b>(136,194)</b> | <b>42,469</b>   | <b>13,377</b>   |
| <b>TOTAL FUNDS</b>                | <b>78,177</b>   | <b>249,850</b> | <b>(307,983)</b> | <b>-</b>        | <b>20,044</b>   |
|                                   |                 |                |                  |                 |                 |
|                                   | Brought forward | Income         | Expenditure      | Transfers       | Carried forward |
|                                   | 1/9/21          | 2021/22        | 2021/22          | 2021/22         | 31/8/22         |
|                                   | £               | £              | £                | £               | £               |
| <u>Prior year</u>                 |                 |                |                  |                 |                 |
| <u>Unrestricted funds:</u>        |                 |                |                  |                 |                 |
| Designated funds:                 |                 |                |                  |                 |                 |
| Housing (formerly Premises) Fund  | 4,815           | 56,739         | (73,174)         | 11,620          | -               |
| Drop In Fund                      | -               | 6,722          | (6,432)          | -               | 290             |
| Lloyds Bank Foundation Fund       | 6,700           | -              | -                | -               | 6,700           |
| Nationwide-Support Worker Fund    | 22,476          | -              | (18,197)         | -               | 4,279           |
| General fund                      | 40,006          | 56,077         | (48,907)         | (1,926)         | 45,250          |
| Total unrestricted funds          | <b>73,997</b>   | <b>119,538</b> | <b>(146,710)</b> | <b>9,694</b>    | <b>56,519</b>   |
| <u>Restricted funds:</u>          |                 |                |                  |                 |                 |
| Night Shelter Fund                | -               | 129,442        | (119,021)        | -               | 10,421          |
| National Lottery Communities Fund | 18,693          | 35,334         | (33,096)         | (9,694)         | 11,237          |
| Total restricted funds            | <b>18,693</b>   | <b>164,776</b> | <b>(152,117)</b> | <b>(9,694)</b>  | <b>21,658</b>   |
| <b>TOTAL FUNDS</b>                | <b>92,690</b>   | <b>284,314</b> | <b>(298,827)</b> | <b>-</b>        | <b>78,177</b>   |

11. Transactions with trustees and related parties

None of the trustees have been paid any remuneration or received any other benefits from an employment with the charity or a related entity. There were no related party transactions during the year.





**FIRMFOUNDATION**

England & Wales - Charity number 1143823

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# Accounts

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**FIRMFOUNDATION  
REPORT AND ACCOUNTS  
FOR THE YEAR ENDED  
31<sup>st</sup> AUGUST 2022**

FirmFoundation  
Brigade House  
Brigade Close  
Harrow  
HA2 OLQ  
Telephone: 020 8426 5515  
Website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)  
Registered Charity Number 1143823

**FIRM FOUNDATION**

**APPOINTMENTS DURING THE YEAR ENDED 31<sup>ST</sup> AUGUST 2022**

**TRUSTEES & MANAGEMENT COMMITTEE MEMBERS**

**Chairperson: Anne Bishop**

**Secretary: Ian Dowsett**

**Treasurer: Kwame Asare-Boateng**

**Trustee: Simon Engwell**

**OTHER COMMITTEE MEMBERS**

**Adam Stephenson**

**BANKERS**

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

**Barclays Bank plc  
Harrow Branch  
355 Station Road  
Harrow  
HA1 2AN**

**INDEPENDENT EXAMINER**

**Derek Taylor-Mew FMAAT  
123 Park Lane  
Harrow  
HA2 8NN**

## **Trustees' Report**

FirmFoundation is an unincorporated charity. The method of joining the membership of FirmFoundation and the appointment of officers to the Management Committee is set out in its Constitution which was adopted on 15<sup>th</sup> September 2011. FirmFoundation is administered by the Management Committee which is elected at the Annual General Meeting and includes a Chairperson, Secretary and Treasurer whose duties are laid out in the Constitution.

### **Objectives and Activities**

Our objective is the relief of need amongst persons suffering hardship and distress due to homelessness and poverty.

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties.

The following activities were undertaken this year to meet this objective:

### **Context**

FirmFoundation continued to work throughout the COVID-19 pandemic following all relevant guidance. During the previous period Day Services were suspended and Harrow Council's emergency accommodation was used to offer the Shelter service. Medical and governmental advice continued to be issued with Council's and organisations adapting as required. Following the easing and the subsequent lifting of all COVID-19 restrictions in England during the February of 2022 services cautiously resumed.

### **Winter Night Shelter 'The Ark'**

During the previous two Night Shelters which contended with COVID-19, FirmFoundation adapted to work safely with our guests. The charity moved to establish a 5 bed HMO (House in Multiple occupation) compliant with government guidelines to manage as a Night Shelter - 'The Ark'.

The provision of this 5-bed property would complement Harrow Council's own 5 bed hub and provided 10 spaces across the borough when it became operational.

Traditionally, FirmFoundation's Shelter would operate for 3 months, January to the end of March. The Ark secured funding and began in November 2021 through to the end of March 2022. This significant extension was made possible through a government grant. Subsequent to this a local funder provided an additional grant for 6 months. This has meant that for the first time, FirmFoundation will have provided a year-round Shelter service and Harrow Borough's first multi-seasonal Night Shelter.

Each guest had their own room and access to the kitchen, some of the rooms have sinks and showers. Being able to stay in during the day and having space that was private to them helped with self-worth and security. Night Staff were on hand during the evening and night to assist guests.

FirmFoundation are proud of our team of volunteers who catered and delivered to the door.

In addition, we offered support to each guest in accessing relevant local services such as benefit and mental & physical health care during their stay at the Shelter. Where possible we helped guests in finding long term accommodation.

Shelter guests were referred through Harrow Street Pastors (HSP), Harrow Council (Housing Advice Team), FirmFoundation's Day services, Probation, Citizens Advice and other services.

The Ark Shelter report is available on FirmFoundation's website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)

#### Hope Place & Grace House: Supported Accommodation

As part of our work to prevent re-occurring rough sleeping our Supported Accommodation offers a tailored support package for rough sleepers staying with FirmFoundation for up to two years before being helped to move on into their own private rented accommodation. We continue to rent a three-bedroom flat and a three-bedroom house which FirmFoundation manage and in which we house some of our guests from the Night Shelter and other services. The licensees are invited to move in following an assessment process, where each one is given a support plan which is reviewed on a regular basis by the Supported Accommodation Worker to help prepare them for managing their own permanent accommodation. The aim is that each licensee moves into new accommodation within two years.

#### Day Drop-in Facilities

In April 2016, FirmFoundation commenced a Day Drop-in to provide a safe place for rough sleepers to go during the day and enjoy a shower and some food. This drop-in is open every Monday and Friday 2-4pm in the centre of Harrow. COVID-19 saw the suspension of face-to-face Drop-in services from March 2021 to mid-September 2021. The Day Services have been operational during this financial period.

FirmFoundation continue to provide a safe space, food and shower facilities for Harrow's rough sleepers and connection to FirmFoundation who can then allocate a case worker.

#### Ongoing Work with Rough Sleepers

FirmFoundation continues to work with the street homeless throughout the year, connecting them to appropriate services and into accommodation.

### **Achievements and Performance**

#### Winter Night Shelter

- The establishment of The Ark, a 5 bed HMO with Night Staff
- Harrow Borough's first year-round Night Shelter
- During November to March the Shelter received 15 referrals this year and in total we were able to provide overnight accommodation for 9 males and 1 female.
- 6 of our guests had positive outcomes.
- FirmFoundation have supplied Home Starter Packs for guests who required basic items. FirmFoundation continue to work with 'Found' Charity Shop who have generously provided many of the items needed for guests making a new start.
- Referrals were made to WDP (Westminster Drug Project) in Harrow for those guests with alcohol related issues.

### Day Services

- 799 Visits
- 85 individual clients

### Volunteers

Our volunteers worked tirelessly and within COVID-19 restrictions to provide food which was delivered to Night Staff at the Night Shelter (The Ark). Also, with the ending of restrictions and the opening of Day Services our volunteers again stepped in to provide support so that much needed practical assistance could be offered.

### Case Study 1

A 54 year old male was evicted by his landlord, not able to afford a deposit and after sleeping rough FirmFoundation were able to offer a place at The Ark. Once in his own room his mental health improved and with the pressure of sleeping rough lifted was able to find accommodation in the private rented sector. Partnering with Harrow Council he was able to secure the accommodation with a deposit.

### Case Study 2

A 62 year old male, rough sleeping following an eviction for arrears had been sleeping in a number of places including central Harrow. After being accepted at The Ark and identifying some support needs FirmFoundation were able to offer a room in our supported accommodation at Grace House. This will be available for up to two years with a personal support plan which will lead to his own accommodation and independence.

### Case Study 3

A 39 year old male made homeless following a family breakdown was able to access The Ark. Still continuing the school run he was able to work with FirmFoundation who introduced him to a landlord and a place of his own.

### Staffing

Across the homelessness sector vacant positions and recruitment have been problematic, this has also been felt at FirmFoundation. Three vacant positions were available for some months reducing the capacity of the service. This has improved with just one available position vacant. The Charity Manager oversees a part-time Finance Officer, part-time Supporter Relationship Manager, Support Worker, Supported Accommodation Worker and three Shelter Night Staff.

### Future Direction

- To secure the year-round Shelter provision at The Ark
- To increase Day Centre Provision and access to FirmFoundation
- Work with partners to increase the service offer available to clients

## **Financial Review**

The total incoming resources for the year increased to £284k due to the additional restricted funding for the year-round Night Shelter less the unexpected loss of £50k of unrestricted major donor funding. Consequently, unrestricted expenditure exceeded income by £27k but this was offset by a £10k transfer agreed by the National Lotteries Communities Fund (NLCF) to fund administrative salaries for a period. At 31<sup>st</sup> August 2022 our total unrestricted reserves carried forward were £57k and our restricted reserves balance was £22k comprising £11k for the NLCF which funds the Charity Manager's salary and £10k for the Night Shelter to cover the period to the start of the next Winter Shelter.

Our sincere thanks go to everyone who has given us financial or practical support during the year. The larger organisational donors who helped us this year are listed at the back of this report, but we also acknowledge the generosity of smaller donors and individuals.

## **Reserves Policy**

Our policy is to maintain sufficient reserves to enable us to continue to meet our current commitments including conducting a year-round night shelter. As we rely on substantial one-off donations and grants to finance our core costs, uncertainty over future income is always a major factor to take into consideration. Staff costs have always accounted for a large part of our budget, and we also have financial commitments in relation to our Supported Accommodation properties. Therefore, our reserves policy aims to cover these costs by holding a minimum reserve within our General Fund, at any one time, amounting to the equivalent of three months' total costs which are not funded from specific grants. The General Fund balance at 31<sup>st</sup> August 2022 was £45k and three months' costs to be funded from it amount to £41k.

Chairman: *A. Bishop*  
Date: *17th January 2023*

Our thanks go to the following organisations and the numerous individuals who have supported our work during the last financial year:

6 Crown Street  
Culver Church, Stanmore  
Department For Levelling Up, Housing and Communities  
Elmfield Church  
Found Charity Shop  
Grimsdyke Primary School  
Harrow Baptist Church  
Harrow Community Fund  
Harrow School  
Harrow Quakers  
Hatch End Baptist Church  
Hatch End Singers  
Jean & Derek King Trust  
Kings Church  
Kol Chai - The Hatch End Reform Jewish Community  
London Borough of Harrow  
National Lottery Communities Fund  
Nationwide Building Society  
NEC Software Solutions  
HA:WI Group  
Northwick Park Rotary  
Pinner Baptist Church  
Pinner Methodist Church  
Pinner Parish Church  
Primark  
Rayners Lane Baptist Church  
St Michael & All Angels Church  
St Paul's Church  
The Forbes Trust  
Waitrose  
Wealdstone Baptist Church  
Wealdstone Methodist Church



# D TAYLOR-MEW BSc FMAAT

123 Park Lane  
Harrow  
Middlesex  
HA2 8NN

Tel/Fax: 020 8422 0994  
Email: [derek@taylor-mew.co.uk](mailto:derek@taylor-mew.co.uk)

## Independent Examiner's Report to the Trustees of Firm Foundation

I report to the trustees on my examination of the account of the above charity (The Trust) for the year ended 31 August 2022.

### Respective responsibilities of trustees and examiner

The Trustees are responsible for the preparation of the financial statements in accordance with applicable law and applicable accounting standards. The Trustees consider that audit is not required under Section 144(2) of the Charities Act 2011 and that an independent examination is needed.

It is my responsibility to examine those financial statements under Section 145 of the Charities Act 2011, to follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the Charities Act 2011 and to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. That examination includes a review of the accounting records kept by the charity and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently we do not express an audit opinion on the view given by the accounts.

### Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified and licensed member of the AAT.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives cause to believe that in, any material respect:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act 2011; and to prepare accounts which accord with those accounting records of the Charities Act 2011; or
- (2) the accounts did not accord with the accounting records; or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

D Taylor-Mew FMAAT  
123 Park Lane  
Harrow, Middx.  
HA2 8NN

14 October 2022

**FirmFoundation**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)**

**For the year ended 31 August 2022**

|                                   | Note      | Unrestricted<br>Funds<br>2022<br>£ | Restricted<br>Funds<br>2022<br>£ | Total<br>2022<br>£ | Total<br>2021<br>£ |
|-----------------------------------|-----------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>INCOME FROM:</b>               |           |                                    |                                  |                    |                    |
| Donations and legacies            | 3         | 62,798                             | 164,776                          | 227,574            | 165,066            |
| Charitable activities             | 3         | 56,740                             | 0                                | 56,740             | 71,653             |
| <b>TOTAL INCOME</b>               |           | <b>119,538</b>                     | <b>164,776</b>                   | <b>284,314</b>     | <b>236,719</b>     |
| <b>EXPENDITURE ON:</b>            |           |                                    |                                  |                    |                    |
| Raising funds                     | 5         | 664                                | 0                                | 664                | 841                |
| Charitable activities             | 5         | 146,046                            | 152,117                          | 298,163            | 236,997            |
| <b>TOTAL EXPENDITURE</b>          |           | <b>146,710</b>                     | <b>152,117</b>                   | <b>298,827</b>     | <b>237,838</b>     |
| <b>Net (expenditure) / income</b> |           | <b>(27,172)</b>                    | <b>12,659</b>                    | <b>(14,513)</b>    | <b>(1,119)</b>     |
| <b>Transfers between funds</b>    |           | <b>9,694</b>                       | <b>(9,694)</b>                   | <b>-</b>           | <b>-</b>           |
| <b>NET MOVEMENT IN FUNDS</b>      |           | <b>(17,478)</b>                    | <b>2,965</b>                     | <b>(14,513)</b>    | <b>(1,119)</b>     |
| <b>RECONCILIATION OF FUNDS:</b>   |           |                                    |                                  |                    |                    |
| TOTAL FUNDS B/F                   |           | 73,997                             | 18,693                           | 92,690             | 93,809             |
| <b>TOTAL FUNDS C/F</b>            | <b>10</b> | <b>56,519</b>                      | <b>21,658</b>                    | <b>78,177</b>      | <b>92,690</b>      |

**FirmFoundation**  
**BALANCE SHEET**  
**As at 31 August 2022**

|                                                | Note | Unrestricted<br>Funds<br>2022<br>£ | Restricted<br>Funds<br>2022<br>£ | Total Funds<br>2022<br>£ | Total Funds<br>2021<br>£ |
|------------------------------------------------|------|------------------------------------|----------------------------------|--------------------------|--------------------------|
| <b>FIXED ASSETS</b>                            |      |                                    |                                  |                          |                          |
| Tangible assets                                |      | -                                  | -                                | -                        | -                        |
|                                                |      | 0                                  | 0                                | -                        | -                        |
| <b>CURRENT ASSETS</b>                          |      |                                    |                                  |                          |                          |
| Debtors                                        | 8    | 4,050                              | 0                                | 4,050                    | 4,198                    |
| Cash at bank and in hand                       |      | 53,368                             | 24,001                           | 77,369                   | 95,902                   |
|                                                |      | 57,418                             | 24,001                           | 81,419                   | 100,100                  |
| <b>NET CURRENT ASSETS</b>                      |      | 57,418                             | 24,001                           | 81,419                   | 100,100                  |
| Creditors: amounts falling due within one year | 9    | (899)                              | (2,343)                          | (3,242)                  | (7,410)                  |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>        |      | 56,519                             | 21,658                           | 78,177                   | 92,690                   |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>   |      | 56,519                             | 21,658                           | 78,177                   | 92,690                   |
| <b>TOTAL NET LIABILITIES</b>                   |      | 56,519                             | 21,658                           | 78,177                   | 92,690                   |
| <b>THE FUNDS OF THE CHARITY:</b>               |      |                                    |                                  |                          |                          |
| Restricted income funds                        | 10   |                                    | 21,658                           | 21,658                   | 18,693                   |
| Unrestricted funds:                            |      |                                    |                                  |                          |                          |
| Designated funds                               | 10   | 11,269                             |                                  | 11,269                   | 33,991                   |
| General Fund                                   | 10   | 45,250                             |                                  | 45,250                   | 40,006                   |
| <b>Total Unrestricted Funds</b>                |      | 56,519                             |                                  | 56,519                   | 73,997                   |
| <b>TOTAL CHARITY FUNDS</b>                     | 10   | 56,519                             | 21,658                           | 78,177                   | 92,690                   |

The financial statements were approved and authorised for issue by the Board on 17th January 2023 and signed on their behalf by:-

*A. Bishop*  
*ACC*  
*24/01/23*

Anne Bishop, Trustee

Kwame Asare-Boateng, Trustee

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022**

**1. BASIS OF PREPARATION**

**a) Basis of accounting**

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with

the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with

the Charities Act 2011.

FirmFoundation meets the definition of a public benefit entity under FRS 102.

**b) Going concern**

The charity has net current assets at 31 August 2022 of £81k and has set a prudent operating budget for 2022/2023. Therefore the trustees consider that the organisation's financial viability is assured for at least 12 months from the signing of these accounts.

**2. ACCOUNTING POLICIES**

**a) Income**

**Recognition of income**

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

**Offsetting**

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

**Grants and donations**

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

**Legacies**

Legacies are included in the SoFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met.

**Government grants**

The charity has received government grants in the reporting period

**Tax reclaims on donations and gifts**

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

**Contractual income and performance related grants**

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

**Donated goods**

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognised on receipt. In the reporting period in which the stocks are distributed, they are recognised as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale, and recognised in 'Income from other trading activities' with the corresponding stock recognised in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognised as 'Income from other trading activities'.

Goods donated for on-going use by the charity are recognised as tangible fixed assets and included in the SoFA as incoming resources when receivable.

Gifts in kind for use by the charity are included in the SoFA as income from donations when receivable.

**Donated services and facilities**

Donated services and facilities are included in the SoFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SoFA.

**Volunteer help**

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

**Income from interest, royalties and dividends**

This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

**Settlement of insurance claims**

Insurance claims are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP) and are included as an item of other income in the SoFA.

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022**

|           |                                                 |                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----------|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           | <b>Investment gains and losses</b>              | This includes any realised or unrealised gains or losses on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.                                                                                                                                                                                                                         |
| <b>b)</b> | <b><u>Expenditure and Liabilities</u></b>       |                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | <b>Liability recognition</b>                    | Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.                                                                                                                                                                          |
|           | <b>Redundancy cost</b>                          | The charity made no redundancy payments during the reporting period.                                                                                                                                                                                                                                                                                                                                          |
|           | <b>Deferred income</b>                          | No material item of deferred income has been included in the accounts.                                                                                                                                                                                                                                                                                                                                        |
|           | <b>Creditors</b>                                | Creditors are measured at settlement amounts less any trade discounts                                                                                                                                                                                                                                                                                                                                         |
|           | <b>Provisions for liabilities</b>               | A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date                                                                                                                                                                                                                       |
| <b>c)</b> | <b><u>Assets</u></b>                            |                                                                                                                                                                                                                                                                                                                                                                                                               |
|           | <b>Tangible fixed assets for use by charity</b> | Tangible fixed assets will be capitalised if they can be used for more than one year, and cost at least £500.<br><br>They will be valued at cost.<br>Computer equipment will be depreciated at 33% per annum on cost.<br>Other equipment and Fixture & Fittings will be depreciated at 20% per annum on cost.                                                                                                 |
|           | <b>Other fixed assets</b>                       | The charity has no other fixed assets                                                                                                                                                                                                                                                                                                                                                                         |
|           | <b>Debtors</b>                                  | Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.                                                                                                                                      |
|           | <b>Current asset investments</b>                | Investments held for resale or pending their sale and cash and cash equivalents which have a maturity date less than one year, including cash on deposit and cash equivalents with a maturity date of less than one year held for investment purposes rather than to meet short term cash commitments as they fall due will be valued at fair value except where they qualify as basic financial instruments. |

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022**

**3. ANALYSIS OF INCOME**

|                                                            | Unrestricted funds<br>2022 | Restricted<br>income funds<br>2022 | Total<br>2022  | Unrestricted<br>funds 2021 | Restricted<br>income funds<br>2021 | Total<br>2021  |
|------------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                            | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Donations and legacies:</b>                             |                            |                                    |                |                            |                                    |                |
| Donations and gifts                                        | 44,676                     | 753                                | 45,429         | 86,700                     | 1,000                              | 87,700         |
| Gift Aid                                                   | 3,122                      | -                                  | 3,122          | 5,406                      | -                                  | 5,406          |
| General grants provided by<br>government / other charities | 15,000                     | 164,023                            | 179,023        | 6,020                      | 65,940                             | 71,960         |
|                                                            | <u>62,798</u>              | <u>164,776</u>                     | <u>227,574</u> | <u>98,126</u>              | <u>66,940</u>                      | <u>165,066</u> |
| <b>Charitable activities:</b>                              |                            |                                    |                |                            |                                    |                |
| Rental Income                                              | 56,740                     | -                                  | 56,740         | 71,653                     | -                                  | 71,653         |
|                                                            | <u>56,740</u>              | <u>-</u>                           | <u>56,740</u>  | <u>71,653</u>              | <u>-</u>                           | <u>71,653</u>  |

**4. ANALYSIS OF RECEIPTS OF GOVERNMENT GRANTS**

| Description                             | Total<br>2022 | Total<br>2021 |
|-----------------------------------------|---------------|---------------|
|                                         | £             | £             |
| Harrow Council general grant            | -             | 6,020         |
| Central Government Night Shelter grant  | 64,689        | 31,224        |
| <b>TOTAL GOVERNMENT GRANTS RECEIVED</b> | <u>64,689</u> | <u>37,244</u> |

**5. ANALYSIS OF EXPENDITURE**

|                                                       | Unrestricted funds<br>2022 | Restricted<br>income funds<br>2022 | Total<br>2022  | Unrestricted<br>funds 2021 | Restricted<br>income funds<br>2021 | Total<br>2021  |
|-------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                       | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Total expenditure on raising funds</b>             | 664                        | -                                  | 664            | 841                        | -                                  | 841            |
| <b>Expenditure on charitable activities:</b>          |                            |                                    |                |                            |                                    |                |
| Staffing costs                                        | 48,174                     | 98,245                             | 146,419        | 67,231                     | 30,447                             | 97,678         |
| Office & administration costs                         | 39,081                     | 1,057                              | 40,138         | 32,588                     | -                                  | 32,588         |
| Client accommodation costs                            | 51,917                     | 50,602                             | 102,519        | 61,238                     | 30,234                             | 91,472         |
| Other client costs                                    | 6,874                      | 2,213                              | 9,087          | 7,672                      | 7,587                              | 15,259         |
| <b>Total expenditure on charitable<br/>activities</b> | <u>146,046</u>             | <u>152,117</u>                     | <u>298,163</u> | <u>168,729</u>             | <u>68,268</u>                      | <u>236,997</u> |
| <b>TOTAL EXPENDITURE</b>                              | <u>146,710</u>             | <u>152,117</u>                     | <u>298,827</u> | <u>169,570</u>             | <u>68,268</u>                      | <u>237,838</u> |

**6. PAID EMPLOYEES**

|                                             | Total<br>2022  | Total<br>2021 |
|---------------------------------------------|----------------|---------------|
|                                             | £              | £             |
| Salaries and wages                          | 135,024        | 82,032        |
| Social security costs                       | 4,972          | 3,609         |
| Pension costs (defined contribution scheme) | 2,088          | 1,968         |
| <b>Total direct staff costs</b>             | <u>142,084</u> | <u>87,609</u> |

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

The total amount paid to key management personnel (includes trustees and senior management) for their services to the charity was £30,900 (2022: £30,900). For specific amounts paid to trustees, see Note 11.

The average **weekly** number of employees, expressed as head count and as full time equivalents, during the period was:

|                       | Head count |            | Full time equivalents |            |
|-----------------------|------------|------------|-----------------------|------------|
|                       | 2022       | 2021       | 2022                  | 2021       |
|                       | No.        | No.        | No.                   | No.        |
| Charitable activities | <u>6.4</u> | <u>4.6</u> | <u>5.5</u>            | <u>3.8</u> |

N.B The Charity ran a year-round Night Shelter in 2022 for the first time, which has increased average staff numbers.

**7. DEFINED CONTRIBUTION PENSION SCHEME**

|                                                              | 2022  | 2021  |
|--------------------------------------------------------------|-------|-------|
|                                                              | £     | £     |
| Amount of contributions recognised in the SOFA as an expense | 2,088 | 1,968 |

Total employer pension contributions have been allocated between restricted £1,420 (2021: £1,135) and unrestricted funds based on the salary allocations of staff between restricted and unrestricted funds.

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2022**

**8. DEBTORS AND PREPAYMENTS**

|                              | 2022<br>£    | 2021<br>£    |
|------------------------------|--------------|--------------|
| Gift Aid claimed             | 763          | 450          |
| Housing benefit due          | 1,681        | 3,292        |
| Client contribution arrears  | 4,418        | 5,974        |
| Less Provision for bad debts | (3,594)      | (5,518)      |
| Client loans                 | 782          | -            |
|                              | <b>4,050</b> | <b>4,198</b> |

**9. CREDITORS AND ACCRUALS**

|                 | 2022<br>£    | 2021<br>£    |
|-----------------|--------------|--------------|
| Trade creditors | 3,242        | 7,410        |
|                 | <b>3,242</b> | <b>7,410</b> |

**10. STATEMENT OF FUNDS**

|                                   | Brought forward<br>1/9/21<br>£ | Income<br>2021/22<br>£ | Expenditure<br>2021/22<br>£ | Transfers<br>2021/22<br>£ | Carried forward<br>31/8/22<br>£ |
|-----------------------------------|--------------------------------|------------------------|-----------------------------|---------------------------|---------------------------------|
| <u>Current year</u>               |                                |                        |                             |                           |                                 |
| <u>Unrestricted funds:</u>        |                                |                        |                             |                           |                                 |
| Designated funds:                 |                                |                        |                             |                           |                                 |
| Housing Fund                      | 4,815                          | 56,739                 | (73,174)                    | 11,620                    | -                               |
| Drop In Fund                      | -                              | 6,722                  | (6,432)                     | -                         | 290                             |
| Lloyds Bank Foundation Fund       | 6,700                          | -                      | -                           | -                         | 6,700                           |
| Nationwide-Support Worker Fund    | 22,476                         | -                      | (18,197)                    | -                         | 4,279                           |
| General fund                      | 40,006                         | 56,077                 | (48,907)                    | (1,926)                   | 45,250                          |
| Total unrestricted funds          | <b>73,997</b>                  | <b>119,538</b>         | <b>(146,710)</b>            | <b>9,694</b>              | <b>56,519</b>                   |
| <u>Restricted funds:</u>          |                                |                        |                             |                           |                                 |
| Night Shelter Fund                | -                              | 129,442                | (119,021)                   | -                         | 10,421                          |
| National Lottery Communities Fund | 18,693                         | 35,334                 | (33,096)                    | (9,694)                   | 11,237                          |
| Total restricted funds            | <b>18,693</b>                  | <b>164,776</b>         | <b>(152,117)</b>            | <b>(9,694)</b>            | <b>21,658</b>                   |
| <b>TOTAL FUNDS</b>                | <b>92,690</b>                  | <b>284,314</b>         | <b>(298,827)</b>            | <b>-</b>                  | <b>78,177</b>                   |
|                                   |                                |                        |                             |                           |                                 |
|                                   | Brought forward<br>1/9/20<br>£ | Income<br>2020/21<br>£ | Expenditure<br>2020/21<br>£ | Transfers<br>2020/21<br>£ | Carried forward<br>31/8/21<br>£ |
| <u>Prior year</u>                 |                                |                        |                             |                           |                                 |
| <u>Unrestricted funds:</u>        |                                |                        |                             |                           |                                 |
| Designated funds:                 |                                |                        |                             |                           |                                 |
| Housing (formerly Premises) Fund  | 288                            | 70,944                 | (66,417)                    | -                         | 4,815                           |
| Drop In Fund                      | (2,164)                        | -                      | -                           | 2,164                     | -                               |
| Lloyds Bank Foundation Fund       | 6,700                          | -                      | -                           | -                         | 6,700                           |
| Nationwide-Support Worker Fund    | 49,920                         | -                      | (13,848)                    | (13,596)                  | 22,476                          |
| General fund                      | 45,937                         | 98,835                 | (89,305)                    | (15,461)                  | 40,006                          |
| Total unrestricted funds          | <b>100,681</b>                 | <b>169,779</b>         | <b>(169,570)</b>            | <b>(26,893)</b>           | <b>73,997</b>                   |
| <u>Restricted funds:</u>          |                                |                        |                             |                           |                                 |
| Night Shelter Fund                | (6,872)                        | 32,224                 | (52,245)                    | 26,893                    | -                               |
| National Lottery Communities Fund | -                              | 34,716                 | (16,023)                    | -                         | 18,693                          |
| Total restricted funds            | <b>(6,872)</b>                 | <b>66,940</b>          | <b>(68,268)</b>             | <b>26,893</b>             | <b>18,693</b>                   |
| <b>TOTAL FUNDS</b>                | <b>93,809</b>                  | <b>236,719</b>         | <b>(237,838)</b>            | <b>-</b>                  | <b>92,690</b>                   |

**11. Transactions with trustees and related parties**

None of the trustees have been paid any remuneration or received any other benefits from an employment with the charity or a related entity.  
There were no related party transactions during the year.

**FIRMFOUNDATION**

England & Wales - Charity number 1143823

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# Accounts

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**FIRMFOUNDATION**  
**REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED**  
**31<sup>st</sup> AUGUST 2021**

**FirmFoundation  
Brigade House  
Brigade Close  
Harrow  
HA2 0LQ**

**Telephone: 020 8426 5515  
Website: [www.firmfoundation.org.uk](http://www.firmfoundation.org.uk)**

**Registered Charity Number 1143823**

## **FIRM FOUNDATION**

### **APPOINTMENTS DURING THE YEAR ENDED 31<sup>st</sup> AUGUST 2021**

#### **TRUSTEES & MANAGEMENT COMMITTEE MEMBERS**

**Chairperson:** Anne Bishop

**Secretary:** Bob Douch (Resigned December 2020)  
Ian Dowsett (From December 2020)

**Treasurer:** Ian Ravens (Resigned 28 May 2020)  
Kwame Asare-Boateng (Appointed 28 May 2020)

Simon Engwell (Appointed 1 December 2020)

#### **OTHER COMMITTEE MEMBERS**

Adam Stephenson

#### **BANKERS**

**Barclays Bank plc**  
Harrow Branch  
355 Station Road  
Harrow  
HA1 2AN

#### **INDEPENDENT EXAMINER**

Derek Taylor-Mew FMAAT  
123 Park Lane  
Harrow  
HA2 8NN

## **Trustees' Report**

The method of joining the membership of FirmFoundation and the appointment of officers to the Management Committee is set out in its Constitution which was adopted on 15<sup>th</sup> September 2011. Trustee posts are advertised through FirmFoundation's website and following an interview candidate are invited to attend a number of trustees meetings. Trustees and members then vote on any potential appointment. FirmFoundation is administered by the Management Committee which is elected at the Annual General Meeting and includes a Chairperson, Secretary and Treasurer whose duties are laid out in the Constitution.

### **Objectives and Activities**

Our objective is the relief of need amongst persons suffering hardship and distress due to homelessness and poverty.

The Trustees have complied with their duty to have due regard to the guidance on Public Benefit published by the Charity Commission in exercising their powers and duties.

### **COVID-19**

The COVID-19 pandemic continues to affect countries around the globe as well as the UK. It is unclear what the far-reaching consequences of the virus, both socially and economically will be. We continue to work in unprecedented times with high numbers of people losing their lives to the virus. Christmas 2020 in the UK was effectively cancelled as the number of family units that were able to mix were limited and the nervousness of infecting loved ones was significant.

FirmFoundation's face to face Day Services remained cancelled, staff worked from home where possible and contact with clients were largely over the phone with carefully organised visits where necessary to our Supported Accommodation.

The Government's 'Everyone in' project continued to be successful and effective co-operation with Harrow Council saw many rough sleepers placed into emergency accommodation and bypassing the usual eligibility requirements. This close working relationship continued as FirmFoundation considered a possible Night Shelter in 2021. In partnership with Harrow Council, pathways were developed to access rooms and studio accommodation through the local authority. The results of this Shelter service are below.

Whilst people are being placed in emergency accommodation, FirmFoundation were planning for a possible spike in single homelessness following the ending of the Government Scheme and Council funding along with other organisations and Council predictions. To date, this has not transpired.

Vaccination programmes are now in full swing with rough sleepers being invited to take part, but it is not yet clear how long restrictions will be in force and the following twelve months remain uncertain.

## **Winter Night Shelter**

COVID-19 restrictions meant that our dormitory Shelter was not appropriate to keep either our guests or volunteers safe. Our experience of moving guests from the 2020 Shelter into hotels and building on those relationships gave an additional option. However, it was a partnership with Harrow Council that provided a COVID-19 safe project and FirmFoundation was able to manage its 12<sup>th</sup> consecutive Night Shelter. Pathways were developed to access the local authority's emergency accommodation. Referrals were made from the Council to FirmFoundation to provide the case work to end a person's homelessness. Again, building on the community partnerships with local food charities, we were able to deliver food to the individuals at the properties. Some properties were spread out across the authority and others in neighbouring Boroughs which made sections of this service problematic. This also made case work more difficult due to the COVID-19 restrictions and limited face to face contact.

The charity also planned for two studio flats to be financed and available to FirmFoundation for use as a Shelter provision. Subsequently one of the studios was available towards the end of March 2021.

FirmFoundation was pleased to be able to manage a Shelter service during the COVID-19 pandemic. There were 24 referrals to the Shelter, accepting 12 individuals as guests. During the 3 months of January, February and March, 9 of our 12 guests were housed, with a further 2 guests in April gaining accommodation with 1 person abandoning the service. This has made the 2021 Shelter a success, housing 91% of our guests.

**According to the report 'At What Cost? (2015)' which places the cost to services of a person rough sleeping annually at £20,128, the public saving of the 11 guests housed by FirmFoundation by the Night Shelter is £221,408.**

## **Hope Place - Supported Accommodation**

We continue to rent a three-bedroom flat, which we use to manage and house some of our guests from the Night Shelter and other services. The licensees are invited to move in after a suitable selection process and each one is given a support plan which is reviewed on a regular basis by the Charity Manager to help prepare them for the next steps. The aim is that each licensee will move into their own permanent accommodation within two years.

## **Grace House – Supported Accommodation**

In addition, we have rented a second three bed property in Harrow on a commercial let, which increased our overall supported accommodation to six beds. We have also employed a Supported Accommodation Worker who is now overseeing our clients and properties.

## **Studio Accommodation**

FirmFoundation have added two studio flats, these were to be part of the Night Shelter and then used to expand our Supported Accommodation. With the addition of these properties, the capacity for Supported Accommodation stands at eight across the service.

### **Signposting Service**

From March 2020 this has been suspended as a face to face service, however we continue to work with those contacting FirmFoundation on a one-to-one basis.

### **Day Drop-in**

In April 2016, we commenced a Day Drop-in to provide a safe place for rough sleepers to go during the day and enjoy a shower and some food. This drop-in is open every Monday, 2 - 4 pm at Harrow Baptist Church. A further day has since been added, enabling rough sleepers to engage with FirmFoundation, use the shower facilities and have a meal. Both these services were suspended at the end of March 2020 in response to COVID-19. However, we have continued to work with Harrow's rough sleepers in partnership with Harrow Council, but in a Covid-secure way.

### **Harrow's Single Homelessness Forum**

FirmFoundation is committed to tackling homelessness across the Borough of Harrow but the task is larger than any one organisation. FirmFoundation chairs this forum, bringing together the voluntary sector organisations and the Council. This is an ideal place to influence local government and more importantly work for Harrow's homeless in a more coordinated way.

### **Ongoing Work with Rough Sleepers**

FirmFoundation continues to work with the street homeless throughout the year, connecting them to appropriate services and into accommodation. This has been adapted following COVID-19 as we have responded to government guidance. FirmFoundation is also an integral member of the 'Homelessness Reduction Board' which is chaired by Harrow Council.

### **Staffing**

FirmFoundation has positions for two Support Workers, as well as a Supported Accommodation Worker, part-time Administrator and a part-time Finance Officer. Julian Saunders, the Charity Manager, continues to line manage and oversee the charity.

### **Future Direction**

- To increase our supported accommodation
- To continue our partnerships with strong mental health pathways for our guests and clients
- To re-open day services when safe to do so.
- To build on the success of Hope Place and Grace House to provide increasing levels of support
- To increase the working capacity with Harrow Council

We regard these activities to be the next phase of our development if we are to continue to progress in our mission to 'significantly impact homelessness in Harrow through practical intervention and through local policy'. However, the extent to which we can commit to these activities will depend on sufficient funding being available.

## **Financial Review**

Unrestricted incoming resources for the year were £169,779 which was almost exactly matched by the corresponding resources expended of £169,570. During the year, due to the COVID pandemic, both Nationwide and the Lloyds Bank Foundation removed the restrictions on their grant funding, leaving the Night Shelter and National Lottery Communities Fund (which is paying for the Charity Manager's salary) as our only restricted funds. Less than half of the new grant funding from the National Lottery Communities Fund was spent in the year while a transfer was required from the General Fund to fund a £27,000 deficit on the Night Shelter due to the need to use hotel accommodation because of COVID. The result of all this is that at the 31<sup>st</sup> August 2021 our total unrestricted reserves carried forward were £73,997 and our restricted reserves balance was £18,693.

The charity is also reporting £4,000 of current (rent) debtors and £7,000 of (trade) creditors for the first time following the move to accruals accounting.

Our sincere thanks go to everyone who has given us financial or practical support during the year. Many of the larger donors who helped us this year are listed at the back of this report, but we also acknowledge the generosity of a number of smaller donors and individuals who wish to remain anonymous.

## **Reserves Policy**

Our policy is to maintain sufficient reserves to enable us to continue to meet our current commitments including conducting an annual winter night shelter. As we rely on substantial one-off donations and grants to finance our core costs, uncertainty over future income is always a major factor to take into consideration. Staff costs have always accounted for a large part of our budget, however now that we have financial commitments in relation to our Supported Accommodation properties, we have revised our reserves policy to aim cover these costs by holding a minimum reserve within our General Fund, at any one time, amounting to the equivalent of three months' total costs which are not funded from specific grants. The General Fund balance at 31<sup>st</sup> August 2021 was £40,006 and three months' costs to be funded from it amount to £47,720.

**Chairperson:**

*A. Bishop*

**Date:**

*17-5-22*

Our thanks go to the following organisations and the numerous individuals who have supported our work during the last financial year:

Allied Irish Bank  
CCR Foundation  
E Ivor Hughes Educational Foundation  
Elmfield Evangelical Church  
Fitch Group  
Harrow Care Plus  
Harrow Quaker meeting  
Holy Trinity Wealdstone  
Inner Wheel Club of Pinner  
King's Church Harrow  
Mosaic Liberal Synagogue  
Northwick Park Rotary Club  
PCC of St Lawrence  
Pinner Baptist Church  
Rayners Lane Baptist Church  
St Albans Church PCC  
St Luke's 200 Club  
St Michaels & All Angels PCC  
St Pauls PCC  
Waitrose Ltd  
Wealdstone Methodist Church  
Housing Justice / Homeless Link / MHCLG



# D TAYLOR-MEW BSc FMAAT

123 Park Lane

Harrow

Middlesex

HA2 8NN

Tel/Fax:020 8422 0994

Email:derek@taylor-mew.co.uk

## **Independent Examiner's Report to the Trustees of Firm Foundation**

I report to the trustees on my examination of the account of the above charity (The Trust) for the year ended 31 August 2021.

### Respective responsibilities of trustees and examiner

The Trustees are responsible for the preparation of the financial statements in accordance with applicable law and applicable accounting standards. The Trustees consider that audit is not required under Section 144(2) of the Charities Act 2011 and that an independent examination is needed.

It is my responsibility to examine those financial statements under Section 145 of the Charities Act 2011, to follow the procedures laid down in the General Directions given by the Charity Commissioners under Section 145(5)(b) of the Charities Act 2011 and to state whether particular matters have come to my attention.

### Basis of independent examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. That examination includes a review of the accounting records kept by the charity and a comparison of the accounts with those records. It also includes considering any unusual items or disclosures in the accounts and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently we do not express an audit opinion on the view given by the accounts.

### Independent examiner's statement

The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified and licensed member of the AAT.

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination which gives cause to believe that in, any material respect:

- (1) the accounting records were not kept in accordance with section 130 of the Charities Act 2011; and to prepare accounts which accord with those accounting records of the Charities Act 2011: or
- (2) the accounts did not accord with the accounting records: or
- (3) the accounts did not comply with the applicable requirements concerning the form and content of the accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

D Taylor-Mew FMAAT  
123 Park Lane  
Harrow, Middx.  
HA2 8NN

*D.T.M.*

15 November 2021



## STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE INCOME AND EXPENDITURE ACCOUNT)

For the year ended 31 August 2021

|                                   | Note | Unrestricted<br>Funds<br>2021<br>£ | Restricted<br>Funds<br>2021<br>£ | Total<br>2021<br>£ | Total<br>2020<br>£ |
|-----------------------------------|------|------------------------------------|----------------------------------|--------------------|--------------------|
| <b>INCOME FROM:</b>               |      |                                    |                                  |                    |                    |
| Donations and legacies            | 3    | 98,126                             | 66,940                           | 165,066            | 27                 |
| Charitable activities             | 3    | 71,653                             | 0                                | 71,653             | 5                  |
| <b>TOTAL INCOME</b>               |      | <b>169,779</b>                     | <b>66,940</b>                    | <b>236,719</b>     | <b>32</b>          |
| <b>EXPENDITURE ON:</b>            |      |                                    |                                  |                    |                    |
| Raising funds                     | 5    | 841                                | 0                                | 841                |                    |
| Charitable activities             | 5    | 168,729                            | 68,268                           | 236,997            | 27                 |
| <b>TOTAL EXPENDITURE</b>          |      | <b>169,570</b>                     | <b>68,268</b>                    | <b>237,838</b>     | <b>27</b>          |
| <b>Net (expenditure) / income</b> |      | <b>209</b>                         | <b>(1,328)</b>                   | <b>(1,119)</b>     | <b>5</b>           |
| <b>Transfers between funds</b>    |      | 29,727                             | (29,727)                         | -                  |                    |
| <b>NET MOVEMENT IN FUNDS</b>      |      | <b>29,936</b>                      | <b>(31,055)</b>                  | <b>(1,119)</b>     | <b>5</b>           |
| <b>RECONCILIATION OF FUNDS:</b>   |      |                                    |                                  |                    |                    |
| TOTAL FUNDS B/F                   |      | 44,061                             | 49,748                           | 93,809             | 3                  |
| <b>TOTAL FUNDS C/F</b>            | 10   | <b>73,997</b>                      | <b>18,693</b>                    | <b>92,690</b>      | <b>9</b>           |

**FirmFoundation**  
**BALANCE SHEET**  
**As at 31 August 2021**

|                                                | <b>Note</b> | <b>Unrestricted<br/>Funds<br/>2021<br/>£</b> | <b>Restricted<br/>Funds<br/>2021<br/>£</b> | <b>Total Funds<br/>2021<br/>£</b> | <b>Total Funds<br/>2020<br/>£</b> |
|------------------------------------------------|-------------|----------------------------------------------|--------------------------------------------|-----------------------------------|-----------------------------------|
| <b>FIXED ASSETS</b>                            |             |                                              |                                            |                                   |                                   |
| Tangible assets                                |             | -                                            | -                                          | -                                 | -                                 |
|                                                |             | <u>0</u>                                     | <u>0</u>                                   | <u>-</u>                          | <u>-</u>                          |
| <b>CURRENT ASSETS</b>                          |             |                                              |                                            |                                   |                                   |
| Debtors                                        | 8           | 4,198                                        | 0                                          | 4,198                             | -                                 |
| Cash at bank and in hand                       |             | <u>76,599</u>                                | <u>19,303</u>                              | <u>95,902</u>                     | <u>93,809</u>                     |
|                                                |             | <u>80,797</u>                                | <u>19,303</u>                              | <b><u>100,100</u></b>             | <u>93,809</u>                     |
| <b>NET CURRENT ASSETS</b>                      |             |                                              |                                            |                                   |                                   |
|                                                |             | <u>80,797</u>                                | <u>19,303</u>                              | <b><u>100,100</u></b>             | <u>93,809</u>                     |
| Creditors: amounts falling due within one year | 9           | (6,800)                                      | (610)                                      | <b>(7,410)</b>                    | -                                 |
| <b>NET CURRENT ASSETS/(LIABILITIES)</b>        |             |                                              |                                            |                                   |                                   |
|                                                |             | <u>73,997</u>                                | <u>18,693</u>                              | <b><u>92,690</u></b>              | <u>93,809</u>                     |
| <b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>   |             |                                              |                                            |                                   |                                   |
|                                                |             | <u>73,997</u>                                | <u>18,693</u>                              | <b><u>92,690</u></b>              | <u>93,809</u>                     |
| <b>TOTAL NET LIABILITIES</b>                   |             |                                              |                                            |                                   |                                   |
|                                                |             | <u><u>73,997</u></u>                         | <u><u>18,693</u></u>                       | <b><u><u>92,690</u></u></b>       | <u><u>93,809</u></u>              |
| <b>THE FUNDS OF THE CHARITY:</b>               |             |                                              |                                            |                                   |                                   |
| Restricted income funds                        | 10          |                                              | 18,693                                     | 18,693                            | 49,748                            |
| Unrestricted funds:                            |             |                                              |                                            |                                   |                                   |
| Designated funds                               | 10          | 33,991                                       |                                            | 33,991                            | (1,876)                           |
| General Fund                                   | 10          | <u>40,006</u>                                |                                            | <u>40,006</u>                     | <u>45,937</u>                     |
| <b>Total Unrestricted Funds</b>                |             | <u>73,997</u>                                |                                            | <b><u>73,997</u></b>              | <u>44,061</u>                     |
| <b>TOTAL CHARITY FUNDS</b>                     |             |                                              |                                            |                                   |                                   |
|                                                | 10          | <u><u>73,997</u></u>                         | <u><u>18,693</u></u>                       | <b><u><u>92,690</u></u></b>       | <u><u>93,809</u></u>              |

The financial statements were approved and authorised for issue by the Board on 28th April 2022 and signed on their behalf by:-

Anne Bishop, Trustee

Kwame Asare-Boateng, Trustee

## 1. BASIS OF PREPARATION

### a) Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with:

the Statement of Recommended Practice (SORP): Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued on 16 July 2014 and with

the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and with

the Charities Act 2011.

FirmFoundation meets the definition of a public benefit entity under FRS 102.

### b) Going concern

The charity has net current assets at 31 August 2021 of £100k and has set a prudent operating budget for 2021/2022. Therefore the trustees consider that the organisation's financial viability is assured for at least 12 months from the signing of these accounts.

## 2. ACCOUNTING POLICIES

### a) Income

#### Recognition of income

These are included in the Statement of Financial Activities (SoFA) when:

- the charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources; and
- the monetary value can be measured with sufficient reliability.

#### Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

#### Grants and donations

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

#### Legacies

Legacies are included in the SoFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met.

#### Government grants

The charity has received government grants in the reporting period

#### Tax reclaims on donations and gifts

Gift Aid receivable is included in income when there is a valid declaration from the donor. Any Gift Aid amount recovered on a donation is considered to be part of that gift and is treated as an addition to the same fund as the initial donation unless the donor or the terms of the appeal have specified otherwise.

#### Contractual income and performance related grants

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

#### Donated goods

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

The cost of any stock of goods donated for distribution to beneficiaries is deemed to be the fair value of those gifts at the time of their receipt and they are recognised on receipt. In the reporting period in which the stocks are distributed, they are recognised as an expense at the carrying amount of the stocks at distribution.

Donated goods for resale are measured at fair value on initial recognition, which is the expected proceeds from sale less the expected costs of sale, and recognised in 'Income from other trading activities' with the corresponding stock recognised in the balance sheet. On its sale the value of stock is charged against 'Income from other trading activities' and the proceeds from sale are also recognised as 'Income from other trading activities'.

Goods donated for on-going use by the charity are recognised as tangible fixed assets and included in the SoFA as incoming resources when receivable.

Gifts in kind for use by the charity are included in the SoFA as income from donations when receivable.

#### Donated services and facilities

Donated services and facilities are included in the SoFA when received at the value of the gift to the charity provided the value of the gift can be measured reliably.

Donated services and facilities that are consumed immediately are recognised as income with an equivalent amount recognised as an expense under the appropriate heading in the SoFA.

#### Volunteer help

The value of any voluntary help received is not included in the accounts but is described in the trustees' annual report.

#### Income from interest, royalties and dividends

This is included in the accounts when receipt is probable and the amount receivable can be measured reliably.

#### Settlement of insurance claims

Insurance claims are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS 102 SORP) and are included as an item of other income in the SoFA.

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**For the year ended 31 August 2021**

**Investment gains and losses**

This includes any realised or unrealised gains or losses on the sale of investments and any gain or loss resulting from revaluing investments to market value at the end of the year.

**b) Expenditure and Liabilities**

**Liability recognition**

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty.

**Redundancy cost**

The charity made no redundancy payments during the reporting period.

**Deferred income**

No material item of deferred income has been included in the accounts.

**Creditors**

Creditors are measured at settlement amounts less any trade discounts

**Provisions for liabilities**

A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date

**c) Assets**

**Tangible fixed assets for use by charity**

Tangible fixed assets will be capitalised if they can be used for more than one year, and cost at least £500.

They will be valued at cost.

Computer equipment will be depreciated at 33% per annum on cost.

Other equipment and Fixture & Fittings will be depreciated at 20% per annum on cost.

**Other fixed assets**

The charity has no other fixed assets

**Debtors**

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

**Current asset investments**

Investments held for resale or pending their sale and cash and cash equivalents which have a maturity date less than one year, including cash on deposit and cash equivalents with a maturity date of less than one year held for investment purposes rather than to meet short term cash commitments as they fall due will be valued at fair value except where they qualify as basic financial instruments.

**FirmFoundation**  
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**3. ANALYSIS OF INCOME**

|                                                            | Unrestricted funds<br>2021 | Restricted<br>income funds<br>2021 | Total<br>2021  | Unrestricted<br>funds 2020 | Restricted<br>income funds<br>2020 | Total<br>2020  |
|------------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                            | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Donations and legacies:</b>                             |                            |                                    |                |                            |                                    |                |
| Donations and gifts                                        | 86,700                     | 1,000                              | 87,700         | 116,983                    | 6,500                              | 123,483        |
| Gift Aid                                                   | 5,406                      | -                                  | 5,406          | 754                        | -                                  | 754            |
| General grants provided by<br>government / other charities | 6,020                      | 65,940                             | 71,960         | 30,914                     | 115,222                            | 146,136        |
|                                                            | <u>98,126</u>              | <u>66,940</u>                      | <u>165,066</u> | <u>148,651</u>             | <u>121,722</u>                     | <u>270,373</u> |
| <b>Charitable activities:</b>                              |                            |                                    |                |                            |                                    |                |
| Rental Income                                              | 71,653                     | -                                  | 71,653         | 57,416                     | -                                  | 57,416         |
|                                                            | <u>71,653</u>              | <u>-</u>                           | <u>71,653</u>  | <u>57,416</u>              | <u>-</u>                           | <u>57,416</u>  |

**4. ANALYSIS OF RECEIPTS OF GOVERNMENT GRANTS**

| Description                             | Total<br>2021 | Total<br>2020 |
|-----------------------------------------|---------------|---------------|
|                                         | £             | £             |
| Harrow Council Premises grants          | -             | 25,833        |
| Harrow Council general grant            | 6,020         | 5,081         |
| Harrow Council Night Shelter grant      | -             | 5,808         |
| Central Government Night Shelter grant  | 31,224        | -             |
| <b>TOTAL GOVERNMENT GRANTS RECEIVED</b> | <u>37,244</u> | <u>36,722</u> |

**5. ANALYSIS OF EXPENDITURE**

|                                                       | Unrestricted funds<br>2021 | Restricted<br>income funds<br>2021 | Total<br>2021  | Unrestricted<br>funds 2020 | Restricted<br>income funds<br>2020 | Total<br>2020  |
|-------------------------------------------------------|----------------------------|------------------------------------|----------------|----------------------------|------------------------------------|----------------|
|                                                       | £                          | £                                  | £              | £                          | £                                  | £              |
| <b>Total expenditure on raising funds</b>             | 841                        | -                                  | 841            | 210                        | -                                  | 210            |
| <b>Expenditure on charitable activities:</b>          |                            |                                    |                |                            |                                    |                |
| Staffing costs                                        | 67,231                     | 30,447                             | 97,678         | 115,657                    | 38,594                             | 154,251        |
| Office & administration costs                         | 32,588                     | -                                  | 32,588         | 16,509                     | 1,387                              | 17,897         |
| Client accommodation costs                            | 61,238                     | 30,234                             | 91,472         | 53,108                     | 41,066                             | 94,173         |
| Other client costs                                    | 7,672                      | 7,587                              | 15,259         | 3,688                      | 3,489                              | 7,177          |
| <b>Total expenditure on charitable<br/>activities</b> | <u>168,729</u>             | <u>68,268</u>                      | <u>236,997</u> | <u>188,962</u>             | <u>84,536</u>                      | <u>273,498</u> |
| <b>TOTAL EXPENDITURE</b>                              | <u>169,570</u>             | <u>68,268</u>                      | <u>237,838</u> | <u>189,172</u>             | <u>84,536</u>                      | <u>273,708</u> |

**6. PAID EMPLOYEES**

|                                             | Total<br>2021 | Total<br>2020  |
|---------------------------------------------|---------------|----------------|
|                                             | £             | £              |
| Salaries and wages                          | 82,032        | 141,023        |
| Social security costs                       | 3,609         | 7,235          |
| Pension costs (defined contribution scheme) | 1,968         | 1,515          |
| <b>Total direct staff costs</b>             | <u>87,609</u> | <u>149,772</u> |

No employees received employee benefits (excluding employer pension costs) for the reporting period of more than £60,000.

The total amount paid to key management personnel (includes trustees and senior management) for their services to the charity was £30,900 (2020: £30,900). For specific amounts paid to trustees, see Note 11.

The average **weekly** number of employees, expressed as head count and as full time equivalents, during the period was:

|                       | Head count |            | Full time equivalents |            |
|-----------------------|------------|------------|-----------------------|------------|
|                       | 2021       | 2020       | 2021                  | 2020       |
|                       | No.        | No.        | No.                   | No.        |
| Charitable activities | <u>4.6</u> | <u>6.7</u> | <u>3.8</u>            | <u>5.6</u> |

N.B The Charity ran a traditional, church hall based, Night Shelter in 2020 for the last time, which saw staff numbers increase to 11 for a 3 month period.

**7. DEFINED CONTRIBUTION PENSION SCHEME**

|                                                                                                                                                                                                          | 2021  | 2020  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
|                                                                                                                                                                                                          | £     | £     |
| Amount of contributions recognised in the SOFA as an expense                                                                                                                                             | 1,968 | 1,515 |
| Total employer pension contributions have been allocated between restricted £1,135 (2020: £0) and unrestricted funds based on the salary allocations of staff between restricted and unrestricted funds. |       |       |

**FirmFoundation**  
**NOTES TO THE FINANCIAL STATEMENTS**  
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**8. DEBTORS AND PREPAYMENTS**

|                              | 2021         | 2020     |
|------------------------------|--------------|----------|
|                              | £            | £        |
| Gift Aid claimed             | 450          | -        |
| Housing benefit due          | 3,292        | -        |
| Client contribution arrears  | 5,974        | -        |
| Less Provision for bad debts | (5,518)      | -        |
|                              | <b>4,198</b> | <b>-</b> |

**9. CREDITORS AND ACCRUALS**

|                 | 2021         | 2020     |
|-----------------|--------------|----------|
|                 | £            | £        |
| Trade creditors | 7,410        | 0        |
|                 | <b>7,410</b> | <b>-</b> |

**10. STATEMENT OF FUNDS**

|                                   | Brought forward | Income         | Expenditure      | Transfers       | Carried forward |
|-----------------------------------|-----------------|----------------|------------------|-----------------|-----------------|
|                                   | 1/9/20          | 2020/21        | 2020/21          | 2020/21         | 31/8/21         |
|                                   | £               | £              | £                | £               | £               |
| <u>Current year</u>               |                 |                |                  |                 |                 |
| <u>Unrestricted funds:</u>        |                 |                |                  |                 |                 |
| Designated funds:                 |                 |                |                  |                 |                 |
| Premises Fund                     | 288             | 70,944         | (66,417)         | -               | <b>4,815</b>    |
| Drop In Fund                      | (2,164)         | -              | -                | 2,164           | <b>-</b>        |
| Lloyds Bank Foundation Fund       | 6,700           | -              | -                | -               | <b>6,700</b>    |
| Nationwide-Support Worker Fund    | 49,920          | -              | (13,848)         | (13,596)        | <b>22,476</b>   |
| General fund                      | 45,937          | 98,835         | (89,305)         | (15,461)        | <b>40,006</b>   |
| Total unrestricted funds          | <b>100,681</b>  | <b>169,779</b> | <b>(169,570)</b> | <b>(26,893)</b> | <b>73,997</b>   |
| <u>Restricted funds:</u>          |                 |                |                  |                 |                 |
| Night Shelter Fund                | (6,872)         | 32,224         | (52,245)         | 26,893          | <b>-</b>        |
| National Lottery Communities Fund | -               | 34,716         | (16,023)         | -               | <b>18,693</b>   |
| Total restricted funds            | <b>(6,872)</b>  | <b>66,940</b>  | <b>(68,268)</b>  | <b>26,893</b>   | <b>18,693</b>   |
| <b>TOTAL FUNDS</b>                | <b>93,809</b>   | <b>236,719</b> | <b>(237,838)</b> | <b>-</b>        | <b>92,690</b>   |
|                                   |                 |                |                  |                 |                 |
|                                   | Brought forward | Income         | Expenditure      | Transfers       | Carried forward |
|                                   | 1/9/19          | 2019/20        | 2019/20          | 2019/20         | 31/8/20         |
|                                   | £               | £              | £                | £               | £               |
| <u>Prior year</u>                 |                 |                |                  |                 |                 |
| <u>Unrestricted funds:</u>        |                 |                |                  |                 |                 |
| Designated funds:                 |                 |                |                  |                 |                 |
| Premises Fund                     | (8,517)         | 83,249         | (74,444)         | -               | <b>288</b>      |
| Drop In Fund                      | -               | -              | (2,164)          | -               | <b>(2,164)</b>  |
| General fund                      | 35,682          | 122,819        | (112,564)        | -               | <b>45,937</b>   |
| Total unrestricted funds          | <b>27,165</b>   | <b>206,068</b> | <b>(189,172)</b> | <b>-</b>        | <b>44,061</b>   |
| <u>Restricted funds:</u>          |                 |                |                  |                 |                 |
| Night Shelter Fund                | 8,532           | 69,132         | (84,536)         | -               | <b>(6,872)</b>  |
| Lloyds Bank Foundation Fund       | 4,030           | 2,670          | -                | -               | <b>6,700</b>    |
| Nationwide-Support Worker Fund    | -               | 49,920         | -                | -               | <b>49,920</b>   |
| Total restricted funds            | <b>12,562</b>   | <b>121,722</b> | <b>(84,536)</b>  | <b>-</b>        | <b>49,748</b>   |
| <b>TOTAL FUNDS</b>                | <b>39,727</b>   | <b>327,790</b> | <b>(273,708)</b> | <b>-</b>        | <b>93,809</b>   |

**11. Transactions with trustees and related parties**

None of the trustees have been paid any remuneration or received any other benefits from an employment with the charity or a related entity.  
There were no related party transactions during the year.