CENTRE 404

England & Wales · Charity number 299889

Details

Other names	ISLINGTON MENCAP
Status	Registered
Legal form	Charitable company
Company number	02270299
Registered	1988-08-17
Register	View on the Charity Commission register

Contact

Address	Centre 404 404 Camden Road London N7 0SJ
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Website	www.centre404.org.uk

Activities

Objects: 1) THE RELIEF OF PEOPLE WITH LEARNING DISABILITIES (IN PARTICULAR) AND/OR PHYSICAL DISABILITIES (TOGETHER DESCRIBED AS "DISABILITIES"), IN PARTICULAR BY THE PROVISION OF HELP AND SUPPORT FOR THEM AND FOR THEIR FAMILIES, DEPENDANTS AND CARERS, AND2) TO PROVIDE OR ASSIST IN THE PROVISION OF FACILITIES FOR PEOPLE WITH LEARNING DIFFICULTIES WITH THE OBJECT OF IMPROVING THEIR CONDITIONS OF LIFE, TO INCLUDE (BUT NOT LIMITED TO) THE PROVISION OF RECREATION OR OTHER LEISURE TIME OCCUPATION, EDUCATION, WELFARE, ADVOCACY, TRAINING, EMPLOYMENT AND VOLUNTEERING OPPORTUNITIES.

Activities: Provision of social and educational activites for adults with learning disabilities, clubs for children with learning disabilities and for their siblings, support and advice for parents and carers of a disabled person, supported housing projects for adults with a learning disability, and a calendar of social functions and outings for children and adults with a learning disability and their carers.

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Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** General Charitable Purposes, Disability, Accommodation/housing
- **Who:** People With Disabilities, Other Defined Groups

Geography

- **Area of benefit:** NOT DEFINED. IN PRACTISE ISLINGTON LB
- Barnet
- Camden
- Enfield
- Hackney
- Haringey
- Islington

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,599,564	£10,457,515	£4,604,992	269
2024-03-31	£8,672,929	£8,757,593	£4,462,943	268
2023-03-31	£7,188,980	£7,504,448	£4,547,607	271
2022-03-31	£6,840,716	£6,757,620	£4,863,075	241
2021-03-31	£6,775,102	£6,159,172	£4,779,979	241

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Trustees

Name	Role	Appointed
Derek Weist		2013-11-13
Etienne Makosso		2020-11-19
Faye Oliver		2023-09-21
Felix Arnold		2022-07-28
Kapil Bhimji Halai		2026-06-30
Lea-Jane Baird		2026-06-30
Margaret Aikin Elliott		2023-09-21
Robert John McLaughlin		2024-01-24
Stephanie Gina Wand		2026-06-30
Tara Willson		

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CENTRE 404

England & Wales - Charity number 299889

Accounts

CENTRE 404

Supporting people with learning disabilities, autism & their families

Impact Report

2024/2025

Leadership

TRUSTEES

Maggie Elliott
Chair

Sean McLaughlin
Vice Chair

Derek Weist
Treasurer

Felix Arnold

Paul Formosa

Copeland Ingram

Etienne Makosso

Faye Oliver

Tara Willson

SENIOR MANAGEMENT TEAM

Anna McEwen
CEO

Tracy Seymour
Director of People and Culture

Victor Simango
Head of Finance and IT

Sarah Spinetti
Director of Services

Anamaria Vrkic
Director of Children, Young People, Families and Engagement

Rory Howlett
Head of Community Support Services

Contents

Introduction	4
Our reach across London	6
ADULT SUPPORT	8
Supported living	8
Outreach and floating support	10
Day opportunities	12
Adult groups and activities	14
SPECIALIST SUPPORT	16
Positive behaviour support	16
Haringey Opportunities Project (HOP)	18
Dementia, End-of-life care	18
CHILDREN & YOUNG PEOPLE SUPPORT	20
Holiday playschemes	20
After-school clubs	21
Short-breaks overnight stay	22
Outreach support (Camden homebased)	24
SUPPORTING FAMILIES	26
SENDIASS	28
VOLUNTEERING & ENGAGEMENT	30
Money counts	32
Thank you	34
The year ahead	35

Introduction

Maggie Elliott
Chair of Trustees

The past year has been one of the most challenging in Centre 404's recent history. We faced significant transitions, uncertainty and the ongoing pressures of a complex external environment. Yet through it all, the strength of our community shone through. Our dedicated staff continued to deliver high-quality, person-centred support across all our services – from supported living and outreach, to children's programmes and family advocacy. Volunteers stepped up with energy and compassion and our trustees remained steadfast in their governance and care. I want to express my deepest gratitude to Tracy Seymour, who took on the role of Interim CEO during this turbulent time. Her leadership, calm presence and unwavering commitment helped steer the organisation through uncertainty and ensured continuity for the people and families we support.

This impact report reflects not just the outcomes of our work, but the spirit in which it was delivered. It tells the story of resilience, creativity and care – of staff going above and beyond, of families finding hope and of individuals achieving remarkable progress. As we welcome our new CEO, Anna McEwen, we do so with optimism and renewed purpose. Anna brings a wealth of experience and a deep understanding of inclusive practice. I am confident that under her leadership, Centre 404 will continue to grow, evolve and thrive. Thank you to everyone who has been part of this journey. Your support, belief and partnership have made all the difference.

This impact report tells the story of resilience, creativity and care – of staff going above and beyond, of families finding hope and of individuals achieving remarkable progress.

Anna McEwen
CEO

I am honoured to join Centre 404 as CEO at a time when the organisation has demonstrated such resilience, compassion and impact. Although I was not here during the reporting year, I have been deeply moved by the stories and achievements captured in this report. The past year was not without its challenges, but it is clear that the Centre 404 community rose to meet them with strength and care. As I step into this role, I am inspired by the dedication of our staff, volunteers and trustees – and by the trust placed in us by the families and individuals we support. I am committed to listening, learning and leading with integrity as we move into the next chapter.

Together, we will continue to champion inclusion, empower voices and create opportunities for people with learning disabilities and their families. I look forward to working with you all.

Our reach across London

This year, we had the opportunity to support individuals and families across nine London boroughs – from Camden and Islington to Brent, Enfield and beyond. Each connection was a chance to listen, encourage and walk alongside people as they worked towards their goals.

ADULT SUPPORT

We supported **319** adults, helping them build confidence, independence and meaningful connections in their communities.

SPECIALIST SERVICES

Through Positive Behaviour Support (PBS) and the Haringey Opportunities Project (HOP), we were privileged to support **36** people with high and complex needs. Together, we focused on recognising individual strengths and creating small, achievable steps towards personal goals.

CHILDREN AND YOUNG PEOPLE

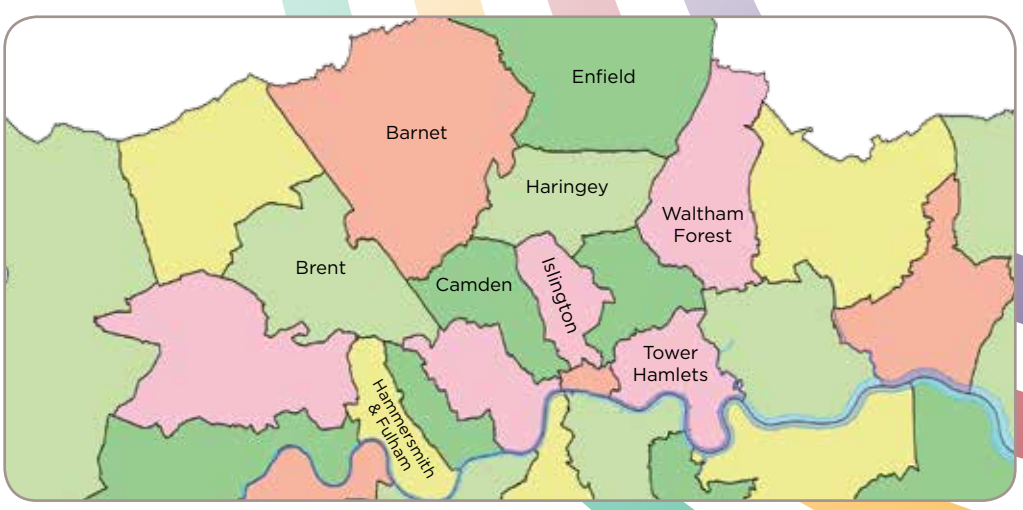
We were able to create safe, inclusive spaces for **161** children and young people to learn, make friends and enjoy new experiences.

FAMILY CARERS

We were trusted to respond to **3,011** referrals and to walk alongside **323** family carers, offering guidance, encouragement and support during challenging times.

Adult support
319
service users

Positive Behaviour Support
36
service users



Borough	Adults	Children and young people	Family carers	Specialist services
Barnet	●		●	
Brent	●			
Camden	●	●	●	●
Enfield	●	●	●	
Hammersmith & Fulham		●		
Haringey	●		●	
Islington	●	●	●	●
Tower Hamlets	●	●	●	
Waltham Forest		●	●	

Children and young people

161

service users

Supporting families

283

referrals

LOOKING AHEAD

Behind every number is a person, a family, and a story. We are grateful for every opportunity to support those who turn to us and we remain committed to building stronger, kinder communities where everyone feels they belong.

Adult support

SUPPORTED LIVING

This year, we had the privilege of supporting **73** incredible individuals with high and complex needs. Through our supported living schemes in Islington and Brent, and our Positive Behaviour Support (PBS) outreach in Camden, Islington and Haringey, we worked together to help people live with dignity, purpose and as much independence as possible.

> "I'd like to thank you again, wholeheartedly (and this time without tears) for ALL you have done for my brother."

We supported people to:

- Learn new skills and celebrate their progress.
- Build routines that give them confidence and stability.
- Feel connected to their community.
- Receive care tailored to their needs and preferences.

In total, we provided **262,184** hours of personalised support – over **5,000** hours each week. Every hour was an opportunity to offer guidance, encouragement, and practical support to help people in their daily lives.

Isy's story

Supported Living
Location: Harrowdene Road
Service user for 1 year + 10 months (age 32)

Isy faced communication difficulties and social isolation before moving to one of our supported living accommodations. She struggled with limited speech, health issues, and challenging behaviours, such as aggression and running away. Her previous support provider could not assist her in activities like attending college or church, which she had expressed interest in.

Since moving in January 2024, Isy has made significant progress. With the help of her keyworker, she set goals and she now attends college, enjoys a computer course and participates in outings like cinema trips and beauty salon visits. Isy has become more independent, managing her laundry and cleaning her room.

The biggest change has been her improved relationship with her mother. They now attend church together and Isy stays overnight with her mother once a month. Isy's mental health has improved, and her medication was discontinued due to her progress.

"I feel fine and happy."

Isy's mother is grateful for the support, proud of Isy's accomplishments, and thankful for the staff's dedication in helping Isy achieve her goals and strengthen her family relationships.

Our supported living services are located at the following sites:

- Anson Road, Islington
- Dingley Road, Islington
- Harrowdene Road (2 houses), Brent
- Kendal House, Islington
- Kiver Road, Islington
- Leigh Road, Islington
- Mildmay Avenue, Islington
- Tollington Way, Islington
- Vivian Comma Close, Islington

Total service users
73

Total support hours
262,184

Adult support

OUTREACH AND FLOATING SUPPORT

At Community Support Services, we're more than just a helping hand – we work with our service users to grow, develop and learn in a friendly and supportive environment. Every person's journey is unique, so we create personalised support that truly fits their needs – whether that's helping them settle into a new neighbourhood, join group activities, or simply feel less alone.

Our services

Camden Floating Support Helping adults across Camden live more independently through practical skills, coping strategies, and building support networks.

Islington Outreach Supporting adults with learning disabilities and Autism to develop daily living skills, manage finances, access work or education, maintain health and well-being and take part in social and community activities.

> "Thank you for the support. I'm keen for the Centre 404 connection to continue as it gives her another dimension to her life *and* she's established relationships."

The difference we made this year

139 people supported – each person worked with a 1:1 support worker to gain confidence, develop independent living skills, manage daily tasks, access education or work opportunities and participate in community and social activities. **67** group activities delivered – including cooking classes, social meet-ups, creative workshops, wellbeing sessions and educational activities, both in person and online. **70,174** hours of dedicated support – each hour providing tailored guidance, encouragement, and practical help to meet individual needs.

Behind every number is a story of people taking part, building skills, and becoming more connected and independent. Together, we're creating a stronger, kinder community where everyone belongs.

Total service users

139

Total support hours

70,174

Laurence's story

Camden floating support services

Service user for 5 years + 4 months (age 30)

Before the pandemic, Laurence had a good rhythm to life. He went to college, enjoyed work and kept busy with activities he liked. Then COVID-19 changed everything. The long months of isolation took their toll – his anxiety grew, and some of his behaviours became harder to manage. Things reached a point where he was arrested twice and spent time in hospital under the Mental Health Act, receiving a new diagnosis. Along the way, he lost some of the independence he'd built up over the years – like cooking for himself and heading out to activities on his own.

When Laurence started receiving support from Centre 404, the focus was on helping him rebuild, one step at a time. Together with his support team, he began to set achievable goals. He got involved in his own medication routine, creating adapted MAR sheets so he could track it himself. He started cooking again – sweet and sour chicken with rice is his speciality – and began taking more care over his personal routines. He picked up new home maintenance skills, started making more day-to-day decisions, and even felt ready to travel again – visiting family friends in Manchester and taking a big trip to Thailand.

These days, Laurence is out and about more, going swimming, joining cooking groups and meeting people at social events – many of them without needing support to get there. His parents say the past year has been a real turning point, especially as the family has gone through some difficult moments, including a bereavement.

"I like all my support workers and the support I receive from Centre 404. They helped me by comforting me, taking me out and helping me around the house."

Adult support

DAY OPPORTUNITIES

This year, we welcomed 47 people into our Day Opportunities programme – a place where everyone belongs and every day brings something new to enjoy. From educational workshops, to fun group activities and exciting day trips across London, our focus is on creating a socially inclusive environment where people can try new things, make friends and feel part of something bigger.

Through individual personalised support, people developed independence and practical skills, including travel training, budgeting and preparing for employment opportunities. Activities take place both at our four locations and out in the local community, with each person following a personalised weekly timetable based on their goals and interests.

Together, we shared **96** sessions of activities and **31,743** hours of support, guidance, and companionship. Every session was more than just an activity – it was a chance to build confidence, discover new interests and create lasting memories in a socially inclusive environment.

Total service users

47

Total support hours

31,743

"Thanks to Centre 404 for all the support given to service users."

Theodore's story

Day Opportunities

Service user for 2 years (age 24)

When Theodore first joined Centre 404 after finishing college, his family worried about how much he struggled with noise and crowded places. These environments often left him anxious and unsettled. Quiet and non-verbal, he found it difficult to enjoy time out in the community in ways that felt safe or comfortable for him. Working closely with his family, the team at Centre 404 built a support plan completely around Theodore's interests – especially his love of physical activity. Swimming, long walks and gym sessions became the foundation of his week. These familiar, enjoyable routines helped him feel more confident and gradually more able to cope with busier, noisier spaces.

Over time, small steps added up to big changes. Now, Theodore regularly visits some of London's busiest museums and galleries – places that once felt completely out of reach. His physical health has improved with twice-weekly swimming and gym sessions and his days are filled with purposeful activities. Most noticeably, he is calmer, more focused and visibly happier. Staff see a new spark in him – more curiosity, more interaction and more willingness to try new things.

With steady, tailored support, Theodore isn't just getting stronger physically – he's building resilience, confidence and independence, opening up a wider and richer world around him.

"Theo has had a good year and thoroughly enjoys his time at Centre 404. We are delighted that he is so settled and happy."

Adult support

ADULT GROUPS AND ACTIVITIES

At the core of what we do is a simple belief – that everyone deserves the chance to connect, learn and enjoy life.

We provide adults with learning or physical disabilities the opportunity to take part in weekly activities designed to encourage friendships, create moments of joy, and support each person's well-being. From group learning sessions to creative workshops and social events, every gathering is a chance to feel included and valued.

Friday Night Social:
"It's their one good night out a week."

Warm and Welcome Wednesdays:
"It's a place to make new friends."

This year we shared:

130 sessions filled with learning, creativity and fun. **2,925** hours of dedicated support. Countless smiles, new skills and lasting memories. Our activities are opportunities to build confidence, make friends and experience the simple joy of being part of a community.

- Happy Tuesdays
- Warm and Welcome Wednesdays
- Young Adults Group
- Friday Night Social
- Garden Group

Number of sessions
130

Total support hours
2,925

Rebecca's story

Adult groups and activities

Service user for 25 years (age 34)

When Rebecca first came to Centre 404, it wasn't always clear what might spark her distress and the moments that followed could be intense. Supporting her safely sometimes needed extra care and attention. Over time though – with gentle consistency, clear boundaries, visual social stories and a lot of trust-building – things began to shift.

These days, Rebecca is one of the most vibrant personalities at Warm & Welcome Wednesdays and Friday Night Socials. She shares easy laughter and creative ideas with her long-term support worker and her warmth now extends naturally to her peers. She happily joins group conversations, looks out for others and often notices when she's starting to feel unsettled – taking steps to calm herself before it escalates.

Music, dancing and cooking have become some of her favourite ways to connect and express herself. Her grandmother says she "always has fun at Centre 404," and it's easy to see why. The young woman who once struggled to find her place now moves with confidence, surrounded by friends, creativity and joy.

"I love dancing and meeting new people at Centre 404."

Specialist support

POSITIVE BEHAVIOUR SUPPORT

At Centre 404, we use a Positive Behaviour Support (PBS) approach to assist people we support to live well in a way that is personalised to them. Research shows that PBS can make significant and meaningful differences in the lives of people with a learning disability and/or an Autistic spectrum condition.

Positive Behaviour Support (PBS) is about helping people feel safe, understood and fully included at home, at school and in the community. It recognises that behaviour is often a way of communicating, especially when words are hard to find. Instead of labelling behaviour as 'challenging', PBS looks at the reasons behind it – whether someone is upset, uncomfortable, or not having their needs met – and finds better ways to support them. At its heart, PBS means building strong, trusting relationships and making changes that improve someone's everyday life so they can thrive.

All our staff take part in Introduction to Positive Behaviour Support training, with ongoing coaching for support teams. We review incidents through data and feedback, helping us keep improving the way we work. Our service users have personalised PBS plans, guided by Quality of Life tools that make sure support focuses on what matters most to them.

OUR SUPPORT THIS YEAR

Adults

Over **40** people are consistently supported through bespoke PBS plans and specialised interventions tailored to their behavioural needs, all with the aim of enhancing quality of life through a holistic and reflective approach.

Children

6 children received **3,299** hours of PBS support through our PBS outreach programme. This included understanding their needs and goals, building trust and positive relationships and creating personalised PBS plans with strategies to support behaviours and wellbeing. Ongoing monitoring and review ensured progress was celebrated and support was adjusted as needed. As a result, children gained confidence, improved social skills and enjoyed more positive daily experiences.

Monthly PBS coaching and reflective practice for our teams ensure consistent, high-quality support across all ages. Through these efforts, individuals and families experience meaningful improvements in independence, wellbeing and daily life.

"He has a wonderful relationship with all his support workers and is always so happy to see them. His big smile always lets me know he is so well cared for and enjoys their company."

Sam's story

Positive Behaviour Support (PBS) Adult
Service user for 9 years (age 29)

Sam is a kind, bright young man in his twenties who has autism and is non-verbal. When he first started going out into the community, he sometimes shouted or stamped for long periods and would occasionally run off, which worried his family. Leaving activities he enjoyed was especially difficult.

With patient reassurance, clear routines and the support of familiar staff, Sam began to feel more at ease. Since October 2024, he hasn't run off once.

These days, Sam enjoys trips to the zoo, bowling, and the Science Museum. Crowds don't unsettle him like they once did and he greets both old and new staff with smiles. Sam's mum shares that the patience and support from Centre 404 have helped him grow in confidence and feel more comfortable when he's out and about.

"I am so grateful that Sam has Centre 404 in his life. The wonderful staff are to him and me, a bonus family. We don't know what we would do without them."

Specialist support

HARINGEY OPPORTUNITIES PROJECTS (HOP)

We believe every person has unique strengths, skills and potential. Our role is to recognise those strengths and help them grow. Our staff are specially trained to work alongside each individual, developing person-centred outcomes based on regular feedback from them and their wider support network.

Together, we set meaningful goals – breaking them down into smaller, achievable steps so that progress feels possible and success is celebrated along the way.

Every goal is carefully tracked through our database, with progress recorded after each session and milestones marked as they happen. This way, individuals can see just how far they've come and stay motivated for the journey ahead.

This year we supported:

15 people to build skills and work towards their personal goals.

21,840 hours of dedicated one-to-one and group support.

Success is measured in small steps forward and the progress people make every day.

DEMENTIA

At Centre 404, we have supported a number of service users who went on to develop dementia. Through our work with these individuals, we have gained valuable experience and lessons in best practices and steps that are needed to ensure a better quality of life for a person with learning disabilities who goes on to develop dementia.

END-OF-LIFE CARE

We collaborate closely with families and service users to positively impact the experience of death, dying and bereavement for people with learning disabilities and/or Autism. People with learning disabilities often have additional needs in palliative and end-of-life care. Understanding and addressing these needs when providing care can enhance their quality of life and ensure they receive person-centred care.

Deniz's story

Haringey Opportunities Projects (HOP)
Service user for 1 year (age 29)

When Deniz first joined Centre 404, everyday life could feel overwhelming. Living with multiple complex conditions, he found it hard to communicate and even being in the same room as others could cause him distress.

Slowly, with patient and consistent support, things began to shift. Building trust with a small group of familiar staff, Deniz started to show simple signs of comfort, then began expressing basic needs, greeting others, and sitting calmly to share a meal. Each of these moments marked an important step towards connection and independence.

Now, Deniz is a lively, joyful part of Centre 404. He enjoys bowling, swimming and group outings – activities that once seemed out of reach. He can manage busy environments with much more confidence and his emotional and physical wellbeing have both grown stronger.

The change is just as striking at home. Once reluctant to step inside, Deniz now comes through the door smiling, calling out "good morning" and offering hugs to his family. His mother says, "He's calmer, he's learned more words and he's happy when he goes and comes back."

Deniz is a vibrant young man exploring the world with curiosity, joy and growing independence.

"Deniz loves HOP staff members a lot and that makes us all happy." (Mum and sister)

Children & young people support

HOLIDAY PLAYSCHEMES

The Holiday Activities and Food (HAF) programme gives children who receive free school meals the chance to enjoy not only healthy, nutritious meals but also enriching activities that support their health, well-being and learning. Each session combines fun and creativity with opportunities to build confidence and social connections, helping children feel engaged and supported during the school holidays.

Our services

This year we had the opportunity to support **40** children and young people, aged 4 to 16 years. We provided **45** sessions of activities and meals and **3,600** hours of dedicated support.

Every meal shared and activity enjoyed created moments of nourishment, joy and learning – giving children positive holiday experiences that will last far beyond the sessions themselves.

Ayisha's story

Playscheme

Service user for 2 years + 6 months (age 15)

"Ayisha is so happy at playscheme." (Mum)

Ayisha, who has been diagnosed with ASD, has faced big challenges with communication. At times, this has led to dysregulation and long periods of feeling socially isolated, making it harder for her to be part of her community in ways she would enjoy. Joining Centre 404's playschemes opened new doors for her. With 2:1 support, Ayisha began trying activities she had never experienced before – Go Ape, rock climbing, swimming, bowling and trips to museums, zoos and the theatre. Staff adapted their communication methods so she could express her needs more easily, connect with others and feel understood.

Little by little, Ayisha's confidence began to grow. She started building friendships, trying new things and even travelling independently on buses and trains. Her social skills and communication have improved, and she is now more at ease exploring new places and situations. Her family have seen the difference too. They're proud of how far she has come and grateful that the playscheme has given her the chance to discover more of the world and herself.

Uchenna's story

After-school club

Service user for 2 years + 6 months (age 12)

When Uchenna first joined Centre 404, meeting new people made him anxious. He often avoided unfamiliar activities and was very selective with what he ate, worried about illness or allergic reactions. These fears sometimes left him withdrawn, hesitant to engage and easily overwhelmed in new environments.

Over the past year, things have changed in big and small ways. With patient support and steady encouragement, Uchenna has begun trying new foods, joining group activities like bowling and arcade games and even sharing the imaginative stories he creates. Storytelling has become a real passion – he now writes and performs his own tales for his peers, showing a growing sense of creativity and self-expression.

As he's learned ways to manage his emotions, Uchenna has become calmer and more confident in communicating with others. His father calls the change extraordinary – once non-verbal, Uchenna is now a confident, humorous young man who builds meaningful connections.

"Centre 404 has been a lifeline," his father says. "It's opened doors to new experiences and friendships that have shaped who he's becoming."

AFTER-SCHOOL CLUBS

Our after-school clubs provide children and young people with learning disabilities and autism a safe, inclusive space to learn, play and connect after the school day ends.

The sessions focus on more than just fun – they are designed to help children build communication skills, grow in confidence and develop self-esteem. A key part of the clubs is creating opportunities to form and maintain friendships through shared activities that are engaging, creative, and supportive.

Our services

This year we had the opportunity to support **26** children and young people. We provided **156** sessions of after-school activities and **25,350** hours of dedicated support.
Each session gave children a chance to relax, enjoy themselves and take small, but important, steps towards greater confidence and independence.

Children and young people support
SHORT-BREAKS OVERNIGHT STAY

Our specialist residential short breaks service supports children and young people with autism aged 6–17, offering them a safe, engaging environment while giving parents and carers a planned and much-needed break from their caregiving duties.

Rated "Good" by Ofsted, the service provides overnight stays during weekends and school holidays, alongside three after-school club sessions each week during term time. With five bedrooms and a wide range of indoor and outdoor activities, we focus on creating fun, inclusive experiences while also encouraging independence.

Every placement is an opportunity for children and young people to enjoy new activities, build friendships and develop independent living skills in a supportive, structured setting.

Our services

This year we had the opportunity to support **41** children and young people. **417** sessions were delivered, providing opportunities to have fun, develop independence and build friendships in a safe and supportive environment. Overall, **20,621.5** hours of dedicated support were delivered.

For families, these breaks provide peace of mind and vital respite. For children and young people, they provide opportunities to grow, thrive and experience new adventures.

HOLIDAY PLAYSCHEMES

Total service users
40

Total support hours
3,600

AFTER-SCHOOL CLUBS

Total service users
26

Total support hours
25,350

SHORT-BREAKS OVERNIGHT STAY

Total service users
41

Total support hours
20,621

Dylan's story

Short Breaks Overnight Stay

Service user for 1 year + 4 months (age 9)

When Dylan first joined Centre 404, communication and emotional regulation didn't come easily to him. Living with autism and ADHD, his limited verbal speech and sensitivity to hunger, stress, or changes in routine sometimes led to moments of distress.

With patient, trusted staff and clear, consistent boundaries, Dylan began to make progress. He's learning new ways to express his needs – like asking for an 'ice lolly' instead of grabbing – and has picked up life skills, such as sweeping and washing up after meals, which he now completes with focus and pride.

Over the past year, Dylan's confidence and independence have grown. Time spent away from home has helped him build self-reliance, while fun, structured activities like climbing, trampolining, boat trips and farm visits have boosted his wellbeing and opened up new experiences.

Centre 404 has also supported Dylan's social and emotional development, helping him learn to wait, share and self-regulate. His communication has improved, and he now interacts with peers and staff in a more positive and engaged way.

"Dylan has limited speech but from his face mimics, behaviours and demeanour he seems to enjoy his time at Discovery House."

Children and young people support
OUTREACH SUPPORT (CAMDEN HOMEBASED)

This service is designed for children and young people aged 5–18 years, offering families and carers regular, planned one-to-one short breaks.

Each session is tailored to the individual and delivered either at home or in the local community, depending on the child or young person's needs and preferences.

The support goes beyond basic care — it's about creating positive, meaningful experiences. Activities include personal care alongside opportunities for social, emotional and intellectual development. Every session is an opportunity for children and young people to build skills, enjoy new experiences and feel supported in ways that suit them best.

Our services

This year, we had the opportunity to support **41** children and young people. We delivered **417** one-to-one sessions and **20,621.5** hours of support.

For families, these breaks provide valuable time to rest and recharge. For children and young people, they offer encouragement, care and the chance to engage in activities that are enjoyable and enriching.

OUTREACH SUPPORT (CAMDEN HOMEBASED)

- **Overall Satisfaction with the variety of support your child/young person is currently accessing from Centre 404**

100% of respondents were satisfied or very satisfied

- **Overall satisfaction with the care and support your child receives (including food, nutrition, medication, personal care, emotional wellbeing and transport)**

100% of respondents were satisfied or very satisfied

- **Overall satisfaction with the communication with staff**

100% of respondents were satisfied or very satisfied

- **Overall satisfaction with the communication with management**

94.1% of respondents were satisfied or very satisfied

- **Do you/your child feel safe with their support worker?**

100% of respondents felt their child was safe with their support worker

- **Are you happy with support overall?**

94.1% of respondents were happy with the overall support they received

Families are very satisfied with the support, praising the excellent communication, variety of activities and well-equipped facilities like the sensory room. The Centre provides flexibility with pick-ups, engages in diverse community activities and offers strong training for staff. Parents feel supported and involved, with carers collaborating closely with them and the school to meet each child's needs. Overall, families rate the service highly, noting a positive, responsive and partnership-focused environment.

Awet's story

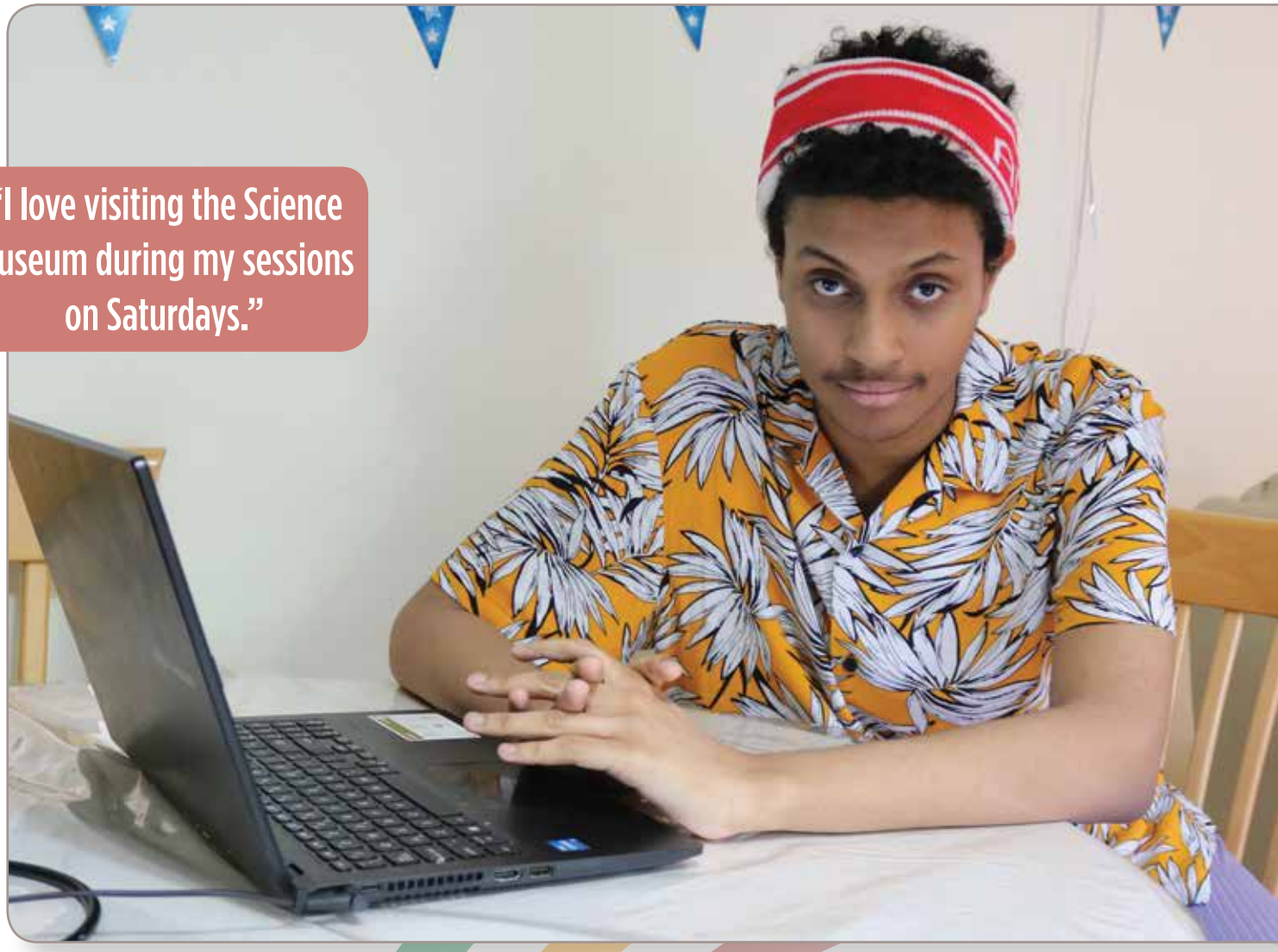
Outreach

Service user for 8 years (age 15)

When Awet first came to Centre 404, he often kept to himself, pushing away support and getting upset when things didn't go his way. Being out in the community could feel overwhelming, especially when he wasn't able to visit the historical sites he loved. Frustration would build up and it was hard for him to stay calm.

Over time, with steady support that respected his needs and clear, consistent boundaries, things began to change. Awet started to trust the people around him more. He got involved in planning what he wanted to do and learned to be flexible when plans shifted. One of the biggest moments came when he began going to the Science Museum on weekends – a place that used to be stressful, is now one of the highlights of his week.

Awet's grown so much in how he manages his emotions, travels independently and communicates with others. His family have seen the difference too – they say he's more open, respectful and confident. These days, their worries have been replaced by pride, as they watch him grow into a calm, curious young man who's eager to explore the world around him.



Supporting families

STANDING BESIDE PARENTS AND CARERS

This year, we connected with 283 families, providing **206** one-to-one interventions and **10** coffee mornings. Each interaction aimed to address the specific needs of the family and ensure they felt supported. Our advocacy and outreach included working with the Islington Somali Community and ADHD networks, providing support that reflected families' cultural backgrounds and individual needs. We also ensured families' perspectives were represented in strategic decision-making, through forums such as the Carers Partnership Board.

Practical support that makes a difference

Families often come to us for help navigating complex forms, benefits, or housing issues. Our Family Caseworker works closely with parents to complete applications for DLA, PIP, Universal Credit, Blue Badges and Family Fund grants – the kind of paperwork that can feel overwhelming without support.

In total, we provided:

97 benefits cases, including DLA, PIP, Universal Credit and Carer's Allowance
42 transport cases, such as Blue Badge, Freedom Pass and Taxi Card
33 grant applications, including Family Fund and Cloudesley
116 signposting cases to specialist services
64 other support requests, from school advice to housing guidance

Workshops and events shaped by families

We listened to what families said mattered most and hosted workshops to meet those needs.

In partnership with local organisations, we ran:

- Three Cost of Living and Budgeting sessions in partnership with The Parents House
- Transition to Adulthood workshops, supporting around 50 families as their children prepared for new stages of life
- Will Writing sessions with Age UK, helping families plan for the future
- Four Family Support Surgeries with Bright Futures Islington, giving families a chance to meet trusted staff face-to-face and tackle immediate issues, from housing concerns to school forms

Total referrals

283

Each referral represents a family receiving guidance, assistance and care, showing the real-world impact of our services.

GENDER DISTRIBUTION

Female: **231**
Male: **40**
Did not disclose: **12**

ETHNICITY

Black: **81**
White: **63**
Mixed: **13**
Bangladeshi: **11**
Arabic: **10**
Turkish: **4**
Asian: **5**
Kurdish: **1**
Other: **10**
Did not disclose: **85**

AGE DISTRIBUTION

Average age:
39.90 years
Youngest:
18 years
Oldest:
90 years
Most common age range:
38 to 52 years

Supporting families

SENDIASS

Special Educational Needs and Disability Information Advice and Support Service

SENDIASS offers free, impartial and confidential support to children, young people and their families. We help families navigate education, health and social care, making complex processes easier to understand and empowering children and young people to have their voices heard.

We provide families with advocacy on applying for and maintaining Educational Health Care Plans (EHCPs), school transitions, exclusions and other local authority issues, ensuring families get the support they need and that children and young people's voices are heard.

Through outreach and local partnerships, SENDIASS strives to make support easier to access and genuinely helpful for every family.

Enfield

Clients

385

- Supported **385** individual clients.
- Delivered support via **810** phone calls, **628** emails and **147** face-to-face appointments.

"I just wanted to get in touch and provide feedback for the excellent service we received from one of your team."

"Thank you so much for providing this much needed service to parents like ourselves. The process is extremely confusing and stressful and easy to think that everyone is against you. However, having your GHS and the team behind us made us feel part of a team."

Waltham Forest

Clients

2,180

- Supported **2,180** individual clients.
- Delivered over **1,800** hours of dedicated support

"I would also like to extend my heartfelt thanks to you for everything you do. Your support has made a world of difference to us."

Samantha's story

Family carer

Service used for over 10 years

Through Supporting Families' Transition to Adulthood workshops, Samantha, parent of a young person with LD/autism, gained vital guidance on navigating the complex shift into adult services. The workshops covered essential topics like benefit changes, deputyship options and legal rights – empowering Sam with practical knowledge and direction.

The sessions also offered a supportive space to connect with other carers, share experiences and learn from those further along the journey. This helped transform feelings of fear and uncertainty into reassurance and confidence for the future.

"Thinking ahead to my son's future can seem scary and overwhelming, however attending the workshops has been a great relief... The group is supportive and accessible, and I look forward to future sessions."

Volunteering & Engagement

ENHANCING THE LIVES OF OUR SERVICE USERS

The Volunteer and Engagement programme continues to grow with the addition of more social care and finance placement students from London Metropolitan University and the advancement of our volunteer research schemes with UCL.

Student and community volunteers regularly provide friendship and support to our service users and corporate teams thrive on carrying out practical tasks and meeting our staff and service users. Volunteers bring energy, enthusiasm and engagement to every event and we are grateful for all who join us at Centre 404.

Supporting families
Jade, Asta and Catherine

Our Supporting Families volunteers offer vital support, empathy and practical guidance to carers navigating complex systems. Jade joined the Islington team this year, to support families and advocate at coffee mornings.

In Waltham Forest, Asta and Catherine have volunteered with SENDIASS for several years, offering compassionate and knowledgeable guidance to families of children with SEND. Their dedication makes a lasting difference in the lives of those they support.

"Volunteering has built my confidence and empowered me to support other families. It brings me so much joy and fulfilment."

Student volunteering

Rosie

Centre 404's clubs and events are made possible through the incredible energy and commitment of student volunteers. Their enthusiasm brings friendship, fun and fresh ideas to our community. Rosie, studying a Degree Apprenticeship in Business Management and Social Change, volunteers weekly at the Friday Night Social and supports both young adult groups and fundraising events. Sama and Tara, UCL Masters students, conducted research on non-verbal communication with our support. Olivia and Jason regularly support adult groups, while other volunteers contribute to research projects in AI and VR. All our volunteers have a positive impact on the lives of our service users.

'I enjoy connecting with everyone who comes to the disco – the atmosphere is great. It's wonderful to be part of the team!" (Rosie)

COMMUNITY & STUDENT VOLUNTEERING

Total hours
1,200

SERVICE USER VOLUNTEERING

Total hours
2,000

CORPORATE VOLUNTEERING

Total hours
1,080

UNIVERSITY AND COLLEGE PLACEMENT HOURS

Total hours
1,060

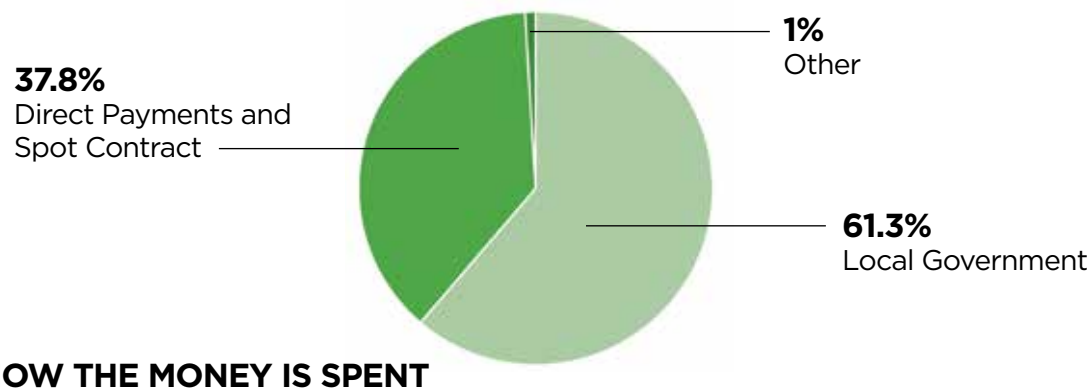
Number of volunteer fairs/events
4

Money counts

Independent Living and Specialist Services and Community Support Services

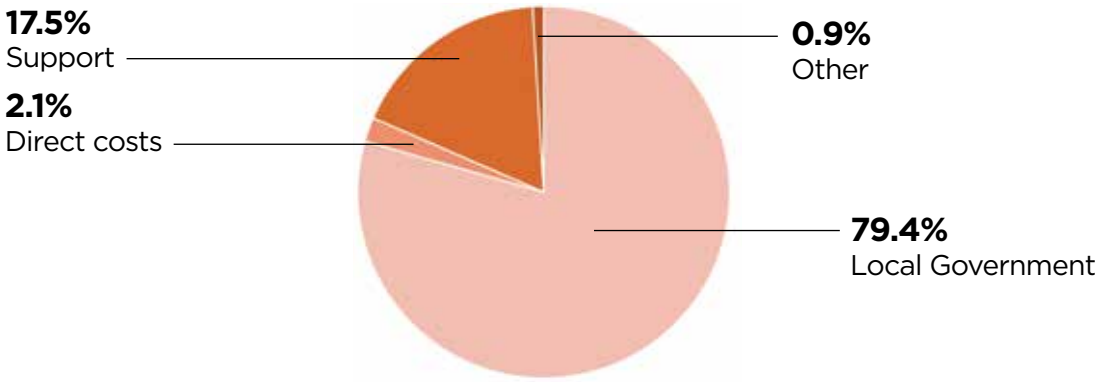
WHERE THE MONEY COMES FROM

Description	Value	%
Local Government	£4,275,467	61.3%
Direct Payments and Spot Contracts	£2,636,208	37.8%
Others	£66,910	1.0%
Total	**£6,978,585**	**100%**



HOW THE MONEY IS SPENT

Description	Value	%
Staff	£5,467,521	79.4%
Direct costs	£145,227	2.1%
Support	£1,205,867	17.5%
Others	£65,236	0.9%
Total	**£6,883,851**	**100%**



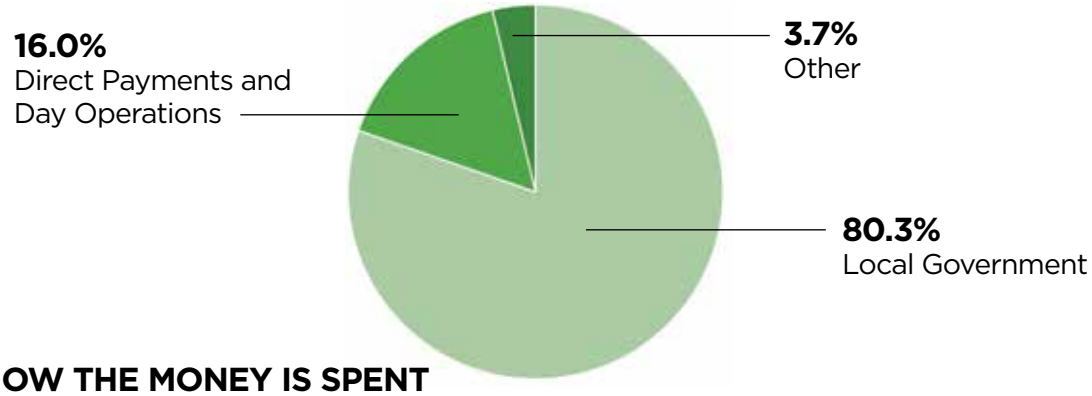
Message from our Treasurer Derek Weist

There have been some challenges for Centre 404 during the last year or two, but we have emerged from this period with a financial surplus and stronger reserves at the end of the year. With our new CEO on board, we are looking forward to maximising our positive impact on the communities that we serve, within the remit of sound financial practice.

Learning and Leisure and Family Support

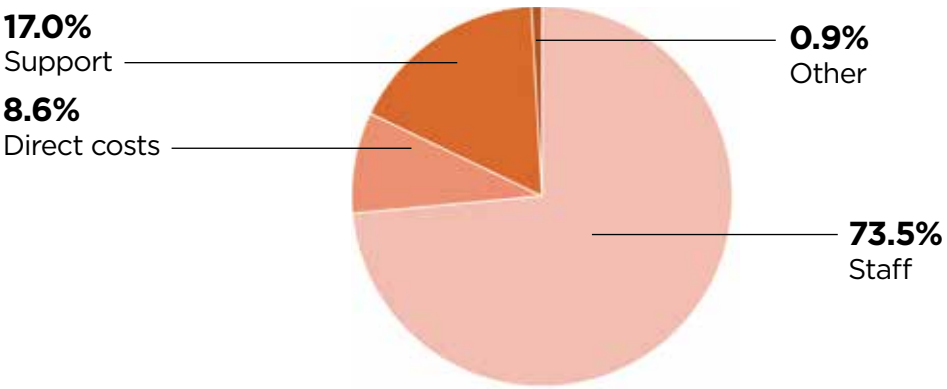
WHERE THE MONEY COMES FROM

Description	Value	%
Local Government	£2,908,783	80.3%
Direct Payments and Day Operations	£578,375	16.0%
Others	£133,821	3.7%
Total	**£3,620,979**	**100%**



HOW THE MONEY IS SPENT

Description	Value	%
Staff	£2,628,301	73.5%
Direct costs	£307,040	8.6%
Support	£606,697	17.0%
Others	£31,626	0.9%
Total	**£3,573,664**	**100%**



Thank you

We are so grateful to all our supporters who helped us enhance the lives of people with learning disabilities and autism in 2024/2025.

Thank you Funders

AKO Capital, Arsenal Foundation, Bupa Foundation, Cloudesley, Department for Education (DfE), Doyle Carte, East London Business Alliance (ELBA), Francis Winham Trust, Jack Petchey Foundation, London Borough of Brent, London Borough of Camden, London Borough of Enfield, London Borough of Hackney, London Borough of Haringey, London Borough of Islington, London Borough of Tower Hamlets, London Borough of Waltham Forest, Lottery Awards for all, Morrison Foundation, Self-funders, The Big Give, Young Camden Foundation and who funded via direct payments or personal budget.

Thank you Donors

Thank you to all individuals who have donated to various campaigns this year, notably Jack Petchey Foundation and Critico Security.

Thank you Volunteers

We are deeply grateful to all our volunteers whose time, energy, and dedication made this impact possible.

Acknowledgements

Thank you to everybody who contributed to the creation of this Impact Report, supplying text, photography and statistics.
Thank you to Caroline Grimshaw for the art direction and design of the report.
All material ©Centre 404, 2025.

Thank you Community Partners and Corporate Partners

Alexandra Palace, Arsenal Hub, Artbox London, Aviva, Bandai UK Play, Barclays, Better Leisure Centre, Breakaway Respite Service, Camden and Young People Disability Service (CYPDS), Camden Learning Disability Service (CLDS), Canopius, Capital City College Group, Cedar Deli, Chevening, City and Islington College, City Lit College, Dandelion Dance, Daylight, Deloitte, Department for Education (DFE), Development and Learning Opportunities (DALO), Dial-a-Ride, Disability Sports Coach, Elfrida, Family Carers Action Group, Family Fund, Gail Dickerson, Haleon, Haringey Adult Learning Service (HALS), Haringey Anti-Social Behaviour, Haringey Duty Team, Islington Learning Disability Partnership (ILDP), King Henry's Walk, Lighthouse London Church, London Broadcasting Company (LBC), London Metropolitan University, Lordship Hub, Mencap, Mill Lane Open Space, National Grid, Orchard Toys, Pedal Power, Phoenix School, Playtime PR Ltd, Pulse Social Sports Group, QBE Insurance Group Ltd, Roundhouse, Rowan's Tenpin Bowl, Shaw Trust, Sobell Leisure Centre, Students' Union UCL, Swiss Cottage Leisure Centre, Swiss Cottage School, Synergy, The Greenwood Centre, The Harrington Scheme, Transport for London Museum, University College London (UCL), University College London Hospitals (UCLH), Volunteering Matters, Welcome Museum, Working Men's College (WMC), Young Camden Foundation.

Training Partnership

The year ahead

As the new CEO of Centre 404, I'm excited to begin this next chapter with you – our community of people we support, families, staff and volunteers. The year ahead is about listening, learning and shaping our future together.

Over the coming year, we'll be reviewing our strategy and setting priorities for the coming years. Together we will make a new plan based on what people tell us is important to them. This means talking with everyone involved in Centre 404 – whether you use our services, care for someone who does, work with us, or volunteer your time. Your voices will guide us as we define what matters most and how we can make the biggest impact.

We're also investing in our central teams and systems – Finance, HR and digital – to ensure the organisation runs smoothly and sustainably. This will help us better support our frontline staff, so they can continue delivering high-quality, person-centred services that make a real difference in people's lives.

Together, we'll build on our strengths, embrace new ideas and ensure Centre 404 continues to be a place of connection, care, and opportunity for all.

Anna McEwen
Chief Executive Officer

CENTRE 404

Supporting people with learning disabilities, autism & their families

404 Camden Road, London N7 0SJ
020 7607 8762
general@centre404.og.uk
www.centre404.org.uk
Registered charity number: 299889

@Centre404
@Centre404
@Centre_404
/Centre_404
@Centre_404
@Centre_404

CENTRE 404

Supporting people with learning disabilities, autism & their families

Company number: 2270299
Charity number (England and Wales): 299889

Centre 404

Annual Report and Consolidated Financial Statements

For the year ended 31 March 2025

CENTRE 404
Supporting people with learning disabilities, autism & their families

Mission, Beliefs and Values

Centre 404 is working towards a world where people with learning disabilities and their families have the support they need to flourish and enjoy the same rights, freedom, responsibilities, choices and quality of life as people within the wider community.

Centre 404's **Beliefs** *and* **Values** *are deeply rooted in the way that we work and will continue to underpin the future direction of the charity.*

CENTRE 404

	Page
Reference and administrative information	3-4
Chair's foreword	5
Report of the Trustees	6-12
Independent auditor's report	13-16
Consolidated statement of financial activities	17
Balance sheet	18
Consolidated statement of cash flows	19
Notes to the financial statements	20-34

A company limited by guarantee and not having a share capital (Company Number: 2270299)

Reference and administrative information

Company number	2270299
Charity number	299889
Registered office and principal address	404 Camden Road Islington London N7 0SJ
Website	www.centre404.org.uk
President	Jean Willson OBE (Deceased 10 December 2024)

Trustees and Directors

The trustees and Directors of the company who were in office during the year and up to the date of signing the financial statements were:

Margaret Elliott	Chairperson
Robert John McLaughlin	Vice Chairperson
Derek Weist	Treasurer
Paul Formosa	
Tara Willson	
Copeland Ingram	
Etienne Makosso	
Felix Arnold	
Faye Oliver	

Principal staff

Anna McEwen	Chief Executive	Appointed 1 July 2025
Tracy Seymour	Interim Chief Executive	Appointed 1 July 2024, Resigned 30 June 2025
Linda McGowan	Chief Executive	Resigned 3 September 2024
Tracy Seymour	Director of People & Culture	
Victor Simango	Head of Finance & IT	Appointed 30 June 2025
Marisa McDermott	Head of Finance & IT	Resigned 30 October 2024
Wayne Botha	Head of Supporting Families	Resigned 6 February 2025
Anamaria Vrkic	Director of Children, Young People, Families & Engagement	Appointed 1 April 2025
Sarah Spinetti	Director of Services	Appointed 1 April 2025
Rory Howlett	Head of Community Support Services	

Reference and administrative information (continued)

Bankers	Lloyds Bank Plc 31/33 Holloway Road London N7 0SJ	Aldermore Bank The Broadgate Tower 20 Primrose St London EC2A 2EW
	Hampshire Trust Bank 80 Fenchurch St London EC3M 4BY	CCLA Good Investment PO Box 12892 Dunmow, Essex CM6 9DL
Solicitors	Reculver Solicitors 12-16 Clerkenwell Road London EC1M 5PQ	
Legal Advisors	Bates Wells 10 Queen Street Place London EC4R 1BE	
HR Advisors	Moore Kingston Smith HR Consultancy Ltd Orbital House 20 Eastern Road Romford Essex RM1 3PJ	
Auditors	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP	

Chair's Foreword

Chair of Trustees
Margaret Elliott

The past year has been one of the most challenging in Centre 404's recent history. We faced significant transitions, uncertainty, and the ongoing pressures of a complex external environment. Yet through it all, the strength of our community shone through.

Our dedicated staff continued to deliver high-quality, person-centred support across all our services - from supported living and outreach to children's programmes and family advocacy. Volunteers stepped up with energy and compassion, and our trustees remained steadfast in their governance and care.

I want to express my deepest gratitude to Tracy Seymour, who took on the role of Interim CEO during this turbulent time. Her leadership, calm presence, and unwavering commitment helped steer the organisation through uncertainty and ensured continuity for the people and families we support.

This impact report reflects not just the outcomes of our work, but the spirit in which it was delivered. It tells the story of resilience, creativity, and care of staff going above and beyond, of families finding hope, and of individuals achieving remarkable progress.

As we welcome our new CEO, Anna McEwen, we do so with optimism and renewed purpose. Anna brings a wealth of experience and a deep understanding of inclusive practice. I am confident that under her leadership, Centre 404 will continue to grow, evolve, and thrive.

Thank you to everyone who has been part of this journey. Your support, belief, and partnership have made all the difference.

A company limited by guarantee and not having a share capital (Company Number: 2270299)

Trustees' Annual Report (Incorporating a Directors Report)

The Trustees (who are also the directors) are pleased to present their report for the year ended on 31 March 2025.

This report describes what Centre 404 is set up to do and what we have been doing in the last year. It also explains our structure and governance processes. It includes our annual accounts and explains our plans for the coming year. Additional information about our activities can be found in our Annual Review, which can be obtained from our main office and our website.

Statement of Trustees Responsibilities
The Trustees (who are also the directors of Centre 404 for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charity SORP
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the Trustees are aware:

- The Trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on charity website.
- Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
- There is no relevant audit information of which the charity's auditor is unaware.

Auditor
In accordance with the Companies Act 2006, a resolution proposing the appointment of the auditor will be put to the Annual General Meeting.

Structure and Legal Status
Centre 404 is a registered charity and constituted as a company limited by guarantee. The instruments governing the charity are the Memorandum and Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The Trustees are members of the charitable company, but this entitles them only to voting rights.

Structure and Legal Status (continued)

The charity is governed by a Board of Trustees collectively referred to as the Trustees. These Trustees are also the Directors of the company for Companies Act purposes.

Governance

Trustees are members of the Board. In addition, they chair the following sub-committees:
Services, Children & Young People, Quality & Safeguarding (Q&S), and Finance & Resources. These subcommittees are directly accountable to the Executive Board and are jointly responsible for advising and overseeing the work of the organisation's service areas.

The Board of Trustees meets at least four times a year and is attended by the Chief Executive and the Head of Finance & IT. Other members of the Senior Management Team attend when requested. The Subcommittees: Services and CYPFE meet four times a year; Q&S two times; and the Finance & Resources six times and minutes of these meetings are presented to the Board of Trustees. As outlined in the Articles of Association, the number of Directors/Trustees forming the Board of Trustees shall be not less than eight, or more than fifteen.

The Board of Trustees may at any time appoint any member of the Charity as a Trustee. Trustees so appointed shall retain their office only until the next Annual General Meeting, where they shall be eligible for re-election.

The Board of Trustees reviews its membership annually to ensure it is representative of the service users and the community we serve. The Board of Trustees comprises a mixture of individuals from a wide range of backgrounds including family carers of children or adults with a learning disability, current service users, individuals with specific professional skills and individuals from the charitable and housing sectors. Centre 404 is committed to keeping this balance in order that the organisation has strong service user involvement at all levels and is user-directed.

The Board of Trustees also reviews the skills and professional expertise of Trustees to ensure there are no knowledge or experience gaps which would put the strategic management and development of the organisation at risk. The training needs of Trustees are reviewed throughout the year and at away days.

Trustees are regularly kept up to date with training opportunities and conferences that will further enhance their knowledge and confidence in their role.

Potential candidates for the Board of Trustees receive a briefing pack about the roles and responsibilities of a Trustee and have the opportunity to attend a Board meeting and visit Centre 404 to understand its work before being elected. Trustees are invited to meet senior staff members and visit as many activities, or projects as they are able to once, they are elected.

Management

The Board of Trustees is responsible for the overall strategy and management of the organisation. The day-to-day management of the charity, including staff and financial matters, is delegated to the Chief Executive Officer (CEO).

The CEO is supported by a senior management team comprising of Heads of Service for the following areas of our work: Finance and IT; Adult Services; Children, Young People, Families and Engagement; Community Services; and People and Culture.

The senior management team reports directly to the CEO. The Centre 404 remuneration committee is made up of the Chair, Vice Chair, and the Treasurer. They meet when required to review the salary of the CEO and other key management personnel. The committee carefully benchmarks these senior salaries against similar roles in similar organisations and where possible aim for the median salary.

The length of service, qualifications, experience, and specialist knowledge of the person are also taken into consideration when deciding a final salary.

Risk Assessment
The charity has in place a risk management process to assess potential areas of risk and to implement strategies to ensure that these are managed and minimised.

This involves identification of the types of risk the charity faces, prioritising them in terms of potential impact, the likelihood of occurrence and identifying and tracking the progress of measures to mitigate them.

The risk register, which records this information, is regularly reviewed by the relevant sub-committees and senior management team in the light of any changing circumstances. The Trustees review the risk register annually and satisfy themselves that adequate systems and procedures are in place to manage the risks identified.

The risk register was reviewed and updated in February 2025.

Summary
Health & social care remains subject to persistent workforce pressure, inflationary cost drivers (notably London Living Wage uplifts), energy market volatility, and constrained local authority finances. CQC's Single Assessment framework, Ofsted expectations for children's services, and evolving employment/data law require sustained compliance effort.

The principal risks identified in for the period April 2024 to March 2025 are the following:

Principal risks:

- **Workforce supply & retention** – risk to rota stability and agency use; mitigations: apprenticeships/T-Levels, Improved onboarding, targeted hot-spot actions.
- **Pay pressure & NLW compression** – risk to differentials and retention; mitigations: structured remuneration policy.
- **Sustainability of our contracts (fees & cash collection)** – risk of uplifts below cost and slower payments; mitigations: cost-to-serve cases, escalation, DSO discipline.
- **Cost inflation & energy volatility** – procurement strategy and efficiency to manage variance.
- **Regulatory compliance & safeguarding** – evidence mapped to CQC/Ofsted standards, monthly quality audits and PBS focus.
- **Data protection & cyber** – Cyber Essentials pathway, MFA, immutable backups, fraud controls

We have a robust and detailed action plan in place to mitigate these risks. We are confident we will be successful in managing these risks and to greatly reduce any adverse impact.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Mission and Vision
Centre 404 is working towards a world where people with learning disabilities and their families have the support, they need to enjoy the same rights, freedom, responsibilities, respect, choices, and quality of life as people within the wider community. We aim to contribute to this vision by providing excellent quality services and by supporting people with learning disabilities and their families to get their voices and views heard.

To achieve our mission, we provide the following:

- Social and educational activities for adults with learning disabilities, clubs for children with learning disabilities and their siblings, support and advice for parents and carers.
- Supported housing to enable people to live as independently as possible within their own home's social functions and outings for children and adults with a learning disability and their carers
- Group activities and personalised services for people in receipt of personal budgets or direct payments

Mission and Vision (continued)

Following an organisational restructure in 2025, the above activities now fit into the following two main service delivery areas:

- Adult Services – compromising all our supported living, community services and day services for adults with learning disabilities.
- Children, Young People Families & Engagement – compromising our outreach support, family support, SENDIASS services and residential respite home for children with learning disabilities and autism.

ACHIEVEMENTS PERFORMANCE AND FUTURE PLANS

Centre 404: Summary of Activities for the Year Ended 31 March 2025

Overview
Centre 404 supported individuals and families across nine London boroughs, delivering high-quality, person-centred services that promote inclusion, independence, and wellbeing. Despite a challenging external environment, our teams demonstrated resilience, compassion, and creativity, ensuring continuity and impact across all service areas.

Adult Services
Supported Living
We supported 73 adults with high and complex needs, delivering over 262,000 hours of personalised care across Islington, Brent, Camden, and Haringey. Our schemes helped individuals build routines, develop life skills, and strengthen family relationships.

Day Opportunities
47 people participated in inclusive day programmes, enjoying 96 sessions and 31,743 hours of support. Activities ranged from educational workshops to outings, fostering confidence and community engagement.

Outreach & Floating Support
We provided 70,174 hours of support to 139 adults, helping them connect with their communities, access health services, and rebuild independence. Group activities and one-to-one support were tailored to individual goals.

Adult Groups & Activities
Weekly sessions such as Friday Night Social and Warm & Welcome Wednesday offered 2,925 hours of support across 130 sessions, promoting friendships, creativity, and joy.

Specialist Services - Positive Behaviour Support (PBS)
PBS supported 21 adults and children, delivering over 25,000 hours of structured, proactive care. We developed 40+ active PBS plans and conducted 25+ quality of life assessments, focusing on skill-building and wellbeing.

Haringey Opportunities Project (HOP)
HOP day service supported 15 individuals with complex needs, offering 21,840 hours of one-to-one and group support. Progress was tracked through personalised goals and milestones.

End-of-Life & Dementia Care
We worked closely with families to provide compassionate, person-centred care for individuals with learning disabilities facing dementia or end-of-life challenges.

Children & Young People
After-School Clubs
We supported 26 children and young people through 156 sessions and 25,350 hours of inclusive activities, focusing on communication, confidence, and friendships.

Holiday Playschemes & HAF Programme
40 children participated in 45 sessions with 3,600 hours of support, combining nutritious meals with enriching activities.

Short Breaks Overnight Stay
Our Ofsted-rated "Good" service supported 41 children across 417 sessions, delivering 20,621.5 hours of care. These breaks offered respite for families and growth opportunities for children.

Outreach Support

We provided 417 one-to-one sessions to 41 children, delivering 20,621.5 hours of tailored support at home and in the community.

Supporting Families

- We responded to 3,011 referrals, supporting 323 family carers through workshops, coffee mornings, advocacy, and one-to-one interventions. Services included: Benefit applications (DLA, PIP, UC)
- Transport support (Blue Badge, Freedom Pass)
- Financial grants (Family Fund, Cloudesley)
- Strategic advocacy via Carers Partnership Board
- Families reported high satisfaction, with 100% feeling safe and supported.

SENDIASS Services

Enfield: Supported 385 clients with EHCPs, mediation, and school transitions.

Waltham Forest: Supported 2,180 clients, delivering 1,800+ hours of advice and advocacy.

Central Administration and Management Activities that Support Frontline Service Delivery

Our People Plans

The recruitment and retention of staff continues to be a national challenge across adult social care. Despite these pressures, Centre 404 has made strong progress in building a sustainable and resilient workforce as we expand our reach across London.

2024/25 Achievements

- **Reduced staff turnover**
  We have successfully reduced staff turnover to27.72% – slightly below national adult social care benchmarks - (28%, Skills for Care 2023/24). Compared with domiciliary care services specifically, where turnover often exceeds **30%**. Our figure represents stronger relative stability in our workforce. This has been achieved through a range of employee initiatives.

- **Enhanced reward and recognition**
  A revised remuneration strategy has been introduced alongside new engagement activities shaped by feedback from our staff survey.
  - Achieved *Best Places to Work* accreditation.
  - Launched our inaugural **Staff Awards**, celebrating excellence in care and recognising the contribution of behind-the-scenes heroes.
  - Introduced a regular **staff newsletter** to strengthen communication and recognition.

- **Strengthened learning and development**
  In response to staff feedback, we have:
  - Expanded our mandatory training offer.
  - Introduced
  - Developed **Thriving Thursday sessions**, covering a wide range of additional topics from healthcare and wellbeing to learning more about our regulators and the different areas of our work.

- **Health and wellbeing**
  Building on previous initiatives, we have expanded practical wellbeing support, ensuring staff can access advice and resources to maintain resilience and manage health effectively.

- **Quality assurance**
  Piloted a new **internal quality assurance framework** to further embed best practice and strengthen accountability across all services. This framework will continue to be developed and rolled out in 2025.

Volunteering

Volunteers contributed over 5,000 hours across regular, corporate, and student placements. Their support enriched events, research, and direct services.

The Year Ahead

As the new CEO of Centre 404, I'm excited to begin this next chapter with you—our community of people we support, families, staff, and volunteers. The year ahead is about listening, learning, and shaping our future together.

Over the coming year, we'll be reviewing our strategy and setting priorities for the coming years. Together we will make a new plan based on what people tell us is important to them. This means talking with everyone involved in Centre 404 - whether you use our services, care for someone who does, work with us, or volunteer your time. Your voices will guide us as we define what matters most and how we can make the biggest impact.

We're also investing in our central teams and systems - Finance, HR, and digital - to ensure the organisation runs smoothly and sustainably. This will help us better support our frontline staff, so they can continue delivering high-quality, person-centred services that make a real difference in people's lives.

Together, we'll build on our strengths, embrace new ideas, and ensure Centre 404 continues to be a place of connection, care, and opportunity for all.

Anna McEwen
Chief Executive Officer

Financial Review

These financial statements have been prepared for the year ended 31 March 2025 with comparatives for the year ended 31 March 2024.

The result for the year as shown in the consolidated statement of financial activity was a surplus of £142,049 (2024: deficit of £84,664).

This was split between a surplus of £153,443 (2024: deficit of £56,781) on unrestricted funds and a deficit of £11,394 (2024: £27,883) on restricted funds.

Total income was £10,559,564 (2024: £8,672,929) and total expenditure was £10,457,515 (2024: £8,757,593). Income was split between unrestricted income of £10,519,777 (2024: £8,614,079) and restricted income of £79,787 (2024: £58,850).

Expenditure was split between unrestricted expenditure of £10,377,112 (2024: £8,668,769) and restricted expenditure of £80,403 (2024: £88,824). The result for the year resulted in an overall increase of funds by £142,049.

As shown in the balance sheet, total funds as at 31 March 2025 were £4,604,992 (2024: £4,462,943). This is split between unrestricted funds of £4,574,325 (2024: £4,420,899) and restricted funds of £30,667 (2024: £42,044).

Reserves Policy

The Trustees are committed to ensuring the charity has sufficient reserves available both for operations to continue during any period of reduced income and to provide the cash required to meet the costs of major fundraising events where outgoings may precede income.

Our reserves policy is to maintain free reserves of at least three months of budgeted expenditure to enable operating activities to be maintained, taking into account potential risks and contingencies that may arise from time to time. When considering our reserves policy, we look at just the reserves that will be available at short notice to cover potential risks and contingencies. We therefore exclude restricted funds and fixed assets from the calculation.

The reserves as at 31 March 2025 were £2,340,748 (2024: £2,007,691). This equates to 2.45 months of budgeted expenditure.

Reserves Policy (continued)

This is below the preferred level of three months. Expenditure is expected to increase to £11,457,362 in 2025/26 in line with anticipated increases in income. Reserves in excess of £2.3 million, represent a significant buffer for any unforeseen risks and contingencies.

The Trustees have considered very carefully the adequacy of the current reserves and are comfortable that they are sufficient to adequately protect Centre 404 from unforeseen expenditure or income shortfalls.

Small Company Provisions
This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the Board on and signed on their behalf by:

Margaret Elliott, Chairperson Margaret A. Elliott
Date: 26 September 2025

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Opinion

We have audited the financial statements of Centre 404 ('the company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Other information (continued)

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in [the strategic report or] the trustees' annual report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the audit of the financial statements

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

Auditor's Responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Use of our report

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

09 October 2025
9 Appold Street
London
EC2A 2AP

Consolidated Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31 March 2025

CENTRE 404
Supporting people with learning disabilities, autism & their families

	Note	Unrestricted £	Restricted £	**Year ended 31 March 2025 £**	Year ended 31 March 2024 £
Income from:					
Donations	2	2,352	-	**2,352**	1,186
Other trading activities	3	59,194	-	**59,194**	11,563
Charitable activities	4	10,409,514	79,787	**10,489,301**	8,643,827
Investment income: interest receivable		45,387	-	**45,387**	13,893
Other income		3,330	-	**3,330**	2,460
Total income		10,519,777	79,787	**10,599,564**	8,672,929
Expenditure on:					
Raising funds:					
Fundraising and publicity	5	41,973	-	**41,973**	37,687
Charitable activities	5	10,335,139	80,403	**10,415,542**	8,719,906
Total expenditure	5	10,377,112	80,403	**10,457,515**	8,757,593
Transfers between funds	14	10,778	(10,778)	**-**	-
Net income/(expenditure) and net movement in funds		153,443	(11,394)	**142,049**	(84,664)
Total funds at 1 April 2024	14	4,420,899	42,044	**4,462,943**	4,547,607
Total funds at 31 March 2025		4,574,342	30,650	**4,604,992**	4,462,943

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in note 14 to the financial statements.

The notes on pages 20 - 34 form part of these financial statements.

Balance sheet
As at 31 March 2025

	Note	31 March 2025 £	31 March 2024 £
Fixed assets			
Tangible assets	9	**2,233,577**	2,413,209
		2,233,577	2,413,209
Current assets			
Debtors	10	**1,354,722**	1,715,150
Cash at bank and in hand	11	**1,992,476**	1,184,399
		3,347,198	2,899,549
Liabilities			
Creditors: amounts due within one year	12	**(975,783)**	(849,815)
Net current assets		**2,371,415**	2,049,734
Total assets less current liabilities		**4,604,992**	4,462,943
Net assets		**4,604,992**	4,462,943
Funds	14		
Restricted Income funds		**30,667**	42,044
Unrestricted funds			
Designated funds		**2,233,577**	2,413,208
General funds		**2,340,748**	2,007,691
Total charity funds		**4,604,992**	4,462,943

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

The financial statements were approved by the Trustees on 26 September 2025 and signed on their behalf by:

Margaret Elliott
Chairperson

Derek Weist
Trustee

Company Number: 2270299

Consolidated Statement of Cashflows for year ended 31 March 2025

	Year ended 31 March 2025 £	Year ended 31 March 2024 £
Cashflows from operating activities:		
Net income/(expenditure) for the reporting period	**142,049**	(84,664)
Adjustments for:		
Depreciation	**201,456**	210,083
Working capital changes		
Increase in trade and other receivables	**360,428**	(562,142)
Increase in trade and other payables	**125,968**	246,423
Interest received	**(45,387)**	(13,893)
Net cash provided by/(used in) operating activities	**784,514**	(204,193)
Cashflows from investing activities:		
Purchase of property plant and equipment	**(21,824)**	(26,171)
Interest received	**45,387**	13,893
Net cash provided by investing activities	**23,563**	(12,278)
Change in cash and cash equivalents in the reporting period	**808,077**	(216,471)
Cash and cash equivalents at the beginning of the reporting period	**1,184,399**	1,400,870
Cash and cash equivalents at the end of the reporting period	**1,992,476**	1,184,399

1. Accounting policies

a) These financial statements have been prepared for the year ended 31 March 2025 with comparatives for the year ended 31 March 2024.

The financial statements have been prepared under the historical cost convention, and in accordance with applicable Accounting Standards and the Companies Act 2006. They follow the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102), Charities SORP FRS 102 and the Charities Act 2011. The Charity meets the definition of a public benefit entity under FRS 102. The financial statements have been prepared on a going concern basis (see section u).

The year end results of the Charity in the year is a surplus of £142,049 (2024: deficit of £84,664).

b) Voluntary income

Voluntary income received by way of donations and gifts is included in full in the statement of financial activities when receivable. Income from legacies is accounted for on a receivable basis and is recognised in full in the financial statements in the period in which probate is granted and the amount of the legacy can be estimated with reasonable accuracy. The income from fundraising events is shown gross with associated costs included in fundraising costs.

c) Revenue grants

Revenue grants are credited to the statement of financial activities when received or receivable whichever is earlier. Where unconditional entitlement to grants receivable is dependent upon fulfilment of conditions within the charity's control, the income is recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions, the income is deferred.

d) Supply of goods and services

Income generated from the supply of goods is included in the statement of financial activities (net of VAT) in the period in which the supply is made. Income under contracts for services is included in the financial statements as entitlement is earned through completion of the contract.

e) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

f) Unrestricted funds

Unrestricted funds are donations and other income received or generated for the charitable purposes and are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.

g) Designated funds

Designated funds are unrestricted funds earmarked by the trustees for particular purposes or projects.

1. Accounting policies (continued)

h) Transfers between funds

Transfers between funds are made when expenditure on a fund has exceeded the income generated.

i) Pension scheme

The Charity offers a pension plan (defined contribution pension scheme) to its employees, which is administered by People's Pension. The Charity makes contributions into the plan. Employees may also make individual contributions within the limits set by HM Revenue and Customs. Such contributions are held in funds administered completely independently of the Charity's finances. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions. The contributions made by the Charity are accounted for on an accrual basis.

j) Expenditure

Expenditure is recognised in the period in which it is incurred and once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required, and the amount of the obligation can be measured reliably. Expenditure includes attributable VAT which cannot be recovered. Expenditure is allocated to the particular activity where the cost relates directly to that activity.

Costs of generating funds include the costs incurred in generating voluntary income and the costs of direct publicity intended to raise the profile of the charity. Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure. Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area of literature occupied by each activity.

Charitable expenditure comprises services supplied, and activities undertaken which are identifiable as wholly or mainly in support of the Charity's objectives.

Support costs are those costs which enable fund generating and charitable activities to be undertaken and include finance costs, governance costs and general property maintenance. Where activities incurred relates to more than one cost category, it is apportioned on the most appropriate basis, predominantly with reference to staff time, and on a reasonable and consistent basis.

k) Allocation of support costs

Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the Charity, it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Expenditure is allocated to activities based on an estimate of staff time spend on each activity.

l) Governance costs

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

1. Accounting policies (continued)

m) Value Added Tax (VAT)

Value Added Tax is not recoverable by the Charity, and as such is included in the relevant costs in the Statement of Financial Activities.

n) Fixed assets

Tangible fixed assets other than freehold land and property are stated at cost less accumulated depreciation. Where parts of a fixed asset have different useful lives, they are accounted for as separate items of fixed assets.

Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings, and equipment	33.33% of cost
Motor vehicles	20% of cost
Buildings	5% of cost

The charitable company's policy is only to capitalise assets costing more than £500.

Equipment including computers, furniture, and fittings, costing less than £500 per individual items or group of related items is written off in the year of acquisition. Equipment purchased from revenue grants in excess of £500 is written off in full in the year it is acquired. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

The original cost of land of £89,117 is not being depreciated. In the opinion of the Trustees, this represents the land value of the site and hence no depreciation is charged. The property is used by the charity to fulfil its objectives.

o) Rent

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight-line basis over the minimum lease term.

p) Cash and cash equivalents

Cash and cash equivalents include deposits repayable on demand without penalty or have a maturity of less than three months from the date of acquisition. Short term money market deposits and fixed term cash deposits which do not meet this criteria are held under current assets as short term deposits. Cash and bank deposits are stated at the cash amount.

q) Financial instruments

The charity has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Financial instruments are initially recognised at transaction value and subsequently measured at the present value of future cash flows (amortised cost). Financial assets held at amortised cost comprise cash at bank and in hand, short term cash deposits and the charitable company's debtors excluding prepayments.

1. Accounting policies (continued)

r) Financial instruments (continued)

At the end of each reporting period financial assets measured at amortised cost are assessed for objective evidence of impairment. If an asset is impaired the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Financial assets are derecognised when (a) the contractual rights to the cash flows from the asset expire or are settled; or (b) substantially all the risks and rewards of the ownership of the asset are transferred to another party; or (c) despite having retained some significant risks and rewards of ownership, control of the asset has been transferred to another party who has the practical ability to unilaterally sell the asset to an unrelated third party without imposing additional restrictions.

Basic financial liabilities, including trade and other payables, bank loans, excluding deferred income are initially recognised at transaction price, unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade payables are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the liability is extinguished, that is when the contractual obligation is discharged, cancelled, or expires.

No discounting has been applied to these financial instruments on the basis that the period over which amounts will be settled are such that any discounting would be immaterial.

1. Accounting policies (continued)

s) Termination benefits

Termination benefits are employee benefits payable because of either:

a) An entity's decision to terminate an employee's employment before the normal retirement date; or

b) An employee's decision to accept voluntary redundancy in exchange for those benefits.

Termination benefits are paid in accordance with our redundancy policy. Centre 404 termination benefits comprise of statutory benefits or other agreements with employees or by a constructive obligation based on business practice, custom or desire to act equitably to make payments to employees when it terminates their employment.

t) Critical accounting judgements and key sources of estimation uncertainty - In the application of the charity's accounting policies, Trustees are required to make judgements, estimates and assumptions about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and underlying assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

In the view of the Trustees, no assumptions concerning the future estimation uncertainty affecting assets and liabilities at the balance sheet date are likely to result in a material adjustment to their carrying amounts in the next financial year.

u) Going concern

The trustees have assessed whether the use of the going concern assumption is appropriate in preparing these financial statements. The trustees have made this assessment in respect to a period of one year from the date of approval of these financial statements. The trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. With regard to the next accounting period, the year ending 31 March 2026, the trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due. The most significant areas of judgement that affect items in the financial statements are detailed above.

The financial statements have therefore been prepared on a going concern basis.

2. Donations and legacies for the year ended 31 March 2025

	Unrestricted	Restricted	Year ended 31 March 2025
	£	£	£
Donations	2,352		**2,352**
Legacies	-	-	-
	2,352	-	**2,352**

Donations and legacies for the year ended 31 March 2024

	Unrestricted	Restricted	Year ended 31 March 2024
	£	£	£
Donations	1,186	-	1,186
Legacies	-	-	-
	1,186	-	1,186

3. Other trading activities for the year ended 31 March 2025

	Unrestricted	Restricted	Year ended 31 March 2025
	£	£	£
Local fundraising	21,013	-	**21,013**
Rental income	34,711	-	**34,711**
Carpark fees	3,470	-	**3,470**
	59,194	-	**59,194**

Other trading activities for the year ended 31 March 2024

	Unrestricted	Restricted	Year ended 31 March 2024
	£	£	£
Local fundraising	3,134	-	3,134
Rental income	6,885	-	6,885
Carpark fees	1,544	-	1,544
	11,563	-	11,563

4. Income from charitable activities for the year ended 31 March 2025

	Unrestricted	Restricted	Year ended 31 March 2025
	£	£	£
Leisure & Learning	3,260,025	10,908	**3,270,933**
Central	23,471	57,623	**81,094**
Family Support	212,176	11,256	**223,432**
Housing	6,913,842	-	**6,913,842**
	10,409,514	79,787	**10,489,301**

Income from charitable activities for the year ended 31 March 2024

	Unrestricted	Restricted	Year ended 31 March 2024
	£	£	£
Leisure & Learning	2,482,861	9,137.00	2,491,998
Family Support	207,685	49,713.00	257,398
Housing	5,894,431	-	5,894,431
	8,584,977	58,850	8,643,827

5. Expenditure for the year ended 31 March 2025

	Unrestricted £	Restricted £	Total £
Cost of raising funds			
Fundraising and publicity	41,973	-	**41,973**
Charitable activities			
Learning and leisure	3,108,255	20,189	**3,128,444**
Central	86,600	55,186	**141,786**
Family support	364,970	5,028	**369,998**
Housing	6,775,314	-	**6,775,314**
Total expenditure	10,377,112	80,403	**10,457,515**

	Direct staff costs £	Direct costs £	Support costs (see below) £	Total £
Cost of raising funds				
Fundraising and publicity	41,278	695	-	**41,973**
Charitable activities				
Learning and leisure	2,374,185	271,347	482,912	**3,128,444**
Central	-	55,186	86,600	**141,786**
Family support	254,116	35,397	80,485	**369,998**
Housing	5,467,521	145,227	1,162,567	**6,775,315**
Total expenditure	**8,137,100**	**507,852**	**1,812,564**	**10,457,516**

Analysis of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

	Governance related support costs	Other support costs	Total	Basis of apportionment
Support costs include:	£	£	£	
Staff costs Note 7	35,845	988,290	**1,024,135**	staff time
Marketing, fundraising, publications	1,036	28,567	**29,603**	staff time
Human resources	959	26,431	**27,390**	staff time
Premises costs	1,394	38,432	**39,826**	staff time
Information technology	6,134	169,126	**175,260**	staff time
Office running costs	5,598	154,348	**159,946**	staff time
Professional fees and finance costs	860	92,845	**93,705**	staff time
Others and depreciation	10,761	227,938	**238,699**	staff time
Audit fees	24,000	-	**24,000**	direct allocation
	86,587	**1,725,977**	**1,812,564**	

Support and governance costs are apportioned based on time spent on the projects.

Professional support costs include the internal costs of strategic planning and providing training, advice, and other support to the trustees.

Governance costs include:	£
Audit and accountancy fees (inclusive of VAT)	**24,000**
Governance and professional support for trustees	**6,735**
Support costs (see below)	**55,852**
	86,587

5. Expenditure for the year ended 31 March 2024

	Unrestricted £	Restricted £	Total £
Cost of raising funds			
Fundraising and publicity	37,687	-	37,687
Charitable activities			
Learning and leisure	2,613,879	36,768	2,650,647
Family support	295,854	52,056	347,910
Housing	5,721,349	-	5,721,349
Total expenditure	8,668,769	88,824	8,757,593

	Direct staff costs £	Direct costs £	Support costs (see below) £	Total £
Cost of raising funds				
Fundraising and publicity	37,102	585	-	37,687
Charitable activities				
Learning and leisure	2,012,160	247,014	391,473	2,650,647
Family support	274,972	32,473	40,465	347,910
Housing	4,673,687	121,732	925,930	5,721,349
Total expenditure	6,997,921	401,804	1,357,868	8,757,593

Analysis of governance and support costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

Support costs include:	Governance related support costs £	Other support costs £	Total £	Basis of apportionment
Staff costs Note 8	37,683	715,971	753,654	staff time
Marketing, fundraising, publications	779	14,803	15,582	staff time
Human resources	1,095	20,813	21,908	staff time
Premises costs	1,404	26,669	28,073	staff time
Information technology	7,716	146,600	154,316	staff time
Office running costs	6,272	119,161	125,433	staff time
Professional fees and finance costs	460	8,732	9,192	staff time
Others and depreciation	18,009	204,107	222,116	staff time
Audit fees	27,594	-	27,594	direct allocation
	101,012	1,256,856	1,357,868	

Support and governance costs are apportioned on the basis of time spent on the projects

Professional support costs include the internal costs of strategic planning and providing training, advice, and other support to the trustees.

Governance costs include:	£
Audit and accountancy fees (inclusive of VAT)	27,594
Governance and professional support for trustees	7,269
Support costs (see below)	66,151
	101,014

6. Net income/(expenditure) for the year

This is stated after charging:	Note	Year ended 31 March 2025	Year ended 31 March 2024
Depreciation	9	**201,456**	210,083
Auditor's remuneration:			
Current year audit fees (inclusive of VAT) **		**24,000**	21,586
***Current year audit fees (exclusive of VAT)*		***20,000***	*17,988*

7. Staff costs and numbers

Staff costs were as follows:

	Year ended 31 March 2025	Year ended 31 March 2024
	£	£
Salaries and wages	**6,338,568**	5,147,815
Social security costs	**524,784**	404,731
Pension contributions	**210,367**	95,153
Other staff costs	**46,329**	24,863
	7,120,048	5,672,562
Agency costs	**2,252,146**	2,103,876
	9,372,194	**7,776,438**

Other staff costs include apprentice levy, recruitment expenses and annual leave expenses.

	Year ended 31 March 2025	Year ended 31 March 2024
	Number	Number
Employees earning above £60,000 as follows:		
£60,000 - £69,999	**2**	-
£70,000 - £79,999	**2**	-
£80,000 - £98,999	**-**	1

Employers pension contributions in respect of the 4 (2024: 1) employees were £106,634 (2024: £11,824).

The average monthly head count for the year was 291 (2024: 221) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the period was as follows:

	Year ended 31 March 2025	Year ended 31 March 2024
	No.	No.
Leisure and Learning	**63**	61
Central	**22**	22
Family Support	**9**	9
Housing	**175**	176
	269	268

7. Staff costs and numbers (continued)

The key management personnel in charge of directing, controlling, running, and operating the charity on a day-to-day basis comprise the Trustees together with the Chief Executive, Director of People & Culture, Director of Services, Director of Children, Young People, Families & Engagement, Head of Finance & IT, and Head of Community Support Services. The total remuneration payable to Key Management Personnel during the year was £466,582 (2024: £406,013).

No remuneration is paid to the Trustees. No expenses were claimed or paid to Trustees during the year (2024: Nil).

Redundancy/termination payments

During the period, contractual termination benefits totalling £23,000 (2024: £nil) were paid in full to one member of staff (2024: nil). An ex-gratia payment of £137,000 (2024: £nil) and a long service award of £400 were also paid to this employee (2024: £nil).

8. Taxation

Centre 404 is a registered charity and is therefore potentially exempt from taxation of its income and gains as Centre 404 falls within the definition of a Charitable Company as defined in Part 1, Schedule 6 of the Finance Act 2010. No tax charge has arisen during the year.

9. Tangible fixed assets

	Freehold property £	Motor vehicle £	Furniture & equipment £	**Total £**
Cost				
Brought forward	3,340,165	112,045	419,644	**3,871,854**
Additions	-	-	21,824	**21,824**
Closing balance	3,340,165	112,045	441,468	**3,893,678**
Depreciation				
Brought forward	1,005,188	80,817	372,640	**1,458,645**
Charge for the year	162,552	11,589	27,315	**201,456**
Closing balance	1,167,740	92,406	399,955	**1,660,101**
Net book value				
At 31 March 2025	**2,172,425**	**19,639**	**41,513**	**2,233,577**
At 31 March 2024	2,334,977	31,228	47,004	2,413,209

10. Debtors

	As at 31 March 2025 £	As at 31 March 2024 £
Trade debtors	**1,403,444**	1,614,144
Less: provision for doubtful debts	**(69,143)**	-
	1,334,301	1,614,144
Prepayments	**3,026**	28,321
Accrued income	**11,495**	37,910
Other debtors	**5,900**	34,775
	1,354,722	1,715,150

11. Cash at bank and in hand

	As at 31 March 2025	As at 31 March 2024
Cash at bank and in hand	**1,504,351**	731,123
Notice deposits (less than 3 months)	**488,125**	453,276
	1,992,476	**1,184,399**

The notice deposits are sums held on interest bearing deposit with COIF Charities Deposit Fund to facilitate cash flow. The funds are held on a 90-day notice account and are therefore classified as cash and cash equivalents.

No cash or cash equivalents or current asset investments were held in non-cash investments or outside of the UK. All the amounts held on interest bearing deposit are available to spend on charitable activities.

12. Creditors: amounts due within one year

	As at 31 March 2025	As at 31 March 2024
	£	£
Trade creditors	**766,084**	545,103
Other creditors	**9,623**	24,990
Taxation and social security	**119,000**	5,108
Accruals	**77,638**	271,177
Deferred income	**3,438**	3,437
	975,783	**849,815**

Deferred income

	As at 31 March 2025	As at 31 March 2024
	£	£
Opening deferred income	**3,437**	27,437
Deferred income released from previous years	**(3,437)**	(27,437)
Income deferred in the year	**3,438**	3,437
Balance carried forward	**3,438**	3,437

Deferred income relates to income received in advance for projects that are to be carried out in future periods.

13. Analysis of net assets between funds

	Unrestricted				
	General funds	Designated Funds	Restricted Funds	As at 31 March 2025	As at 31 March 2024
	£	£	£	£	£
Tangible fixed assets	-	2,233,577	-	**2,233,577**	2,413,209
Current assets	3,316,531	-	30,667	**3,347,198**	2,899,549
Liabilities	(975,783)	-	-	**(975,783)**	(849,815)
Net assets at the end of the year	**2,340,748**	**2,233,577**	**30,667**	**4,604,992**	4,462,943

Fixed assets are treated as designated reserves on the basis that they are used by Centre 404 on an ongoing basis to help deliver its activities.

14. Movements in funds 2025

	At the start of the period (1 April 2024) £	Income £	Expenditure £	Transfers Between Funds £	At the end of the period (31 March 2025) £
Unrestricted funds:					
General Funds	2,007,691	10,519,759	(10,377,112)	190,410	**2,340,748**
Fixed Assets funds	2,413,209	-	-	(179,632)	**2,233,577**
Total unrestricted funds	**4,420,900**	**10,519,759**	**(10,377,112)**	**10,778**	**4,574,325**
Restricted funds:					
Family support					
Jean Willson Memorial Fund	-	2,455	-	130	**2,585**
Cloudesley Welfare Grants Programme	10,265	(6,256)	(3,322)	-	**687**
Family Carer's Reference Group	-	17,311	(36)	-	**17,275**
D'Oyly Carte	1,000	-	-	-	**1,000**
Lottery - Awards for All	2,500	-	-	-	**2,500**
Richard Cloudesley Project	-	-	(1,641)	1,641	**-**
Older Carers Project	-	200	(29)	-	**171**
Francis Trust	2,501	-	-	-	**2,501**
Subtotal	**16,266**	**13,710**	**(5,028)**	**1,771**	**26,719**
Learning and leisure					
Young Camden Foundation	-	-	(141)	141	**-**
Jack Petchey	4,596	7,399	(7,058)	-	**4,937**
Juniors	-	2,600	(10,498)	-	**(7,898)**
YAG	1,106	-	(1,008)	114	**212**
Winter Community Fund	-	909	(611)	-	**298**
Siblings - Activities	4,981	-	(601)	-	**4,380**
Young Catalyst	2,291	-	(272)	-	**2,019**
Subtotal	**12,974**	**10,908**	**(20,189)**	**255**	**3,948**
Central					
Garden Project	6,911	-	-	(6,911)	**-**
Mayor's Charity - Donations	5,763	-	-	(5,763)	**-**
NHS England Digitising Social Care Fund	-	53,429	(53,429)	-	**-**
Willson Fundraising	130	-	-	(130)	**-**
Bupa Foundation Green Community Grant	-	1,757	(1,757)	-	**-**
Subtotal	12,804	55,186	(55,186)	(12,804)	**-**
Total restricted funds	**42,044**	**79,804**	**(80,403)**	**(10,778)**	**30,667**
Total Funds	**4,462,944**	**10,599,563**	**(10,457,515)**	**-**	**4,604,992**

14. Movements in funds 2024

	At the start of the period (1 April 2023) £	Income £	Expenditure £	Transfers Between Funds £	At the end of the period (31 March 2024) £
Unrestricted funds:					
General Funds	1,880,558	8,614,079	(8,668,769)	181,822	**2,007,690**
Fixed Assets funds	2,597,122	-	-	(183,913)	**2,413,209**
Total unrestricted funds	**4,477,680**	**8,614,079**	**(8,668,769)**	**(2,091)**	**4,420,899**
Restricted funds:					
Family support					
Cloudesley Welfare Grants Programme	8,017	7,413	(5,165)	-	**10,265**
Family Carer's Reference Group	-	-	(553)	553	**-**
Parents Forum	-	-	(1,538)	1,538	**-**
D'Oyly Carte	1,000	-	-	-	**1,000**
Lottery - Awards for All	2,500	-	-	-	**2,500**
Richard Cloudesley Project	-	40,500	(40,500)	-	**-**
Older Carers Project	2,500	1,800	(4,300)	-	**-**
Hampstead Wells & Camden Trust	2,501	-	-	(2,501)	**-**
Francis Trust	-	-	-	2,501	**2,501**
Subtotal	**16,518**	**49,713**	**(52,056)**	**2,091**	**16,266**
Learning and leisure					
BBC CIN - Training Project	1,500	-	(1,500)	-	**-**
Electric Bus funding	3,978	-	(3,978)	-	**-**
Jack Petchey	7,351	5,711	(8,466)	-	**4,596**
Juniors	1,694	1,081	(2,775)	-	**-**
Siblings	1,529	606	(2,135)	-	**-**
Youth Group	1,603	1,737	(3,340)	-	**-**
YAG	1,106	-	-	-	**1,106**
Siblings - Activities	8,619	2	(3,640)	-	**4,981**
Young Catalyst	2,291	-	-	-	**2,291**
Young Carer Club	10,934	-	(10,934)	-	**-**
Subtotal	**40,605**	**9,137**	**(36,768)**	**-**	**12,974**
Central					
Garden Project	6,911	-	-	-	**6,911**
Mayor's Charity - Donations	5,763	-	-	-	**5,763**
Willison Fundraising	130	-	-	-	**130**
	12,804	-	-	-	12,804
Total restricted funds	**69,927**	**58,850**	**(88,824)**	**2,091**	**42,044**
Total Funds	**4,547,607**	**8,672,929**	**(8,757,593)**	**-**	**4,462,943**

14. Movements in funds (continued)

The fixed assets funds relate to the charity's fixed assets including freehold land and building as these funds do not represent liquid reserves available for the charitable purposes of Centre 404.

Fixed assets are treated as designated reserves on the basis that they are used by Centre 404 on an ongoing basis to help deliver its activities.

Purposes of restricted funds - These are funds provided to undertake specific projects of work. Transfers from general funds are made to ensure that no restricted funds are in deficit at year end. In the year to 31 March 2025, restricted funds included the following:

Jean Willson Memorial Fund - This is a fund that was created on the passing of our President, Jean Wilson. These are funds are meant to be used for supporting the work of the family's team.

Cloudesley Welfare Grants Programme - this is a programme for distributing grants to individuals who met the Health and Welfare grant programme criteria including illness or disability, low or no income, residents of Islington, and was limited a maximum of £500 per recipient.

Family Carer's Reference Group - this was a project for Family Carers to give a considered view from a Family Carer perspective to the Islington Learning Disability Partnership Board (ILDP) and offer a two-way communication between Family Carers to the ILDP Board and from ILDP Board to Family Carers. The project also offered a platform for discussing Family Carer issues which are currently outside the work programmes of the Partnership Board and to draw it to the ILDP Board's attention.

It also developed partnership working between local stakeholders and the Family Carers and shared learning and increased skills. The project also promoted rights, dignity, choice, and social inclusion. The project also increased of Council processes for Family Carers and empowered them to have a voice.

D'Oyly Carte - this was a grant for wellbeing activities for family carers of children with learning disabilities and/or autism.

Lottery - Awards for All - The intended impact of this project was to deliver activities specifically aimed to support communities through the Covid crisis

Richard Cloudesley Project - this grant was for developing more resilience in families of children and adults with learning disabilities and autism.

Older Carers Project - this was a grant from the Department of Education for funding the parent carer participation forum and assist in its day-to-day operations.

Francis Trust - this was a grant for helping older carers on purchasing of specialised equipment, for repairs in homes and respite for carers.

BBC CIN - Training Project - This was a grant that we used in 2021/2022 to pay for staff training to teach children about budgeting.

Jack Petchey - Achievement Awards allocated to 18 children per year. Each award is £300 and spent on resources and group activities chosen by children.

Juniors - A children's club supporting children ages 8-12 to learn new skills, improve wellbeing and have fun! The club runs term-time only.

YAG - Young Adults Group sessions for young people aged 16-25 to learn new skills and improve independence.

Siblings - Activities - this is a restricted donation for Siblings/Young Carers club activities.

Young Catalyst - These are aspirational awards for children and young people living in Islington. Awards of up to £500 can be allocated to children.

14. Movements in funds (continued)

Young Carer Club - This is a children's club for young carers with caring responsibilities. The club runs term-time, and the aim is to improve wellbeing, learn new skills and have fun.

Garden Project - these were funds raised for creation of an accessible garden space where individuals with learning disabilities can engage in gardening activities that promote physical, mental, and emotional well-being.

NHS England Digitising Social Care Fund Project - This was a project for implementation and running costs of an accredited digital social care record system for up to one year. The grant provided for funds to cover necessary costs to allow operation of the record system such as one-off equipment and infrastructure improvement costs as agreed with the Nourish Company Limited programme team.

Bupa Foundation Green Community Grant - this was a project for developing a therapeutic gardening project for our disabled service users. The project aimed to provide a safe and accessible garden space where individuals with learning disabilities can engage in gardening activities that promote physical, mental, and emotional well-being.

Funds Transfers

Transfers between funds are made for a number of reasons:

- The Trustees may designate some General funds to specific projects/designated funds.
- Funds received for the purchase of fixed assets are accounted for as restricted income when received or designated. Where the restriction is discharged when the fixed assets are acquired, a transfer is made from the associated restricted funds to General funds.
- To clear deficits on restricted funds.

15. Off balance sheet accounts (Holding accounts)

The charity operates 'holding accounts' on behalf of service users. The charity has no legal entitlement to the ownership of these accounts and is merely acting as an intermediary agent to receive funds and distribute them under instructions from the benefit recipient.

As a result, these holding accounts are not reflected in the Statement of Financial Activities or the Balance Sheet of the charity. At the balance sheet date, the remaining accounts amounted to £13,336 (2024: £22,742).

16. Related party transactions

None of the trustees received any remuneration in respect of their services during the year (2024: £nil). During the year, no out of pocket travelling expenses were reimbursed to Trustees (2024: £nil).

One of our Trustees, Copeland Ingram, received support through the Finding and Matching service worth £2,999 (2024: £684). An amount of £222 (2024: £514) remained unpaid at year end.

17. Members

The ultimate control of the charitable company lies within the members who pledge to pay £1 in the event of the company winding up. There are 26 members as at 31 March 2025 (2024: 86).

CENTRE 404

Supporting people with learning disabilities, autism & their families

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Opinion

We have audited the financial statements of Centre 404 ('the company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

Other information (continued)

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in [the strategic report or] the trustees' annual report.

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 6, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's Responsibilities for the audit of the financial statements

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

Auditor's Responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

Use of our report

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

09 October 2025
9 Appold Street
London
EC2A 2AP

CENTRE 404

England & Wales - Charity number 299889

Accounts

Annual Report & Consolidated Financial Statements

for the year ended 31st March 2024

Our Mission:

Centre 404 is working towards a world where people with learning disabilities, autism, and their families have the support they need to enjoy the same rights, freedoms, responsibilities, respect, choices, and quality of life as people within the wider community.

Financial Statements for the year ended on 31st of March 2024

Contents

	Page
Reference and Administrative Information	4
Report of the Trustees	5
Independent Auditors Report	21
Statement of Financial Activities	23
Balance Sheet	24
Statement of Cash Flows and Consolidated Statement of Cash Flows	25
Notes to the Financial Statements	26

Reference and Administrative Information

Trustees and Directors:	Paul Formosa (Chairperson) Derek Weist (Treasurer) Tara Willson Copeland Ingram Etienne Makosso Felix Arnold Margaret Elliott Faye Oliver Robert Mclaughlin
Company Secretary:	Paul Formosa
Chief Executive:	Linda McGowan
Registered Office and Principal Address:	404 Camden Road Islington London N7 0SJ
Website:	www.centre404.org.uk
Bankers:	Lloyds Bank plc 31/33 Holloway Road London N7 8JU
Auditors:	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP
Solicitors	Reculver Solicitors 12 – 16 Clerkenwell Road London EC1M 5PQ
Legal Advisors:	Bates Wells 10 Queen Street Place London EC4R 1BE
Company Number	2270299
Charity Number	299889

Trustees' Annual Report (Incorporating a Directors Report)

The Trustees (who are also the directors) are pleased to present their report for the year ended on 31 March 2024.

This report describes what Centre 404 is set up to do and what we have been doing in the last year. It also explains our structure and governance processes. It includes our annual accounts and explains our plans for the coming year. Additional information about our activities can be found in our Annual Review, which can be obtained from our main office and our website.

Statement of Trustees Responsibilities

The Trustees (who are also the directors of Centre 404 for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charity SORP
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the Trustees are aware:

- The Trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on charity website.
- Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
- There is no relevant audit information of which the charity's auditor is unaware.

Auditor

In accordance with the Companies Act 2006, a resolution proposing that Moore Kingston Smith LLP will be officially appointed as the auditor will be put to the Annual General Meeting.

Structure and Legal Status

Centre 404 is a registered charity and constituted as a company limited by guarantee. The instruments governing the charity are the Memorandum and Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The Trustees are members of the charitable company, but this entitles them only to voting rights.

The charity is governed by a Board of Trustees collectively referred to as the Trustees. These Trustees are also the Directors of the company for Companies Act purposes.

Governance

Trustees are members of the Executive Committee. In addition, they chair the following sub-committees: Independent Living, Supporting Families, Learning and Leisure, Personnel and Finance. These sub-committees are directly accountable to Executive Board and are jointly responsible for advising and overseeing the work of the organisation's service areas.

The Executive Committee meets at least five times a year and is attended by the Chief Executive and the Head of Finance. The Heads of Service attend when requested. The sub-committee for each service area meets every six to eight weeks, and minutes of these meetings are presented to the Executive Committee.

As outlined in the Articles of Association, the number of Directors/Trustees forming the Executive Committee (including Officers) shall be not less than eight, or more than fifteen.

The Executive Committee may at any time appoint any member of the Charity as a Trustee of the Executive board. Trustees so appointed shall retain their office only until the next Annual General Meeting, where they shall be eligible for re-election.

The Executive Committee reviews its membership annually to ensure it is representative of the service users and the community we serve. The Board of Trustees comprises a mixture of individuals from a wide range of backgrounds including family carers of children or adults with a learning disability, current service users, individuals with specific professional skills and individuals from the charitable and housing sectors. Centre 404 needs to keep this balance as we are committed to the organisation having strong service user involvement at all levels and being user-directed.

The Executive Committee also reviews the skills and professional expertise of Trustees to ensure there are no knowledge or experience gaps which would put the strategic management and development of the organisation at risk. The training needs of Trustees are reviewed throughout the year and at away days. Trustees are regularly kept up to date with training opportunities and conferences that will further enhance their knowledge and confidence in their role.

Potential candidates for the Board of Trustees receive a briefing pack about the roles and responsibilities of a Trustee and have the opportunity to attend a Board meeting and visit Centre 404 to understand its work before being elected. Trustees are invited to meet senior staff members and visit as many activities or projects as they are able to once, they are elected.

Management

The Executive Committee is responsible for the overall strategy and management of the organisation. The day-to-day management of the charity, including staff and financial matters, is delegated to the Chief Executive Officer (CEO).

The CEO is supported by a senior management team comprising of Heads of Service for the following areas of our work: Finance and IT, Supporting Families, Learning and Leisure, Independent Living, and People and Resources.

The senior management team reports directly to the CEO. The Centre 404 remuneration committee is made up of the Chair, vice Chair, and the treasurer. They meet when required to review the salary of the CEO and other key management personnel. The committee carefully benchmarks these senior salaries against similar roles in similar organisations and where possible aim for the median salary.

They also utilise the annual ACEVO pay survey. The length of service, qualifications, experience, and specialist knowledge of the person are also taken into consideration when deciding a final salary.

Risk Assessment

The charity has in place a risk management process to assess potential areas of risk and to implement strategies to ensure that these are managed and minimised.

This involves identification of the types of risk the charity faces, prioritising them in terms of potential impact, the likelihood of occurrence and identifying and tracking the progress of measures to mitigate them.

The risk register, which records this information, is regularly reviewed by the relevant sub-committees and senior management team in the light of any changing circumstances. The Trustees review the risk register annually and satisfy themselves that adequate systems and procedures are in place to manage the risks identified.

The financial risk register was reviewed and updated in March 2024. The personnel risk assessment was also reviewed and agreed in the last financial year in March 2024.

The major risks identified in for the period April 2023 to March 2024 are the following:

- **Difficulties in staff recruitment and retention of quality staff**
  The challenges in recruitment and retention are significant and especially in social care. According to the Business Barometer 2023 report, published by The Open University (OU) and the British Chambers of Commerce 73% of UK organisations are currently experiencing skills shortages, which remains one of the major challenges facing employers.

- **Managing the current inflationary climate** which is putting upwards pressure on wages, increasing overhead costs and energy prices.

With regards to the above, we have a robust and detailed action plan in place to mitigate these risks. Plans and targets to increase the effective recruitment and retention of quality staff have been implemented. We are confident we will be successful in managing these risks and to greatly reduce any adverse impact.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Mission and Vision

Centre 404 is working towards a world where people with learning disabilities and their families have the support, they need to enjoy the same rights, freedom, responsibilities, respect, choices, and quality of life as people within the wider community. We aim to contribute to this vision by providing excellent quality services and by supporting people with learning disabilities and their families to get their voices and views heard.

To achieve our mission, we provide the following:

- Social and educational activities for adults with learning disabilities Clubs for children with learning disabilities and their siblings Support and advice for parents and carers.
- Supported housing to enable people to live as independently as possible within their own home's social functions and outings for children and adults with a learning disability and their carers.
- Group activities and personalised services for people in receipt of personal budgets or direct payments.

The above activities fit into the following three main service delivery areas: Independent Living, Learning and Leisure, and Supporting Families.

Outlined in the sections under each service heading is a report on the achievements and performance of that area of our work and plans for the coming year.

ACHIEVEMENTS PERFORMANCE AND FUTURE PLANS

Key highlights in terms of the impact we achieved were:

Independent Living and Specialist Services and Community Support Services Achievements, Performance and Future Plans

Support is provided through our Supported Living in Islington and Brent, Positive Behaviour Support (PBS) spot contracts in Camden and Islington and our Floating/Outreach support in Camden and Islington.

We remain registered as domiciliary care with the Care Quality Commission (CQC) and were rated as good in our last full inspection in November 2019. We completed a Provider Information Request for CQC in February 2024.

Our service users have a wide range of needs. In our supported living, most of the people we support will have high and/or complex needs, additional physical disabilities, complex health needs, sensory impairments, autism, behaviour support needs, dementia, or a dual diagnosis. In the Outreach services, we support people who live independently in the community. We also provide specialised support in end-of-life care.

Supported Living is where people with learning disabilities are supported to live either in their own home or in shared accommodation.

Funding for these services is through core support payments to Centre 404 and ISF (Independent Service Fund) for Islington, payments made directly to the service user so they can purchase support and activities. This model enables more choice and control for service users in how their money is spent. In Brent, the funding is through a Core and Flexi model.

Outreach Services in Islington and Camden provide community-based support to people living in their own homes or with their family and assist with developing specific independent living skills. The focus is very much on teaching skills and coping strategies, whilst getting people engaged and linked in with their community and developing support networks that are not paid services. Whilst the people we support will always need some level of input, the focus is on enablement and independence, reducing paid support over time. Supporting people with volunteering, training, education, work experience and employment opportunities are service aims.

The Positive Behaviour Support (PBS) Framework in Haringey is also signed up to by several other London Boroughs, namely Camden and Islington. This enables us to set up bespoke packages of PBS support for people living in their own home, in shared accommodation, through day opportunities, and as outreach support. Our PBS and Autism Lead has a small team of PBS qualified coaches and assessors to ensure quality services, who all receive clinical supervision in line with PBS Framework Standards.

We have now joined the PBS Framework for North and Central London. This will give us the opportunity to receive referrals from NHS and ICO and expand our PBS related support.

In 2023-24, we achieved the majority of our operational objectives, and we were able to continue developing our specialisms in End-of-Life Care and Dementia. We designed and delivered bespoke Dementia training and workshops and we will be developing quality frameworks for both specialisms.

The service maintains tight monitoring of income and expenditure, with the Head of service monitoring each period thoroughly with the managers, looking at efficiencies and utilising different monitoring workbooks to look into sickness and agency use.

Current Contracts

Anson Road, Kiver Road, Tollington Way, Leigh Road, Mildmay and Vivian Comma Close have all maintained good /excellent services which have been verified by London Borough Islington audits and from the User-Led Monitoring team in Islington. All these services operate using a core and ISF model for support.

We currently have 4 voids across all services, which are all processing referrals.

Kendal House is delivered on a spot purchase arrangement with London Borough of Islington. In this service live two people with high and complex needs.

We have been awarded the contract to provide another supported living in Islington, Dingley Rd. It has been a very exciting time to get to know the service users and develop a quality framework for the service.

We continue to provide one domiciliary care package to a service user in Camden. This person was outside the remit of the floating support contract and due to their high needs, they are supported by the team at Leigh Rd.

Our 2 Brent services – Harrowdene Road Houses – are now fully operational. We have 10 new service users, and the transition has been a success. We have already developed a positive relationship with the Commissioning team, and we have participated in the Provider Forum advisory group to make sure Centre 404 is known in this new borough and forms strong partnerships with local organisations.

Our Islington Outreach Service continues to provide support to people living independently in the community on spot contract basis. The drop-in service was being delivered by the outreach team and has ended in June 2023.

The DPS and Frameworks in Enfield, Haringey (PBS) and Waltham Forest have not brought any new contracts/packages in 2023-24.

We have been awarded the contract to provide Floating Support Services in Camden South Locality, meaning Centre 404 now provides support across the whole Borough as we were already delivering support in the North locality. The number of hours has increased and exceeded the projected growth for this year.

Quality

Our service users continue to be supported to live the life they wish and to join activities and opportunities. This year many of our service users were supported to go on holiday, in the UK and abroad. Over the last year we have been focussing on getting people into work and volunteering experiences, which will continue into this year too.

We continue to work in partnership with other organisations within Islington and we participate in the Partnership Board in Islington and all different subgroups, making sure Centre 404 is present and visible and that our service users and family carers needs are heard.

Our in-house PBS and Autism Team continue to support the teams and service users around PBS and offers in-house Team Teach training across the whole organisation. This has allowed us to save a lot of money as this training is incredibly expensive when sourced externally. We will be delivering PBS accredited trainings to external organisations from this year and continue to develop our PBS offer as a specialism.

Learning and Leisure Services

Expansion and Reach:

Over the past year, the Learning and Leisure Service has expanded its reach, now supporting children, young people, and adults across seven London Boroughs.

Support for Children and Young People:

- The service increased its support by 8.6%, now supporting 201 children across London.
- Continued Positive Behaviour Support (PBS) in Enfield, Islington, Camden, and Hammersmith and Fulham.
- Expanded PBS provision to 286 hours per month, a growth of 200 hours from the previous year.

Children's Home in Tower Hamlets:

- Achieved a 'Good' rating from Ofsted.
- Welcomed 8 new children, now supporting 37 children with overnight stays.

Playschemes:

- Delivered 54 sessions in Islington and Enfield, and 25 in Camden.
- Children participated in various activities, including visits to the BBC Earth Experience, museums, and adventure parks.

Awards and Recognition:

- Shortlisted for the 'Children and Young People Young Carers' award in November 2023, marking a significant national recognition despite not winning.

Day Opportunities:

- Expanded support to 43 people across 3 sites, adding 11 new service users.
- Celebrated 10 years anniversary.

Personal Support Worker Finding and Matching Service:

- Expanded its services to include the London Borough of Barnet.

Adult Clubs:

- Continued support for adults with learning disabilities and/or Autism.
- The Young Adults Group (YAG) returned with 10 workshops focused on life skills development.

The Learning and Leisure Service has shown significant growth and impact over the past year, continually enhancing its support and services for children, young people, and adults across multiple London Boroughs.

Supporting Families Services

The Supporting Families Service provides a comprehensive range of support to families caring for children or adults with learning disabilities or autism. Our specialised services include providing specialist advice, information, and guidance on a wide array of topics related to Special Educational Needs and Disabilities (SEND).

We also run regular support groups, workshops and activities, empowering family carers in speaking up for their own rights and those of other carers.

Through our independent, free, and impartial assistance, we help clients navigate complex systems and access the resources they need. This includes supporting families with statutory duties, eligibility criteria, referrals to local services, and understanding the rights of parents, children, and young people. We offer hands-on help with applications, form-filling, drafting letters, and attending important meetings with schools or local authorities.

Supporting families' services expanded our offer of free, impartial advice, information and support in 2021 to include **Enfield Special Educational Needs and Disabilities Information Advice and Support Service (SENDIASS),** and in 2022 to include **Waltham Forest SENDIASS**. These services are open to any resident aged 0-25 years with special educational needs, their parents and carers, and professionals who support these families. This service is impartial, confidential, and free to use. It includes a phone line open 9am 5pm, Monday. Evening appointments available by appointment for families unable to access the service during business hours.

Beyond educational support, our Family Services department also offers income maximization assistance. This includes helping clients access welfare benefits, grants, housing advice, health and social care guidance, and Blue Badge applications. Recognizing the challenges faced by families in or at risk of poverty, we have secured funding from Cloudesley Principal Grants to provide services such as Disability Living Allowance (DLA) claims, Personal Independence claims, healthcare assessments, and welfare benefits entitlements.

The Supporting Families Service plays a crucial role in fulfilling Centre 404's mission of supporting individuals with learning disabilities, autism, and their families. By providing a wide range of specialised services, we aim to empower and advocate for the rights of our clients, in line with the provisions outlined in the Children and Families Act 2014.

This year the service has focussed on renegotiation and streamlining of the SENDIASS contracts leading to improved performance outcomes. The service has also been restructured to enhance its services and support to families and increase its impact and sustainability.

Central Administration and Management Activities that Support Frontline Service Delivery

Our People Plans

In last year's report, we discussed the significant challenges of finding, recruiting, and retaining exceptional individuals who can deliver high-quality support. Despite the economic downturn and inflationary pressures, encouragingly we have seen an upturn in our recruitment efforts, and retention rates are improving enabling a growing and sustainable workforce as we expand our reach across London.

This year we have: -

Strengthened and developed our employee learning and development opportunities, Increasing and promoting opportunities to obtain Level 5 and Level 3 leadership qualifications in Health and Social Care through training and apprenticeship programmes.

We have established an equality, diversity and inclusion working group to ensure that staff voices are heard throughout the organisation, actively shaping and informing our policies. The group benefits from Executive Sponsorship.

Increased the opportunities for staff voice through our Thriving Thursday Programme providing staff with the opportunity to contribute feedback to our continuous improvement. Our staff survey provided the opportunity for their voices to be heard, so that we can continue to create a more resilient, successful 'Great Place to Work'.

Volunteering

We have further enhanced our volunteer opportunities for young people, now including master's students in our initiatives. Building upon last year's success, we continue to host students for work experience, facilitate volunteering through The Duke of Edinburgh Scheme, and maintain our partnership with IES Abroad for student internships. Additionally, we have developed a strong connection with University College London and were honoured to have been nominated as a finalist in the Community Award 2024: 'Volunteer Organisation of the Year'.

Our service user offer continues to be strong with roles in short breaks, clubs, reception and the 'Have your Say Group' being the most active roles.

This year we have focussed on working with our volunteers to build roles around people's skills, interests, and talents, and enabling people to try new skills and grow. Volunteers have provided substantial impact to our creativity sessions providing skills in arts and crafts, dress making and gardening alongside administration tasks and the implementation of a library at one of our supported living accommodations.

We continue to strengthen our relationships with local community organisations to work in partnership on joint volunteering opportunities and with corporate partners through our strong relationship with volunteering matters.

Communications and Engagement

We are pleased to report that our social media presence continues to grow across all platforms. Attracting and recruiting locally using social media continues to drive candidate attraction and our aim of ensuring a locally engaged workforce.

We have worked closely with stakeholders including family carers and our Independent Living Committee to improve the information and timeliness of our newsletters and updates to ensure a regular and formalised approach to communications across the organisation.

Facilities

We have continued to see an increase in the use of our head office and community centre enabling increased drop-ins, playschemes, after school activities and new groups to be held alongside local organisations and community partners. This has ensured that more people with a learning disability/and or autism benefit from the increased space and functionality.

We have strengthened the security of the building by enhancing protocols for staff.

Sustainability continues to be at the centre of our plans, this year we have focussed on educating our people on sustainable practices through our mandatory training programme, volunteering, clubs and groups activities.

Finance

This year, we implemented a new finance system called Accounting Seed, which is part of our Salesforce platform. This advanced finance system is designed to significantly enhance our financial management capabilities by streamlining accounting processes, improving data accuracy, and providing real-time financial insights. By leveraging the robust features of Salesforce, Accounting Seed allows us to automate routine tasks, generate detailed financial reports, and ensure seamless collaboration across departments.

IT

This year, we have undertaken significant upgrades to our IT infrastructure by replacing our network switches with more advanced models, enhancing our network's performance and reliability. Additionally, we have transitioned to SharePoint, a powerful collaboration platform that improves document management, facilitates seamless communication, and streamlines workflow processes across the organization.

FINANCIAL REVIEW

Total income for the year as reported in the Statement of Financial Activities was £8,672,929 (2023 £7,188,981), which is a record level of income.

Total expenditure for the year was £8,757,593 (2023 £7,504,448)

Centre 404 therefore recorded a deficit of £84,664for the year. The deficit in 2023 was £315,468.

The past year has seen a number of challenges, with pressure on wages arising from labour shortages in the sector, and from a more challenging fundraising environment. However, Centre 404 has continued to be able to provide a high quality of support despite these challenges and is able to manage its costs effectively, such that an improved position is expected during the next financial year. In the meantime, we remain financially secure with healthy cash balances.

We continuously monitor the effectiveness, quality, and cost-efficiency of all our activities to ensure that our limited resources are put to best use. We remain committed to these activities and committed to subsidising services from accumulated reserves where there is evidence of their need and effectiveness.

RESERVES POLICY

The Trustees are committed to ensuring the charity has sufficient reserves available both for operations to continue during any period of reduced income and to provide the cash required to meet the costs of major fundraising events where outgoings may precede income. Our reserves policy is to maintain free reserves of at least three months of budgeted expenditure to enable operating activities to be maintained, taking into account potential risks and contingencies that may arise from time to time. When considering our reserves policy, we look at just the reserves that will be available at short notice to cover potential risks and contingencies. We therefore exclude restricted funds and fixed assets from the calculation.

The reserves as at 31 March 2024 were £2,007,690. This equates to 2.34 months of budgeted expenditure. This is below the preferred level of three months, but expenditure has increased significantly in line with anticipated increases in income and reserves in excess of £2.0 million represent a significant buffer for any unforeseen risks and contingencies.

The Trustees have considered very carefully the adequacy of the current reserves and are comfortable that they are sufficient to adequately protect Centre 404 from unforeseen expenditure or income shortfalls.

Major Achievements for the Last Year

Below is an update on the progress and outcomes of the goals we set ourselves in last year's report. These are only a selection of the objectives and priorities we set for the last financial year. Following on from this are the goals we want to achieve for 2024-2025.

Governance

This year we have strengthened the skills of the Board by welcoming new members with expertise in Governance and social care commissioning.

Widening Choice and Access

This year, we have successfully expanded our reach in Camden North and made significant progress in designing and delivering bespoke dementia training and workshops. We have also joined the PBS Framework for North and Central London, which enables us to receive referrals from the NHS and ICO, thereby broadening our PBS-related support and enhancing access to our services

Social Sustainability

We are proud to report several significant achievements this year. We have successfully maintained our silver level accreditation for equality, diversity, and inclusion from the United Kingdom Investor in Equality and Diversity (UKIED), with the next renewal due on 8th December 2025. Furthermore, we have proudly achieved the 'Great Places to Work' accreditation, underscoring our commitment to creating an excellent workplace environment.

Advancing Our Digital Transformation Effort

During the fiscal year, we successfully completed the transition of our IT infrastructure to the cloud. This strategic move is expected to result in several key benefits including: - cost efficiency. Enhanced security and compliance, scalability and agility.

Since 2022 we have met the standards of the NHS Data Security and Protection Toolkit demonstrating that we are practicing good data security and that personal information is handled correctly

For the next year

Digital Transformation

A key focus for the next year will be the roll out of our care management and administration system to provide a centralised platform for comprehensive care management. Supporting staff to ensure a holistic approach to individual care.

Social Sustainability

We will implement a robust succession planning process for senior roles and heads of service, ensuring continuity and stability in leadership, preparing our organisation for future growth and challenges.

To enhance Managers and Leaders Learning & Development, we will focus on Leadership Development to ensure our colleagues are confident and capable in executing Centre 404's strategic plan

Economic Sustainability

We aim to achieve economic sustainability by diversifying funding sources and optimizing resource allocation. Enhancing efficiency and collaboration through smarter, agile work practices and strong financial management to ensure the continued delivery of high-quality health and social care services.

Quality and Impact

Establish a robust performance framework to monitor, evaluate and continuously improve our effectiveness in meeting people's needs, ensuring strong contract and regulatory guidance and demonstrating social impact.

Small Company Provisions

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the Executive Committee on and signed on their behalf by:

Paul Formosa, Chair _____

Date 30 October 2024.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF CENTRE 404

Opinion

We have audited the financial statements of Centre 404 (the company) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as of 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

The trustees' annual report has been prepared in accordance with applicable legal requirements. In our opinion, based on the work undertaken during the audit:

The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements, and material misstatements in the trustee's annual report.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained during the audit we have not identified.

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

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

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 2, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

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

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion.

  Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Neil Finlayson (Senior Statutory Auditor)

for and behalf of Moore Kingston Smith LLP, Statutory Auditor

Moore Kingston Smith LLP

Date:

17 / 12 / 2024

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2024

	Note	Unrestricted Funds	Restricted Funds	2024 Total Funds	2023 Total Funds
		£	£	£	£
Income					
Donations		1,186	-	1,186	8,448
Other trading activities	2	11,563	-	11,563	5,791
Income from charitable activities	3	8,584,977	58,850	8,643,827	7,153,413
Investments income: interest receivable		13,893	-	13,893	9,391
Other income		2,460	-	2,460	11,938
Total income		8,614,079	58,850	8,672,929	7,188,981
Expenditure					
Expenditure on raising funds.					
Fundraising and publicity		37,687	-	37,687	26,482
Expenditure on charitable activities	5	8,631,082	88,824	8,719,906	7,477,966
Total Expenditure		8,668,769	88,824	8,757,593	7,504,448
Net income	6	(54,690)	(29,974)	(84,664)	(315,468)
Transfers between funds	13/14	(2,091)	2,091	-	-
Net income/(expenditure) and net movement In funds for the year		(56,781)	(27,883)	(84,664)	(315,468)
Reconciliation of funds					
Total funds brought forward		4,477,680	69,927	4,547,607	4,863,075
Total funds carried forward	13	4,420,899	42,044	4,462,943	4,547,607

All amounts relate to continuing activities.

As all gains and losses are included above, no statement of total recognised gains and losses has been prepared.

The notes on pages 25-36 form part of these financial statements.

Balance Sheet
As at 31 March 2024

	Notes	2024 £	2023 £
Fixed assets			
Tangible assets	9	2,413,209	2,597,121
Current assets			
Debtors	10	1,715,150	1,153,008
Cash at bank and in hand		1,184,399	1,400,870
		2,899,549	2,553,878
Creditors: amounts falling due within one year	11	849,815	603,392
Net current assets		2,049,734	1,950,486
Total assets less current liabilities		4,462,943	4,547,607
Creditors: Amounts falling due after 1 year	12	-	-
Net assets		4,462,943	4,547,608
Funds			
Unrestricted funds	13	4,420,899	4,477,680
Restricted funds	13/14	42,044	69,927
Total funds	15	4,462,943	4,547,607

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

The financial statements were approved by the Executive Committee and authorised for issue on: 30 October 2024

and signed on their behalf by: 2024

Paul Formosa — Trustee

DEREK WEIST — Trustee

Company Number: 2270299

The notes on pages 25-36 form part of these financial statements.

Statement of Cash Flows and Consolidated Statement of Cash Flows
For the year ending 31 March 2024

	Notes	2024	2023
Cash used in operating activities (a)		(204,193)	(403,959)
Cash flows from investing activities			
Interest income		13,893	9,391
Purchase of tangible fixed assets		(26,171)	(59,082)
Cash provided by (used in) investing activities		(12,278)	(49,691)
Cash flows from financing activities			
Repayment of borrowing		-	-
Cash used in financing activities		-	-
Increase/(Decrease) in cash and cash equivalents in the year		(216,471)	(453,650)
Cash and cash equivalents at the beginning of the year		1,400,870	1,854,520
Total cash and cash equivalents at the end of the year		1,184,399	1,400,870

(a) Reconciliation of net expenditure to net cash flow from operating activities

Net income (expenditure) for the reporting period (as per the statement of financial activities)	(84,664)	(315,468)
Depreciation charges	210,083	222,658
Interest income shown in investing activities	(13,893)	(9,391)
Decrease/(increase) in debtors	(562,142)	(211,829)
Increase /(decrease) in creditors	246,423	(89,929)
Net cash used in operating activities	(204,193)	(403,959)

(b) Analysis of cash and cash equivalents: Cash at bank and in hand	1,184,399	1,400,870

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

1. **Accounting Policies**

a) **Accounting convention**

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2017) – (Charities SORP (FRS 102)) and the Companies Act 2006. There were no changes to accounting policy as a result of the transition to FRS 102.

Centre 404 meets the definition of public benefit entity under FRS 102.

Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The trustees have considered the impact of the COVID-19 outbreak and the measures taken to contain it when forming their assessment of going concern. The trustees do not consider that the outbreak will impact the ability of the charitable company to continue its operations and meet its liabilities as they fall due for at least twelve months from the date of approval of the financial statements.

b) **Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land and property are situated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings and equipment	33.33% of cost
Motor Vehicles	20.00% of cost
Freehold land and Building	5.00% of cost.

The company's policy is only to capitalise assets costing more than £500.

The original cost of land £89,117 is not being depreciated. In the opinion of the trustees, this represents the land value of the site and hence no depreciation is charged. The property is used by the charity to fulfil its objectives.

c) **Income**

All income is accounted for in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. All grants and contractual income are included on a receivable basis. The income from fundraising events is shown gross, with associated costs included in fundraising costs.

1. **Accounting policies (continued)**

Funds received for the purchase of fixed assets are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant and if the fixed assets' acquisition discharges the restriction, then the assets will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund in the year of purchase.

d) **Expenditure**

All expenditure are accounted for on an accruals basis, and is allocated to the appropriate heading in the financial statements.

Costs of generating funds include the costs incurred in generating voluntary income and the costs of direct publicity intended to raise the profile of the charity.

Charitable expenditure comprises services supplied, and activities undertaken which are identifiable as wholly or mainly in support of the charity's objectives.

Support costs are those costs which enable fund generating and charitable activities to be undertaken and include finance costs, governance costs and general property maintenance. Where activities incurred relates to more than one cost category, it is apportioned on the most appropriate basis, predominantly with reference to staff time, and on a reasonable and consistent basis.

e) **Value Added Tax**

Value Added Tax is not recoverable by the charity, and as such is included in the relevant costs in the Statement of Financial Activities.

f) **Fund accounting**

The unrestricted general funds are those funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Designated funds are those unrestricted funds set aside by the trustees for specific purposes or projects.

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by the donors.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

g) **Pension Scheme**

The charity offers a Pension Plan to its employees, which is administered by People's Pension. The charity makes contributions into the plan. Employees may also make individual contributions within the limits set by HM Revenue and Customs. Such contributions are held in funds administered completely independently of the Charity's finances. The contributions made by the charity are accounted for on an accruals basis.

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

1. **Accounting policies (continued)**

h) **Allocation of support costs**
Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Expenditure is allocated to activities based on an estimate of staff time spent on each activity.

i) **Financial Instruments**
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

j) **Critical estimates and significant judgements**
With respects to the next reporting period for the year ended 31 March 2024, the most significant areas of uncertainty that affect the carrying value of assets held by the charity are the level cash reserves and tangible fixed assets (see Reserves policy sections of the Trustees' Report for more information)

k) **Cash and cash equivalents**
Cash and cash equivalents represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

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

2. **Other trading activities**

	2024 £	2023 £
Local fundraising	4,678	5,441
Local fundraising	6,885	350
	11,563	5,791

3. **Income from charitable activities**

	Unrestricted £	Restricted £	2024 £	2023 £
Learning & Leisure	2,482,861	9,137	2,491,998	2,021,965
Central	-	-	-	22,882
Family Support	207,685	49,713	257,398	278,751
Housing	5,894,431	0	5,894,431	4,829,815
	8,584,977	58,850	8,643,827	7,153,413

4 (i). **Analysis of governance and supports costs.**

The breakdown of support costs and how these were allocated between governance and other support.
costs is shown in the table below:

Cost Type	Total Allocated £	Governance related support costs £	Support costs £	Basis of apportionment
Staff Costs Note 8	753,654	37,683	715,971	Staff time.
Marketing, fundraising and publication	15,582	779	14,803	Staff time.
Human Resources	21,908	1,095	20,813	Staff time
Premises costs	28,071	1,404	26,667	Staff time
Information technology	154,316	7,716	146,600	Staff time
Office running costs	125,433	6,272	119,161	Staff time.
Professional fees and finance costs	9,192	460	8,732	Staff time
Others and depreciation	214,849	10,742	204,107	Staff time
	1,323,005	66,151	1,256,854	

4 (ii). **Governance costs**

	2024 £	2023 £
Governance and professional support for trustees	7,267	11,433
Audit fee	27,594	20,013
Support costs (based on apportioned staff time Per note 4 (i))	66,151	59,446
	101,012	90,892

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

4 (ii). **Total governance and support costs**

	Total £
Support costs (note 4 (i)	1,256,854
Governance costs (note 4 (ii)	101,012
	1,357,866

4 (iv). **Allocation of governance and support costs**

	Staff costs Note 8	Other allocated costs	2024	2023
	£	£	£	£
Learning & Leisure	217,278	174,195	391,473	367,277
Family Support	22,459	18,006	40,465	50,644
Housing	513,917	412,013	925,930	877,314
	753,654	604,214	1,357,868	1,295,235

5. **Expenditure on charitable activities**

	Staff costs Note 8 £	Other direct costs £	Support and governance costs £	2024 £	2023 £
Fundraising and publicity	37,102	585	0	37,687	26,482
Learning & Leisure	2,012,160	247,014	391,473	2,650,647	2,295,865
Central	-	-	-	-	10,715
Family Support	274,972	32,474	40,465	347,911	349,712
Housing	4,673,687	121,732	925,930	5,721,349	4,821,674
	6,997,921	401,805	1,357,868	8,757,594	7,504,448

Support and governance costs are apportioned on the basis of time spent on the projects.

Professional support costs include the internal costs of strategic planning and providing training, advice, and other support to the trustees.

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

6. **Net movement in funds is stated after charging:**

	2024 £	2023 £
Auditor's remuneration – audit (exclusive of VAT)	17,988	16,680
Under profession of audit fee	-	6,009
Depreciation	210,083	222,658

7. **Taxation**

Centre 404 is a registered charity and is therefore potentially exempt from taxation of its income and gains as Centre 404 falls within the definition of a Charitable Company as defined in Part 1, Schedule 6 of the Finance Act 2010. No tax charge has arisen during the year.

8. **Staff costs, trustees, and key management personnel**

Staff costs were as follows:

	2024 £	2023 £
Salaries and wages	5,147,815	4,632,713
Social security costs	404,731	369,228
Pension costs	95,153	93,530
	5,647,699	5,095,471
Agency costs	2,103,876	1,396,609
Total	7,751,575	6,492,081

During the year the following number of employees whose total remuneration, on an annual equivalent basis, was in the excess of £60,000 were as follows:

	2024 No	2023 No
£80,000 - £90,000	1	1

The key management personnel of Centre 404 comprise the trustees, the Chief Executive Officer, the Head of HR and Resources, the Head of Housing, Head of Family and Head of Learning and Leisure. The total employee benefits of the key management personnel of Centre 404 were £406,013 (2023: £398,512).

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

The average monthly head count was 221 staff (2023: staff 244) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2024	2023
Leisure and Learning	60.8	71.5
Central	22.0	22.0
Family Support	9.0	9.0
Housing	175.9	166.9
	267.7	269.4

No remuneration is paid to the Trustees. No expenses were claimed or paid to Trustees during the year (2023: Nil).

9. Tangible fixed assets

	Freehold property	Motor vehicle £	Furniture & equipment £	Total £
Cost				
At 1 April 2023	3,340,165	112,045	393,473	3,845,683
Additions	-	-	26,171	26,171
At 31 March 2024	3,340,165	112,045	419,644	3,871,854
Depreciation				
At 1 April 2023	842,636	69,228	336,698	1,248,562
Charge for the year	162,552	11,589	35,942	210,083
At 31 March 2024	1,005,188	80,817	372,640	1,458,645
Net book value				
At 31 March 2024	2,334,977	31,228	47,004	2,413,209
At 31 March 2023	2,497,529	42,817	56,775	2,597,121

All fixed assets are used for direct charitable purposes.

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

10.	**Debtors**	**2024** £	**2023** £
	Trade debtors	1,614,144	988,458
	Prepayments	28,321	50,946
	Accrued Income	37,910	71,132
	Other debtors	34,775	42,472
		1,715,150	1,153,008

11.	**Creditors: amounts falling due within one year**	**2024** £	**2023** £
	Trade creditors	545,103	252,757
	Other creditors	30,098	89,483
	Accruals	271,177	233,715
	Deferred income	3,437	27,437
		849,815	603,392

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

12. Movement in accumulated funds

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Unrestricted funds					
General funds	1,880,558	8,614,079	(8,668,769)	181,822	2,007,691
Designated Funds:					
Fixed Assets Funds	2,597,122	-	-	(183,913)	2,413,209
Total unrestricted funds	4,477,680	8,614,079	(8,668,769)	(2,091)	4,420,899
Restricted funds					
Family Support	16,518	49,713	(52,056)	2,091	16,266
Learning & Leisure	40,605	9,137	(36,768)	-	12,974
Central	12,804	-	-	-	12,804
Total restricted funds	69,927	58,850	(88,824)	2,091	42,044
Total funds	4,547,607	8,672,929	(8,757,593)	0	4,462,943

Designated Funds have been earmarked by the trustees for redevelopment of the building.

The fixed assets funds relate to the charity's fixed assets including freehold land and building less the loan on 404 Camden Road as these funds do not represent liquid reserves available for the charitable purposes of Centre 404.

Restricted funds are shown in more detail in note 14.

Transfers

Transfers between funds are made for a number of reasons:

- The Trustees may designate some General funds to specific projects/designated funds.
- Funds received for the purchase of fixed assets are accounted for as restricted income when received or designated. Where the restriction is discharged when the fixed assets are acquired, a transfer is made from the associated restricted funds to General funds.
- To clear deficits on restricted funds.

13. Off Balance Sheet/Holding Accounts

The charity operates 'holding accounts' on behalf of the service users. The charity has no legal entitlement to the ownership of these accounts and is merely acting as an intermediary agent to receive funds and distribute them under instructions from the benefit recipient. As a result, these holding accounts are not reflected in the Statement of Financial Activities or the Balance Sheet of the charity. At the balance sheet date, the remaining accounts amounted to £20,744 (2023: £20,744).

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

14. **Restricted Funds**

	At 1 April 2023 £	Income £	Expenditure £	Transfers £	At 31 March 2024 £
Family Support					
Richard Cloudsley – Welfare Grants Programme	8,017	7,413	(5,165)	0	10,265
Family Carer's Reference Group	-	-	(553)	553	-
Family Tower Hamlet	-	-	-	1,834	-
Parents Forum	-	-	(1,538)	1,538	-
D'Oyly Carte	1,000	-	-	-	1,000
Lottery Award for All	2,500	-	-	-	2,500
Support for carers of all ages (R. Cloudesley)	-	40,500	(40,500)	-	-
Older Career Views	2,500	1,800	(4,300)	-	-
Hampstead Wells & Camden Trust	2,501	-	-	(2,501)	-
Francis Trust				2,501	2,501
Subtotal	**16,518**	**49,713**	**(52,056)**	**2,091**	**16,266**
Learning & Leisure					
BBC CIN – 21st Training Project	1,500	-	(1,500)	-	-
Electric Bus Funding	3,978	-	(3,978)	-	-
Jack Petchey	7,351	5,711	(8,466)	-	4,596
Juniors	1,694	1,081	(2,775)	-	-
Siblings	1,529	606	(2,135)	-	-
Youth Group	1,603	1,737	(3,340)	-	-
YAG	1,106	-	-	-	1,106
Siblings Activities	8,619	2	(3,640)	-	4,981
Young Catalyst	2,291	-	-	-	2,291
Young Career Club	10,934	-	(10,934	-	-
Subtotal	**40,605**	**9,137**	**(36,768)**	**0**	**12,974**
Central					
Garden Project	6,911	-	-	-	6,911
Mayor's Charity - Donations	5,763	-	-	-	5,763
Independent Living – A Plus	-	-	-	-	-
Independent Living – CAF	-	-	-	-	-
Willson Fundraising	130	-	-	-	130
Subtotal	**12,804**	**0**	**0**	**0**	**12,804**
Total restricted funds	**69,927**	**58,850**	**(88,824)**	**2,091**	**42,044**

15. **Analysis of net assets between funds**

	Unrestricted General £	Unrestricted Designated £	Restricted £	Total £
Tangible fixed assets	-	2,413,209	-	2,413,209
Net current assets	2,007,691	-	42,044	2,049,734
Net assets	2,007,691	2,413,209	42,044	4,462,943

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

16. **Members**

The ultimate control of the company lies within the members who pledge to pay £1 in the event of the company winding up. There were 86 members at 31 March 2024 (2023: 86).

CENTRE 404

England & Wales - Charity number 299889

Accounts

Annual Report & Consolidated Financial Statements

for the year ended 31st March 2023

Our Mission

Centre 404 is working towards a world where people with learning disabilities, autism, and their families have the support they need to enjoy the same rights, freedoms, responsibilities, respect, choices, and quality of life as people within the wider community.

Financial Statements for the year ended on 31st of March 2023

Contents	Page
Reference and Administrative Information	4
Report of the Trustees	5
Independent Auditors Report	26
Statement of Financial Activities	28
Balance Sheet	29
Statement of Cash Flows and Consolidated Statement of Cash Flows	30
Notes to the Financial Statements	31

Reference and Administrative Information

Trustees and Directors:	Paul Formosa (Chairperson) Samantha Dunne (Vice Chair) Derek Weist (Treasurer) Susan Pearson Tara Willson Copeland Ingram Etienne Makosso Felix Arnold
Company Secretary:	Paul Formosa
Chief Executive:	Linda McGowan
Registered Office and Principal Address:	404 Camden Road Islington London N7 0SJ
Website:	www.centre404.org.uk
Bankers:	Lloyds Bank plc 31/33 Holloway Road London N7 8JU
Auditors:	Moore Kingston Smith LLP Floor 6, 9 Appold Street London EC2A 2AP
Solicitors	Reculver Solicitors 12 – 16 Clerkenwell Road London EC1M 5PQ
Legal Advisors:	Bates Wells 10 Queen Street Place London EC4R 1BE
Company Number	2270299
Charity Number	299889

Trustees' Annual Report (Incorporating a Directors Report)

The Trustees (who are also the directors) are pleased to present their report for the year ended on 31 March 2023.

This report describes what Centre 404 is set up to do and what we have been doing in the last year. It also explains our structure and governance processes. It includes our annual accounts and explains our plans for the coming year. Additional information about our activities can be found in our Annual Review, which can be obtained from our main office and our website.

Statement of Trustees Responsibilities

The Trustees (who are also the directors of Centre 404 for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charity SORP
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the Trustees are aware:

- The Trustees have taken all steps they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.
- The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on charity website.
- Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.
- There is no relevant audit information of which the charity's auditor is unaware.

Auditor

In accordance with the Companies Act 2006, a resolution proposing that Moore Kingston Smith LLP will be officially appointed as the auditor will be put to the Annual General Meeting.

Structure and Legal Status

Centre 404 is a registered charity and constituted as a company limited by guarantee. The instruments governing the charity are the Memorandum and Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The Trustees are members of the charitable company, but this entitles them only to voting rights.

The charity is governed by a Board of Trustees collectively referred to as the Trustees. These Trustees are also the Directors of the company for Companies Act purposes.

Governance

Trustees are members of the Executive Committee. In addition, they chair the following sub-committees: Independent Living, Supporting Families, Learning and Leisure, Personnel and Finance. These sub-committees are directly accountable to Executive Board and are jointly responsible for advising and overseeing the work of the organisation's service areas.

The Executive Committee meets at least five times a year and is attended by the Chief Executive and the Head of Finance. The Heads of Service attend when requested. The sub-committee for each service area meets every six to eight weeks, and minutes of these meetings are presented to the Executive Committee.

As outlined in the Articles of Association, the number of Directors/Trustees forming the Executive Committee (including Officers) shall be not less than eight, or more than fifteen.

The Executive Committee may at any time appoint any member of the Charity as a Trustee of the Executive board. Trustees so appointed shall retain their office only until the next Annual General Meeting, where they shall be eligible for re-election.

The Executive Committee reviews its membership annually to ensure it is representative of the service users and the community we serve. The Board of Trustees comprises a mixture of individuals from a wide range of backgrounds including family carers of children or adults with a learning disability, current service users, individuals with specific professional skills and individuals from the charitable and housing sectors. Centre 404 needs to keep this balance as we are committed to the organisation having strong service user involvement at all levels and being user-directed.

The Executive Committee also reviews the skills and professional expertise of Trustees to ensure there are no knowledge or experience gaps which would put the strategic management and development of the organisation at risk. The training needs of Trustees are reviewed throughout the year and at away days. Trustees are regularly kept up to date with training opportunities and conferences that will further enhance their knowledge and confidence in their role.

Potential candidates for the Board of Trustees receive a briefing pack about the roles and responsibilities of a Trustee and have the opportunity to attend a Board meeting and visit Centre 404 to understand its work before being elected. Trustees are invited to meet senior staff members and visit as many activities or projects as they are able to once, they are elected.

Management

The Executive Committee is responsible for the overall strategy and management of the organisation. The day-to-day management of the charity, including staff and financial matters, is delegated to the Chief Executive Officer (CEO).

The CEO is supported by a senior management team comprising of Heads of Service for the following areas of our work: Finance and IT, Supporting Families, Learning and Leisure, Independent Living, and People and Resources.

The senior management team reports directly to the CEO. The Centre 404 remuneration committee is made up of the Chair, vice Chair, and the treasurer. They meet when required to review the salary of the CEO and other key management personnel. The committee carefully benchmarks these senior salaries against similar roles in similar organisations and where possible aim for the median salary.

They also utilise the annual ACEVO pay survey. The length of service, qualifications, experience, and specialist knowledge of the person are also taken into consideration when deciding a final salary.

Risk Assessment

The charity has in place a risk management process to assess potential areas of risk and to implement strategies to ensure that these are managed and minimised.

This involves identification of the types of risk the charity faces, prioritising them in terms of potential impact, the likelihood of occurrence and identifying and tracking the progress of measures to mitigate them.

The risk register, which records this information, is regularly reviewed by the relevant sub-committees and senior management team in the light of any changing circumstances. The Trustees review the risk register annually and satisfy themselves that adequate systems and procedures are in place to manage the risks identified.

The financial risk register was reviewed and updated in March 2023. The personnel risk assessment was also reviewed and agreed in the last financial year in February 2023.

The major risks identified in for the period April 2022 to March 2023 are the following:

- **Difficulties in staff recruitment and retention of quality staff**
  The challenges in recruitment and retention are significant especially in social care. The November 2022 Barometer report from The Open University and Institute of Directors states the picture in 2022 is even more complex (than 2021) with issues such as inflation, rising costs and workers leaving the labour market all adding to a multifaceted landscape. The longstanding skills gaps faced by organisations remains a top priority. Data from the ONS

highlights an increase in the rise of people economically inactive and increases to long term sickness. Economic inactivity particularly in the age range 16 -24 was cited.

- **Managing the current inflationary climate** which is putting upwards pressure on wages, increasing overhead costs and energy prices.

With regards to the above, we have a robust and detailed action plan in place to mitigate these risks. Plans and targets to increase the effective recruitment and retention of quality staff have been implemented. We are confident we will be successful in managing these risks and to greatly reduce any adverse impact.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Mission and Vision

Centre 404 is working towards a world where people with learning disabilities and their families have the support, they need to enjoy the same rights, freedom, responsibilities, respect, choices, and quality of life as people within the wider community. We aim to contribute to this vision by providing excellent quality services and by supporting people with learning disabilities and their families to get their voices and views heard.

To achieve our mission, we provide the following:

- Social and educational activities for adults with learning disabilities Clubs for children with learning disabilities and their siblings Support and advice for parents and carers
- Supported housing to enable people to live as independently as possible within their own home's social functions and outings for children and adults with a learning disability and their carers
- Group activities and personalised services for people in receipt of personal budgets or direct payments

The above activities fit into the following three main service delivery areas: Independent Living, Learning and Leisure, and Supporting Families.

Outlined in the sections under each service heading is a report on the achievements and performance of that area of our work and plans for the coming year.

ACHIEVEMENTS PERFORMANCE AND FUTURE PLANS

Key highlights in terms of the impact we achieved were:

Independent Living and Specialist Services

Support is provided through our Supported Living, Outreach Services, and Positive Behaviour Support (PBS) Frameworks.

We remain registered as domiciliary care with the Care Quality Commission (CQC) and were rated as good in our last full inspection in November 2019. We were inspected on the 8 December 2022 but were not rated as part of the inspection. We completed a Provider Information Request for CQC in March 2023 but have not had a subsequent contact with the CQC since.

Our service users have a wide range of needs, and some have high and/or complex needs, additional physical disabilities, complex health needs, sensory impairments, autism, behaviour support needs, dementia, or a dual diagnosis. We also provide support for end-of-life care.

Supported Living is where people with learning disabilities are supported to live either in their own home or in shared accommodation. Some of our supported living services have good communal spaces, so even though people are living in their own flats, they have the opportunity to spend time with others as they wish, either for set activities or to eat meals together. Centre 404 is commissioned to provide support for people to live a fulfilled life, with meaningful activities, training, employment opportunities and to be as independent as possible. Funding for these services is through core support payments to Centre 404 and ISF (Independent Service Fund) payments made directly to the service user so they can purchase support and activities. This model enables more choice and control for service users in how their money is spent.

Outreach Services in Islington and Camden provide community-based support to people living in their own homes or with their family and assist with developing specific independent living skills. The focus is very much on teaching skills and coping strategies, whilst getting people engaged and linked in with their community and developing support networks that are not paid services. Whilst the people we support will always need some level of input, the focus is on enablement and independence, reducing paid support over time. Supporting people with volunteering, training, education, work experience and employment opportunities are service aims.

Our Islington drop-in service continued into its second year. Through this we provided support and information sessions to some of our outreach service users, but we targeted more people in the wider learning disability community in the borough. The service generated community links with signposting to relevant services. We supported people with correspondence, benefit queries and applications, as well as general advice to help people with their finance or other issues.

The Positive Behaviour Support (PBS) Framework in Haringey is also signed up to by several other London Boroughs, namely Camden and Islington. This enables us to set up bespoke packages of PBS support for people living in their own home, in shared accommodation, through day opportunities, and as outreach support. Our PBS and Autism Lead has a small team of PBS qualified coaches and assessors to ensure quality services, who all receive clinical supervision in line with PBS Framework Standards.

Our annual operational objectives for the service are monitored through the CEO, the Board of Trustees, and the Centre 404 Independent Living sub-committee, which meets bi-monthly. Digital transformation will be an objective carried forward into the coming year.

The service maintains tight monitoring of income and expenditure with the Head of Service meeting fortnightly with the Head of Finance. This ensures a quick response to any budgetary needs and enables us to plan for service development and investment.

Current Contracts

Anson Road, Kiver Road, Tollington Way, Mildmay Avenue, Leigh Road and Vivian Comma Close have all maintained Good/excellent services which have been verified by London Borough Islington audits and from the User-Led Monitoring team in Islington. All of these services operate using a core and ISF model for support. We currently have one long term vacancy at Anson Road and two vacancies at Leigh Road. Our vacancy at Kiver Road is about to be filled.

Our Islington Outreach Service was under the Islington 1:1 and Day Opportunities contract. We are waiting to hear about the new contract arrangements for this service from London Borough Islington. The drop-in service was being delivered by the outreach team and is in its final year with an end date of June 2023.

Our **Floating Support Service in Camden North** continues to receive excellent feedback and is achieving good outcomes for people. The service has grown in line with growth targets set over the last year and is projected to grow further in the coming year.

Kendal House and Independent Support Service (ISS) at Queensland Road are delivered on a spot purchase arrangement with London Borough of Islington. Both services support people with complex health conditions and end-of-life care. In November 2022, the person living at ISS passed away. Funding for this service stopped in Dec 2022 and as the service was a bespoke package set up in someone's own home, we no longer have this service going forwards.

We also provide one domiciliary care package to a service user in Camden. This person was outside the remit of the floating support contract. Due to the persons complex needs and epilepsy support, the team from Leigh Road provide the support.

During the last year we also completed a 12-week project with Islington Learning Disability Partnership board as a trusted partner to complete a designated number of mini reviews for service users who had overdue reviews within the borough.

Work in Other Boroughs

We were successful in being awarded a contract in Brent for two Supported Living Services. The start of these services were further delayed. As we had been delayed multiple times and had started to recruit team members, we started to receive contract funding from November 2022. Due to further building delays, service users will start to move in during May 2023. These 2 services will use a core and ISF funding model and use PBS approaches.

The DPS in Waltham Forest, which is also opened to surrounding boroughs, has not offered any relevant contracts but we continue to monitor any opportunities.

The framework in Enfield has also not offered any relevant contracts. They are often very small packages of support which are not cost effective for us to deliver.

We remain on a DPS and PBS framework in Haringey, which is open to several other boroughs. Developing work in other Boroughs remains a primary objective for the service.

Quality

Over the last year we have been focussing on getting people out and about. Services have been sharing pictures and stories to inspire and encourage each other to try new things. A number of holidays were booked, and we are aiming to increase the number of people going on holiday over the next year.

We were successful in securing funding for our safeguarding group for the second year in a row. The group managed to deliver hate and mate crime training to 28 people with learning disabilities and we held 2 large hate and mate crime events with 93 people attending across the 2 events. We delivered a range of bespoke training and coaching sessions to staff and set up activity groups to help support people who had experienced or were at risk from cuckooing.

Our in-house PBS and Autism Team had their training accredited and they have developed further work around Quality of Life and how we can assess and build upon this for the people we support. Our data capture Kickstarter was developed into a Smartdesc apprenticeship, and his work will continue with us to support digital transformation.

Learning and Leisure Services

Over the past year, the Learning and Leisure Service has expanded its reach and is now supporting **children, young people, and adults** across six London Boroughs to access the support they need **to socialise, learn, and have fun.**

Over the last year, we increased the level of support that we are providing to children and young people across London by 41%, and we are now supporting 185 children.

We have **continued offering PBS support** for children and young people in Enfield and Islington and increased support in Camden. From 2023, we will be delivering PBS support in Hammersmith and Fulham.

Our **children`s home** in Tower Hamlets achieved `Good` rating from Ofsted and we welcomed 10 new children.

In early 2023, we have been successful in joining Waltham Forest short breaks framework and look forward to supporting children in Waltham Forest.

Our **Playschemes** continue to grow in attendance and popularity. We delivered 50 playscheme sessions in Islington and Enfield, and 25 sessions in Camden. During the year, the children had amazing adventures exploring Central London and the local community, and participated in exciting day trips, such as: London Zoo, Willows Farm, Trent Park, Natural History Museum, Science Museum, and Sea Life London. In 2022 we were shortlisted for the Children and Young People Play award. Despite not winning the award being shortlisted as the finalist of national awards was a great achievement.

Day Opportunities have continued to grow, and we now support 32 people across 3 different sites. We are pleased to welcome back service users that returned to the service following pandemic.

The **Personal Support Worker Finding and Matching Service** has been greatly affected by Coronavirus and recruitment elated difficulties, but the service was now reached pre pandemic levels of support and now we are offering over 400hrs of support per week.

Adult Clubs have continued running and providing much needed support to adults with learning disability and/or Autism. Our Friday Night Social has seen steady growth since returning post pandemic and we now have a regular attendance of 35 service users every Friday.

Supporting Families Services

The Supporting Families Service provides **specialist advice, information, and support** to families who care for a child or adult with learning disabilities or Autism. We also run regular support groups, workshops and activities, empowering family carers in speaking up for their own rights and those of other carers.

The Children and Families Act 2014 includes a duty for each Local Authority to provide an information, advice, and support service to support children, young people and their parents on matters relating to a child or person's special educational needs or disability (SEND)from birth to 25 years. Our service offer is independent from the Local Authority, delivering free, confidential, and impartial services. We are also providing a **direct telephone helpline, support through our website or emails, 24-hour voicemail, call backs, and one-to-one appointments**. The service is an all-year-round flexible service, open during office hours.

We also operate a **signposting service** directing clients to like-minded network organisations who provide free advice and support on a range of matters relating to SEN and Disability in England, who make up the Special Educational Needs and Disabilities Information Organisations group known as SENDIOG. It includes organisations whose support is impairment specific which children, young people, parents, and professionals can access. The network includes organisations such as The Advisory Centre for Education (ACE), Contact, Down's Syndrome Association, National Autistic Society, National Deaf Children's Society, Sense, and SOS! SEN.

Our support to family carers is vital to many London families and our projects heavily rely on funding from charitable trusts.

We continue to support and engage with families across **several London boroughs** including Islington, Camden, Haringey, Hackney, and City of London, Enfield, Waltham Forest, and Tower Hamlets. We are also pleased to report the success of our projects for Wellbeing Activities such as gentle stretch and flex.

Supporting families services expanded our offer of free, impartial advice, information and support in 2021 to include **Enfield Special Educational Needs and Disabilities Information Advice and Support Service (SENDIASS),** and in 2022 to include **Waltham Forest SENDIASS**. These services are open to any resident aged 0-25 years with special educational needs, their parents and carers, and professionals who support these families. This service is impartial, confidential, and free to use. It includes a phone line open 9am 5pm, Monday. Evening appointments available by appointment for families unable to access the service during business hours.

One-to-one and group support is available face to face, over the phone, through email, and online on matters relating to special education needs and disabilities such as:

- Statutory duties, eligibility, and referrals to local service provision.
- Rights of parents, children, and young people.
- Support with applications, form filling and drafting letters.
- Complex documentation including needs assessment, reviews and Education Health and Care Plans (EHCPs). Arranging and attending meetings in schools or with local authority professionals.
- Support with disagreement resolutions including support with complaints, referral to mediation services and support with appeals.
- Advice relating to school and college placements and exclusions. Information on complaint procedures and mediation.
- Independent advocacy around decision making; discrimination; rights and entitlements.

We continue to deliver workshops and information sessions to parents and carers, drop-in sessions for parents and carers in community centres across the borough and focus groups for young adults to ensure that they are consulted with and included in the design of service provision.

Income Maximisation Work

During this period family carers received support in the following areas:

- Welfare benefits
- Practical support around grants Emotional Support,
- Emotional Support
- Housing Advice,
- Health and Social Care advice and information Blue Badge applications
- Blue Badge application
- Welfare benefits entitlement

Our funding from Cloudesley Principal Grants allowed us to continue supporting families in or at risk of poverty. We support families with advice, information, and support such as:

- Disability Living Allowance claims.
- Personal Independence claims
- Blue Badges
- Housing Medical Assessments
- Health and Social Care advice and information

Central Administration and Management Activities that Support Frontline Service Delivery

Our People Plans

This has been a really challenging year in the recruitment and retention of staff. In addition to these challenges that are faced on a national scale, Centre 404's workforce development strategy needs to create a growing sustainable workforce as we expand our reach across London.

Against this challenging background we have: -

Strengthened our initiatives to grow and develop young talent throughout the organisation by hosting work experience and student placements, taking part in monthly college presentations, schools and local educational establishments visits and our work with The Princes Trust.

We have created and launched new apprenticeship programmes in Youth Support Worker, Residential Childcare and Adult Support Worker.

Relaunched our management development programme to provide a supportive framework and best practice guidelines.

Expanded our equality, diversity, and inclusion training to include confident with difference specific training to further support staff in frontline roles to embrace diversity.

Reviewed and increased compensation for our bank workers and frontline staff to ensure staff are adequately remunerated in the current difficult economic climate.

Developed our health and well-being programmes and framework to ensure initiatives are in place to support healthy workplace practices aimed at minimising ill-health and strengthening workforce resilience to enable staff to better manage their own health. We have piloted a wellbeing toolkit to support this and have run wellbeing workshops on cancer awareness, menopause support and guidance and understanding health issues related to night shift workers.

Plans for 2023/2024

Launch a new values competency framework that helps to strengthen our culture and drive performance.

Achieve Best Places to Work Quality accreditation to better understand how our employees think and feel about their work.

Volunteering

Work continues on our fledgling corporate volunteering programme, and we are pleased to report our new partnership with Volunteering Matters to support us in driving this forward.

We have strengthened our volunteer offer for young people by hosting students undertaking work experience, volunteering through The Duke of Edinburgh Scheme and through our continued work with IES Abroad an internship programme for students.

Our service user offer continues to be strong with roles in clubs, activities, recruitment, volunteering, facilities management and the Have your Say Group being the most active roles.

Plans for 2023/2024

Increase the range of volunteering opportunities with the introduction of our fun and events working group providing opportunities for a number of one- off volunteering opportunities.

We will continue to work with our volunteers by building roles around people's skills, interests, and talents, and enabling people to try new skills and grow. We will find opportunities that fit what people want to do and improve on ways of showing volunteers the impact of what they are doing.

Strengthening our relationships with local community organisations to work in partnership on joint volunteering opportunities.

Communications and Engagement

We are pleased to report that our social media presence grew across all platforms. The biggest growth in our social media platforms came from LinkedIn, Instagram and TikTok. Specific campaigns such as The Big Give benefitted from a wider audience allowing us to meet 100% of our fundraising target. Recruiting using social media continues to be a major influence in candidate attraction and our aim of ensuring a locally engaged workforce.

Plans for 2023/2024

The coming year will focus on:

- The introduction of a new Centre 404 website
- Increasing our following on YouTube
- Developing co-production stories with our service users and other key stakeholders

Facilities

This year we have focussed on increasing the usage of our head office and community centre enabling increased drop-ins, playschemes, after school activities and new groups to be held alongside local organisations and community partners. This has ensured that more people with a learning disability/and or autism benefit from the increased space and functionality.

We have strengthened the security of the building by enhanced protocols for staff, implementing new CCTV and the introduction of a new key fob system.

Sustainability continues to be at the centre of our plans and an environmental audit was commissioned in order that we can benchmark where we are and drive forward further changes in the coming year.

Plans for 2023/2024

Throughout the coming year we will focus on:

Continuing to increase the usage of our building by local organisations and people living with a learning disability and/or autism.

Further ensure our head office and community buildings sustainability through increasing our use of solar energy, replacement of LED lighting and initiatives to increase biodiversity and to educate our people on sustainable practices and the introduction of a bike to work scheme.

FINANCIAL REVIEW

Total income for the year as reported in the Statement of Financial Activities was £7,188,981, which is a record level of income.

Total expenditure for the year was £7,504,447.

Centre 404 therefore recorded a deficit of £315,466 for the year.

The past year has seen a number of challenges, with pressure on wages arising from labour shortages in the sector, and from a more challenging fundraising environment. However, Centre 404 has continued to be able to provide a high quality of support despite these challenges and is able to manage its costs effectively, such that an improved position is expected during the next financial year. In the meantime, we remain financially secure with healthy cash balances.

We continuously monitor the effectiveness, quality, and cost-efficiency of all our activities to ensure that our limited resources are put to best use. We remain committed to these activities and committed to subsidising services from Central funds where there is evidence of their need and effectiveness.

RESERVES POLICY

The Trustees are committed to ensuring the charity has sufficient reserves available both for operations to continue during any period of reduced income and to provide the cash required to meet the costs of major fundraising events where outgoings may precede income. Our reserves policy is to maintain free reserves of at least three months of budgeted expenditure to enable operating activities to be maintained, taking into account potential risks and contingencies that may arise from time to time. When considering our reserves policy, we look at just the reserves that will be available at short notice to cover potential risks and contingencies. We therefore exclude restricted funds and fixed assets from the calculation.

The reserves as at 31 March 2023 were £1,810,634. This equates to 2.46 months of budgeted expenditure. This is below the preferred level of three months, but expenditure is expected to increase significantly in 2023/24 in line with anticipated increases in income, Reserves in excess of £1.8 million represent a significant buffer for any unforeseen risks and contingencies.

The Trustees have considered very carefully the adequacy of the current reserves and are comfortable that they are sufficient to adequately protect Centre 404 from unforeseen expenditure or income shortfalls.

Major Achievements for the Last Year

Below is an update on the progress and outcomes of the goals we set ourselves in last years report. These are only a selection of the objectives and priorities we set for the last financial year. Following on from this are the goals we want to achieve for 2023-2024.

Complete the next 5-year strategy
I am pleased to report we have completed the five-year strategy and begun the process of achieving operational objectives under each main strategic objective. There are five strategic objectives which we have called pillars for illustrative purposes. We will display a summary of the strategy on our website. An accessible easy read version will also be produced. Our new 5 -year strategy will be promoted using social media channels, Centre 404's website, community events, partnerships and collaborations.

Research the potential to enabling greater access to a wider range of services, including working with people with dementia and supporting people with palliative care across London.
One of the main pillars in our strategic plan is to 'widen choice and opportunities' and within this the priority to work with people with dementia as well as supporting people in need of palliative care.
We have just begun promoting this area as one of Centres 404's specialisms and this year will be focusing on updating our dementia and palliative care policies. Following the successful training pilot to one of our teams at Leigh Road we will be developing our training to staff throughout this coming year in these specialist areas.

Commit to achieving the Great Places to Work and Trusted Charity accreditation and the re-accreditations for staff and management (UKIED) and the Advice and Quality Management (AQS).
We achieved our AQS reaccreditation in September 2022 and undertook a UKIED pre-audit in July 2023 our reaccreditation will be completed in September 2023. We have committed to achieving Great Places To Work, identified areas for improvement based on employee feedback, implemented changes to align to the Great Places to Work Standards and are currently working to achieve recognition which we anticipate will be completed by November 2023. However, we have not gone as far as we could on achieving Trusted Charity accreditation. This was largely due to staff shortages within the team leading on this objective. We look forward to them taking this goal forward to the following year.

Advance our Digital Transformation effort by fully implementing People XCD, providing digital skills training, updating our conferencing facilities to improve hybrid meetings, and continue to grow and enhance our social media presence.
We are pleased to report that we have provided digital skills training to the people we support. IT workshops have also been undertaken to enhance IT skills. We have updated our conferencing facilities. It has made a positive difference to hybrid meetings, and we plan to extend this technology to other spaces where hybrid meetings are held.
We have implemented People XCD within the HR Team and have some further consultation to do to fully implement this across our frontline teams, but we are looking to have it embedded in our systems by November 2023.

We are using our social media platforms more than ever before to promote jobs and the work of the charity. Our followers on TikTok as increased by 9% And on Instagram and LinkedIn have increased by 3% with YouTube, Facebook and Twitter remaining at similar followers throughout the last year. Moreover, we

are pleased to see increased engagement from staff, service users and key stakeholders in our posts with many more comments and reposts.

Another strategic priority going forward will be sustainability on all levels. For example, we will develop more training for our staff regarding recycling and a host of other carbon reducing efforts, explore additional solar panels, and seek an external third-party review of our carbon-reducing efforts.
Further training was developed as part of our mandatory training programme to engage staff in recycling and environmental sustainability. I am pleased to report that as a result of this staff have implemented soft plastic recycling, our food waste is composted, and second-hand repurposed office furniture has been purchased. Furthermore, we are seeking funding opportunities to increase our usage of solar panels
We commissioned an external third-party audit of our carbon reducing efforts in 2022 it was interesting and rewarding to compare this audit to one commissioned by the City Bridge Trust for Centre 404 in 2016/17.

We were delighted to see we had achieved many of the recommendations of the first audit. Many of these sustainable improvements and additions were implemented during our phase 2 capital refurbishment programme in 19/2020. Consequently, we have travelled far down the road of our environmental sustainability journey.

We still want to go further and have highlighted our additional goals in our strategy for2023-28
Sustainability is a key pillar in this strategy, and we have segmented it to the following: -

- Environmental
- Social
- Economic

In addition, we have included the economic wellbeing of our service users to this sustainability pillar due to cost of living and energy crisis and following on the back of the pandemic.

For the next year

As part of our strategic plan strengthen the governance of Centre 404 by reviewing, updating and enhancing our M&A or articles and governance policies thereby ensuring they align with current and future needs, best practice and legal requirements. To further empower our Board of Trustees with the knowledge and skills necessary to fulfil their roles effectively and in alignment with our mission and values by developing a comprehensive suite of training.

Improve our recruitment and retention by establishing and maintaining our organisation as a ‘Great Place to Work’ by promoting a positive workplace culture, leveraging social media for effective talent acquisition and retention and continuing to enhance our training and development programmes.

Continue to embrace technology to align processes and enable teams to be more efficient and effective. Key to this will be establishing and introducing new accountancy software that links with our other newly launched software as part of our digital transformation. This will ensure transparent real time data and reduce considerable administrative burdens on front-line staff. Continue to mitigate risk of malware and virus by becoming Cyber Essentials accredited. Develop the salesforce platforms to Improve our data recording systems and strengthen analysis to evidence impact.

Expand funding to ensure our much-needed family support services and learning and leisure services are sustained and expanded and in addition innovative new services across London are able to be identified and developed.

Ensure the newly restructured Independent Living and Supported Housing and Community Out-reach project are running smoothly and meeting their quality and income generation targets.

Small Company Provisions

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the Executive Committee on and signed on their behalf by:

Paul Formosa, Chair _____

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Opinion

We have audited the financial statements of Centre 404 (the company) for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as of 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended.
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

The trustees' annual report has been prepared in accordance with applicable legal requirements. In our opinion, based on the work undertaken during the audit:

The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements, and material misstatements in the trustee's annual report.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained during the audit we have not identified.

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

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

Responsibilities of Trustees

As explained more fully in the trustees' responsibilities statement set out on page 2, the trustees (who are also the directors of the charitable company for the purposes of company law)are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibilities for the audit of the financial statements

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

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Neil Finlayson (Senior Statutory Auditor)

for and behalf of Moore Kingston Smith LLP, Statutory Auditor

Date:

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Statement of Financial Activities (Including Income and Expenditure Account)
For the year ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
Income					
Donations		8,448	-	8,448	17,927
Other trading activities	2	5,791	-	5,791	6,783
Income from charitable activities	3	7,030,797	122,616	7,153,413	6,782,714
Investments income: interest receivable		9,391	-	9,391	1,337
Other income		11,937	-	11,937	31,995
Total income		7,066,364	122,616	7,188,980	**6**,840,716
Expenditure					
Expenditure on raising funds.					
Fundraising and publicity		26,482	-	26,482	27,237
Expenditure on charitable activities	5	7,325,495	152,471	7,477,966	6,730,383
Total Expenditure		7,351,977	152,471	7,504,448	6,757,620
Movement in Funds	6	(285,613)	(29,855)	(315,468)	83,096
Transfers between funds	13/14	6,329	(6,329)	-	-
Net income/(expenditure) and net movement In funds for the year		(279,284)	(36,184)	(315,468)	83,096
Reconciliation of funds					
Total funds brought forward		4,756,964	106,111	4,863,075	4,779,979
Total funds carried forward	13	4,477,680	69,927	4,547,607	4,863,075

All amounts relate to continuing activities.

As all gains and losses are included above, no statement of total recognised gains and losses has been prepared.

The notes on pages 30 - 41 form part of these financial statements.

Balance Sheet
For the year ended 31 March 2023

	Notes	2023 £	2022 £
Fixed assets			
Tangible assets	9	2,597,121	2,760,697
Current assets			
Debtors	10	1153,008	941,179
Cash at bank and in hand		1,400,870	1,854,520
		2,553,878	2,795,699
Creditors: amounts falling due within one year	11	603,392	693,321
Net current assets		1,950,486	2,102,378
Total assets less current liabilities		4,547,607	4,863,075
Net assets		4,547,607	4,863,075
Funds			
Unrestricted funds	12	4,477,680	4,756,964
Restricted funds	1214	69,927	106,111
Total funds	15	4,547,607	4,863,075

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

The financial statements were approved by the Executive Committee and authorised for issue on:

_____ 2023

and signed on their behalf by:

Paul Formosa — Trustee

DEREK WEIST — Trustee

Company Number: 2270299

The notes on pages 30 - 41 form part of these financial statements.

Statement of Cash Flows
For the year ended 31 March 2023

	Notes	2023	2022
Cash used in operating activities (a)		(403,959)	(8,069)
Cash flows from investing activities			
Interest income		9,391	1,337
Purchase of tangible fixed assets		(59,082)	(79,666)
Cash provided by (used in) investing activities		(49,691)	(78,329)
Cash flows from financing activities			
Repayment of borrowing		-	(32,963)
Cash used in financing activities		-	(32,963)
Increase/(Decrease) in cash and cash equivalents in the year		(453,650)	(119,334)
Cash and cash equivalents at the beginning of the year		1,854,520	1,973,854
Total cash and cash equivalents at the end of the year		1,400,870	1,854,520

(a) Reconciliation of net expenditure to net cash flow from operating activities

Net income (expenditure) for the reporting period (as per the statement of financial activities)	(315,468)	83,096
Depreciation charges	222,658	224,900
Interest income shown in investing activities	(9,391)	(1,337)
Decrease/(increase) in debtors	(211,829)	(407,338)
Increase /(decrease) in creditors	(89,929)	92,610
Net cash used in operating activities	(403,959)	(8,069)

(b) Analysis of cash and cash equivalents: Cash at bank and in hand	1,400,870	1,854,520

Notes to the financial statements
For the year ended 31 March 2023

1. **Accounting Policies**

a) **Accounting convention**

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) - (Charities SORP (FRS 102)) and the Companies Act 2006. There were no changes to accounting policy as a result of the transition to FRS 102.

Centre 404 meets the definition of public benefit entity under FRS 102.

Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The trustees have considered the impact of cost-of-living crisis and the measures taken to contain it when forming their assessment of going concern. The trustees do not consider that the outbreak will impact the ability of the charitable company to continue its operations and meet its liabilities as they fall due for at least twelve months from the date of approval of the financial statements.

b) **Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land and property are situated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings, and equipment	33.33% of cost
Motor Vehicles	20.00% of cost
Freehold land and Building	5.00% of cost.

The company's policy is only to capitalise assets costing more than £500.

The original cost of land £89,117 is not being depreciated. In the opinion of the trustees, this represents the land value of the site and hence no depreciation is charged. The property is used by the charity to fulfil its objectives.

c) **Income**

All income are accounted for in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. All grants and contractual income are included on a receivable basis. The income from fundraising events is shown gross, with associated costs included in fundraising costs.

Notes to the financial statements
For the year ended 31 March 2023

1. **Accounting policies (continued)**

Funds received for the purchase of fixed assets are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant and if the fixed assets' acquisition discharges the restriction, then the assets will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund in the year of purchase.

d) **Expenditure**

All expenditure is accounted for on an accrual basis, and is allocated to the appropriate heading in the financial statements.

Costs of generating funds include the costs incurred in generating voluntary income and the costs of direct publicity intended to raise the profile of the charity.

Charitable expenditure comprises services supplied, and activities undertaken which are identifiable as wholly or mainly in support of the charity's objectives. Support costs are those costs which enable fund generating and charitable activities to be undertaken and include finance costs, governance costs and general property maintenance. Where activities incurred relates to more than one cost category, it is apportioned on the most appropriate basis, predominantly with reference to staff time, and on a reasonable and consistent basis.

e) **Value Added Tax**

Value Added Tax is not recoverable by the charity, and as such is included in the relevant costs in the Statement of Financial Activities.

f) **Fund accounting**

The unrestricted general funds are those funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Designated funds are those unrestricted funds set aside by the trustees for specific purposes or projects.

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by the donors.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

g) **Pension Scheme**

The charity offers a Pension Plan to its employees, which is administered by People's Pension. The charity makes contributions into the plan. Employees may also make individual contributions within the limits set by HM Revenue and Customs. Such contributions are held in funds administered completely independently of the Charity's finances. The contributions made by the charity are accounted for on an accruals basis.

Notes to the financial statements
For the year ended 31 March 2023

1. **Accounting policies (continued)**

h) **Allocation of support costs**
Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Expenditure is allocated to activities based on an estimate of staff time spent on each activity.

i) **Financial Instruments**
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

j) **Critical estimates and significant judgements**
With respects to the next reporting period for the year ended 31 March 2023, the most significant areas of uncertainty that affect the carrying value of assets held by the charity are the level cash reserves and tangible fixed assets (see Reserves policy sections of the Trustees' Report for more information)

k) **Cash and cash equivalents**
Cash and cash equivalents represent such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Notes to the financial statements
For the year ended 31 March 2023

2. **Other trading activities**

	2023	2022
	£	£
Local fundraising	5,441	6,783
Rental Income	350	-
	5,791	6,783

3. **Income from charitable activities**

	Unrestricted	Restricted	2023	2022
	£	£	£	£
Learning & Leisure	1,968,335	53,630	2,021,965	1,728,433
Central	22,659	223	22,882	99,050
Family Support	209,988	68,763	278,751	159,444
Housing	4,829,815	-	4,829,815	4,795,787
	7,030,797	122,616	7,153,413	6,782,714

4 (i). **Analysis of governance and supports costs.**

The breakdown of support costs and how these were allocated between governance and other support.
costs is shown in the table below:

Cost Type	Total Allocated	Governance related support costs	Support costs	Basis of apportionment
	£	£	£	
Staff Costs Note 8	703,656	31,439	672,217	Staff time.
Marketing, fundraising and publication	15,211	761	14,450	Staff time.
Human Resources	29,880	1,494	28,386	Staff time
Premises costs	34,404	1,720	32,684	Staff time
Information technology	145,994	7,300	138,694	Staff time
Office running costs	104,287	5,215	99,072	Staff time.
Professional fees and finance costs	1,659	83	1,576	Staff time
Others and depreciation	228,698	11,434	217,264	Staff time
	1,263,789	59,446	1,204,343	

4 (ii). **Governance costs**

	2023	2022
	£	£
Governance and professional support for trustees	11,433	9,227
Audit fee	20,013	26,009
Support costs (based on apportioned staff time Per note 4 (i))	59,446	54,675
	90,892	89,911

Notes to the financial statements
For the year ended 31 March 2023

4 (ii). **Total governance and support costs**

	Total £
Support costs (note 4 (i)	1,204,343
Governance costs (note 4 (ii)	90,892
	1,295,235

4 (iv). **Allocation of governance and support costs**

	Staff costs Note 8	Other allocated costs	2023	2022
	£	£	£	£
Learning & Leisure	199,529	167,748	367,277	134,307
Family Support	27,513	23,131	50,644	16,084
Independent Living SS	476,614	400,700	877,314	952,034
	703,656	591,579	1,295,235	1,102,426

5. **Expenditure on charitable activities**

	Staff costs Note 8 £	Other direct costs £	Support and governance costs £	2023 £	2022 £
Fundraising and Publicity	23,510	2,972	-	26,482	27,237
Learning & Leisure	1,651,572	277,016	367,277	2,295,865	1,681,577
Central	10,106	609	-	10,715	111,692
Family Support	260,982	38,086	50,644	349,712	172,032
Independent Living SS	3,842,255	102,105	877,314	4,821,674	4,765,082
	5,788,425	420,788	1,295,235	7,504,448	6,757,620

Support and governance costs are apportioned on the basis of time spent on the projects.

Professional support costs include the internal costs of strategic planning and providing training, advice, and other support to the trustees.

Notes to the financial statements
For the year ended 31 March 2023

6. **Net movement in funds is stated after charging:**

	2023 £	2022 £
Auditor's remuneration – audit (exclusive of VAT)	16,680	16,667
Under profession of audit fees		- 6,009
Depreciation	222,658	224,900

7. **Taxation**

Centre 404 is a registered charity and is therefore potentially exempt from taxation of its income and gains as Centre 404 falls within the definition of a Charitable Company as defined in Part 1, Schedule 6 of the Finance Act 2010. No tax charge has arisen during the year.

8. **Staff costs, trustees, and key management personnel**

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	4,632,713	4,315,764
Social security costs	369,229	329,522
Pension costs	93,530	92,557
	5,095,472	4,761,485
Agency costs	1,396,609	1,079,642
Total	6,492,081	5,841,127

During the year the following number of employees whose total remuneration, on an annual equivalent basis, was in the excess of £60,000 were as follows:

	2023 No	2022 No
£60,001- £70,000	1	1
£80,000 - £90,000	1	1

The key management personnel of Centre 404 comprise the trustees, the Chief Executive Officer, the Head of HR and Resources, the Head of Housing, Head of Family and Head of Learning and Leisure. The total employee benefits of the key management personnel of Centre 404 were £398,512 (2022: £372,605).

Notes to the financial statements
For the year ended 31 March 2023

The average monthly head count was 221 staff (2022: staff 244) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2023	2022
Leisure and Learning	71.5	43.2
Central	22.0	18.0
Family Support	9.0	6.0
Housing	166.9	173.9
	269.4	241.1

No remuneration is paid to the Trustees. No expenses were claimed or paid to Trustees during the year (2022: Nil).

9. **Tangible fixed assets**

	Freehold property	Motor vehicle £	Furniture & equipment £	Total £
Cost				
At 1 April 2022	3,340,165	91,651	354,785	3,786,601
Additions		20,394	38,688	59,082
At 31 March 2023	3,340,165	112,045	393,473	3,845,683
Depreciation				
At 1 April 2022	680,084	49,538	296,282	1,025,904
Charge for the year	162,552	19,690	40,416	222,658
At 31 March 2023	842,636	69,228	336,698	1,248,562
Net book value				
At 31 March 2023	2,497,529	42,817	56,775	2,597,121
At 31 March 2022	2,660,081	42,113	58,503	2,760,697

All fixed assets are used for direct charitable purposes.

Notes to the financial statements
For the year ended 31 March 2023

10.	**Debtors**	**2023**	**2022**
		£	£
	Trade debtors	988,458	752,000
	Prepayments	50,946	22,884
	Accrued Income	71,132	138,935
	Other debtors	42,472	27,360
		1,153,008	941,179

11.	**Creditors: amounts falling due within one**-year	**2023**	**2022**
		£	**£**
	Trade creditors	252,757	229,653
	Other creditors	89,483	116,901
	Accruals	233,715	328,330
	Deferred income	27,437	18,437
		603,392	693,321

Notes to the financial statements
For the year ended 31 March 2023

12. **Movement in accumulated funds**

	At 1 April 2022 £	Income £	Expenditure £	Transfers £	At 31 March 2023 £
Unrestricted funds					
General funds	1,996,267	7,066,364	(7,351,977)	169,904	1,880,558
Designated Funds:					
Fixed Assets Funds	2,760,697	-	-	(163,575)	2,597,122
Total unrestricted funds	4,756,964	7,066,364	(7,351,977)	6,329	4,477,680
Restricted funds					
Family Support	25,507	68,763	(91,739)	13,987	16,518
Learning & Leisure	58,183	53,630	(50,892)	(20,316)	40,605
Central	22,421	223	(9,840)	-	12,804
Total restricted funds	106,111	122,616	(152,471)	(6,329)	69,927
Total funds	4,863,075	7,188,980	(7,504,448)	-	4,547,607

Designated Funds have been earmarked by the trustees for redevelopment of the building.

The fixed assets funds relate to the charity's fixed assets including freehold land and building less the loan on 404 Camden Road as these funds do not represent liquid reserves available for the charitable purposes of Centre 404.

Restricted funds are shown in more detail in note 14.

Transfers

Transfers between funds are made for a number of reasons:

- The Trustees may designate some General funds to specific projects/designated funds.
- Funds received for the purchase of fixed assets are accounted for as restricted income when received or designated. Where the restriction is discharged when the fixed assets are acquired, a transfer is made from the associated restricted funds to General funds.
- To clear deficits on restricted funds.

13. **Off Balance Sheet Transaction**

Holding Accounts:

The charity operates 'holding accounts' on behalf of the service users. The charity has no legal entitlement to the ownership of these accounts and is merely acting as an intermediary agent to receive funds and distribute them under instructions from the benefit recipient. As a result, these holding accounts are not reflected in the Statement of Financial Activities or the Balance Sheet of the charity. At the balance sheet date, the remaining accounts amounted to £20,744 (2022: £23,831).

Notes to the financial statements
For the year ended 31 March 2023

14.	**Restricted Funds**	At 1 April 2022 £	**Income** £	**Expenditure** £	**Transfers** £	**At 31 March 2023** £
	Family Support					
	Richard Cloudsley–Welfare Grants Programme	2,973	22,282	(17,238)	-	8,017
	Family Carer's Reference Group	-	-	(454)	454	-
	Family Tower Hamlet	-	-	(1,834)	1,834	-
	Parents Forum	6,533	13,981	(27,067)	6,533	-
	D'Oyly Carte	1,000	-	-	-	1,000
	Lottery Award for All	2,500	-	-	-	2,500
	Support for carers of all ages (R. Cloudesley)	7,500	32,500	(45,146)	5,146	-
	Older Career Views	2,500	-	-	-	2,500
	Hampstead Wells & Camden Trust	2,501	-	-	-	2,501
	Subtotal	**25,507**	**68,763**	**(91,739)**	**13,987**	**16,518**
	Learning & Leisure					
	BBC CIN – 21st Training Project	1,000	500	-	-	1,500
	Electric Bus Funding	24,372	-	-	(20,394)	3,978
	Jack Petchey	5,483	6,360	(4,492)	-	7,351
	Juniors	1,807	15,200	(15,313)	-	1,694
	Siblings	418	14,535	(13,424)	-	1,529
	Youth Group	-	14,535	(12,932)	-	1,603
	YAG	1,245	-	(139)	-	1,106
	Siblings Activities	9,448	-	(829)	-	8,619
	Young Catalyst	-	2,500	(209)	-	2,291
	Music/Cooking Group	3,476	-	(3,554)	78	-
	Young Career Club	10,934	-	-	-	10,934
	Subtotal	**58,183**	**53,630**	**(50,892)**	**(20,316)**	**40,605**
	Central					
	Garden Project	6,964	-	(53)	-	6,911
	Mayor's Charity - Donations	5,791	93	(121)	-	5,763
	Independent Living – A Plus	6,666	-	(6,666)	-	-
	Independent Living – CAF	3,000	-	(3,000)	-	-
	Willson Fundraising	-	130	-	-	130
	Subtotal	**22,421**	**223**	**(9,840)**	**-**	**12,804**
	Total restricted funds	**106,111**	**122,616**	**(152,471)**	**(6,329)**	**69,927**

Notes to the financial statements
For the year ended 31 March 2023

15. Analysis of net assets between funds

	Unrestricted			
	General	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	-	2,597,122	-	2,597,122
Net current assets	1,880,560	-	69,926	1,950,486
Net assets	1,880,560	2,597,122	69,926	4,547,608

16. Members

The ultimate control of the company lies within the members who pledge to pay £1 in the event of the company winding up. There were 86 members at 31 March 2023 (2022: 86).

CENTRE 404

England & Wales - Charity number 299889

Accounts

Company Registration No. **2270299** (England and Wales)
Charity No. **299889**

We are 70
CENTRE 404
Celebrating 70 years of history

CENTRE 404

A company limited by guarantee
and not having a share capital

Financial Statements
31st of March 2022

Our Mission

Centre 404 is working
towards a world where people with learning
disabilities, Autism, and their families have the support they need to
enjoy the same rights, freedoms, responsibilities, respect, choices,
and quality of life as people within
the wider community.

CENTRE 404

A company limited by guarantee and not having a share capital

Financial Statements for the year ended on 31st of March 2022

Contents **Page**

Reference and Administrative Information	1
Report of the Trustees (incorporating a Directors' Report)	2
Independent Auditor's Report	13
Statement of Financial Activities	17
Balance Sheet	18
Statement of Cash Flows and Consolidated Statement of Cash Flows	19
Notes to the Financial Statements	20

CENTRE 404

A company limited by guarantee and not having a share capital

Reference and Administrative Information

Trustees/Directors

Paul Formosa	(Chairperson)
Samantha Dunne	(Vice Chair)
Derek Weist	(Treasurer)
Etienne Makosso	(Appointed on 2nd of September 2021)
Copeland Ingram	
Susan Pearson	
Tara Willson	
Deborah Spencer	(Formally Leech)
Jean Wilson	(Resigned on 2nd of September 2021)

Company Secretary

Paul Formosa

Chief Executive Officer

Linda McGowan

Registered office and business address

404 Camden Road
Islington
London
N7 0SJ

Auditor

Moore Kingston Smith LLP
6th Floor
9 Appold Street
London
EC2A 2AP

Solicitors

Reculver Solicitors
12-16 Clerkenwell Road
London
EC1M 5PQ

Bankers

Lloyds Bank plc
31/33 Holloway Road
London
N7 8JU

Company Number

2270299

Charity number

299889

Trustees' Annual Report (incorporating a Directors' Report)

The Trustees (who are also the directors) are pleased to present their report for the year ended on 31st of March 2022.

This report describes what Centre 404 is set up to do and what we have been doing in the last year. It also explains our structure and governance processes. It includes our annual accounts and explains our plans for the coming year. Additional information about our activities can be found in our Annual Review, which can be obtained from our main office and our website.

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of Centre 404 for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with the United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charity's SORP
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

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

In so far as the Trustees are aware:

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

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

Auditor

In accordance with the Companies Act 2006, a resolution proposing that Moore Kingston Smith LLP will be officially appointed as the auditor will be put to the Annual General Meeting.

Trustees' Annual Report (incorporating a Directors' Report)

Structure and Legal Status

Centre 404 is a registered charity and constituted as a company limited by guarantee. The instruments governing the charity are the Memorandum and Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The Trustees are members of the charitable company, but this entitles them only to voting rights.

The charity is governed by a Board of Trustees collectively referred to as the Trustees. These Trustees are also the Directors of the company for Companies Act purposes.

Governance

Trustees are members of the Executive Committee. In addition, they chair the following sub-committees: Independent Living, Supporting Families, Learning and Leisure, Learning and Leisure Reference Group, Personnel and Finance. These sub-committees are directly accountable to the Executive Board and are jointly responsible for advising and overseeing the work of the organisation's service areas. The Executive Committee meets at least five times a year and is attended by the Chief Executive and the Finance Manager. The Heads of Service attend when requested. The sub-committee for each service area meets every six to eight weeks, and minutes of these meetings are presented to the Executive Committee.

As outlined in the Articles of Association, the number of Directors/Trustees forming the Executive Committee (including Officers) shall be not less than eight, or more than fifteen.

The Executive Committee may at any time appoint any member of the Charity as a Trustee of the Executive board. Trustees so appointed shall retain their office only until the next Annual General Meeting, where they shall be eligible for re-election.

The Executive Committee reviews its membership annually to ensure it is representative of the service users and the community we serve. The Board of Trustees comprises a mixture of individuals from a wide range of backgrounds including family carers of children or adults with a learning disability, current service users, individuals with specific professional skills and individuals from the charitable and housing sectors. Centre 404 needs to keep this balance as we are committed to the organisation having strong service user involvement at all levels and being user-directed.

The Executive Committee also reviews the skills and professional expertise of Trustees to ensure there are no knowledge or experience gaps which would put the strategic management and development of the organisation at risk. The training needs of Trustees are reviewed throughout the year and at away days. Trustees are regularly kept up-to-date with training opportunities and conferences that will further enhance their knowledge and confidence in their role.

Potential candidates for the Board of Trustees receive a briefing pack about the roles and responsibilities of a Trustee and have the opportunity to attend a Board meeting and visit Centre 404 to understand its work before being elected. Trustees are invited to meet senior staff members and visit as many activities or projects as they are able to once they are elected.

Management

The Executive Committee is responsible for the overall strategy and management of the organisation. The day-to-day management of the charity, including staff and financial matters, is delegated to the Chief Executive Officer (CEO). The CEO is supported by a senior management team comprising the Finance Manager and Heads of Service for the following areas of our work: Supporting Families, Learning and Leisure Supported Living, and Central Services. The senior management team report directly to the CEO. The Centre 404 remuneration committee is made up of the Chair, vice Chair, and the treasurer. They meet when required to review the salary of the CEO and other key management personal. The committee carefully benchmarks these senior salaries against similar roles in similar organisations and where possible aim for the median salary. They also utilise the annual ACEVO pay survey. The length of service, qualifications, experience, and specialist knowledge of the person are also taken into consideration when deciding a final salary.

Risk Assessment

The charity has in place a risk management process to assess potential areas of risk and to implement strategies to ensure that these are managed and minimised. This involves identification of the types of risk the charity faces, prioritising them in terms of potential impact, the likelihood of occurrence and identifying and tracking the progress of measures to mitigate them. The risk register, which records this information, is regularly reviewed by the relevant sub-committees and senior management team in the light of any changing circumstances. The Trustees review the risk register annually and satisfy themselves that adequate systems and procedures are in place to manage the risks identified. The financial risk register was reviewed and updated in March 2022. The personnel risk assessment was also reviewed and agreed in the last financial year in February 2021.

The major risks identified in for the period April 2021 – March 2022 are the following:

- **Difficulties in staff recruitment and retention of quality staff.** The combined forces of the pandemic and Brexit have introduced considerable uncertainty and pressures nationally on how organisations attract talent and support existing staff with training and development. UK unemployment levels are decreasing, and employment rates are increasing, according to the latest ONS figures. The challenges in recruitment are significant and especially in certain sectors including social care. The November 2021 Barometer report from The Open University and Institute of Directors found that 63% of decision makers agree their organisation has found recruiting difficult as candidates didn't have the required skills for the role. Almost a quarter (24%) believe that finding staff with the right skillsets remains the single biggest challenge facing organisations in the next five years.
- **Over-reliance on narrow streams of funding** which could increase dependency and undermine sustainability.
- **The impact of a return of a national pandemic** (Covid-19) resulting in the closure of some non-statutory services.
- **Managing the current inflationary climate** which is putting upwards pressure on wages, increasing overhead costs and energy prices.

With regards to the above, we have a robust and detailed action plan in place to mitigate these risks. Plans and targets to increase the effective recruitment and retention of quality staff have been implemented. We are confident we will be successful in managing these risks and to greatly reduce any adverse impact.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Mission and Vision

Centre 404 is working towards a world where people with learning disabilities and their families have the support they need to enjoy the same rights, freedom, responsibilities, respect, choices, and quality of life as people within the wider community. We aim to contribute to this vision by providing excellent quality services and by supporting people with learning disabilities and their families to get their voices and views heard.

To achieve our mission, we provide the following:

- Social and educational activities for adults with learning disabilities
- Clubs for children with learning disabilities and their siblings
- Support and advice for parents and carers
- Supported housing to enable people to live as independently as possible within their own homes
- Social functions and outings for children and adults with a learning disability and their carers
- Group activities and personalised services for people in receipt of personal budgets or direct payments

The above activities fit into the following three main service delivery areas: Independent Living, Learning and Leisure, and Supporting Families.

Outlined in the sections under each service heading is a report on the achievements and performance of that area of our work and plans for the coming year.

Trustees' Annual Report (incorporating a Directors' Report)

Achievements, Performance and Future Plans

Independent Living and Specialist Services

Support is provided through our Supported Living, Outreach Services, and Positive Behaviour Support (PBS) Frameworks.

We remain registered as domiciliary care with the Care Quality Commission (CQC) and are rated as "Good" with the last inspection date in November 2017. Over the last year we have received regular emails from the CQC to say they have assessed our data and we are not prioritised for inspection currently.

Our **service users** have a wide range of needs, and some have high and/or complex needs, additional physical disabilities, sensory impairments, autism, behaviour support needs, dementia, or a dual diagnosis. We also provide support for end-of-life care.

Supported Living (largely delivered through the Dynamic Purchasing System (DPS) in Islington) is where people with learning disabilities are supported to live either in their own home or in shared accommodation. Centre 404 is commissioned to provide the support for the person to live a fulfilled life and be as independent as possible. Funding for these services is through core support payments to Centre 404 and ISF's (Independent Service Fund) for the service users to purchase support and activities. This model enables more choice and control for service users in how their money is spent.

The Positive Behaviour Support Framework in Haringey is also signed up to by several other London Boroughs, namely Camden and Islington. This enables us to set up small bespoke packages of PBS support for people living in their own home, in shared accommodation, through day opportunities, and as outreach support.

Outreach Services in Islington and Camden provide community-based support to people living in their own homes and assist with developing specific independent living skills. The focus is very much on teaching skills and coping strategies, whilst getting people engaged and linked in with their community and developing support networks that are not paid services. Whilst the people we support will always need some level of input, the focus is on enablement and independence, reducing paid support over time.

Our **Islington drop-in service** started over the last year, providing support and information sessions to some of our outreach service users as well as the wider learning disability community in the borough. This is a service that helps connect people and create community links with signposting to relevant services. We support with correspondence, benefit queries and applications, as well as general advice to help people with their finance or other issues.

Our annual operational objectives for the service are monitored through the CEO, the Board of Trustees, and the Centre 404 Independent Living sub-committee, which meets bi-monthly.

We maintain tight monitoring of income and expenditure with the Director meeting fortnightly with the Finance Manager. This ensures a quick response to any budgetary needs and enables us to plan ahead for service development and investment.

Current Contracts

Over the last year we have continued to receive the Infection Prevention Control Grant Funding and the Recruitment and Retention Workforce Development Funding. This has enabled us to continue to fully support safe practice, continue isolation in shared settings where we have had positive Covid-19 cases, and deliver additional support hours. We have also chosen to make reward payments to staff who have continued to work hard and be committed during such challenging times.

Anson Road, Kiver Road, Tollington Way, and Mildmay Avenue have maintained excellent services which were verified with outstanding reports from the User-Led Monitoring team in Islington. At the end of the financial year, we have one vacancy at Anson Road and one at Mildmay Avenue.

Leigh Road and **Vivian Comma Close** were retained from May 2021 and have also switched to a core and ISF model. Service users' needs were reviewed over the last year and some additional hours were approved to meet needs.

Trustees' Annual Report (incorporating a Directors' Report)

Our **Islington Outreach Service** is now fully under the Islington 1:1 DPS contract. This is supported by the Drop-in service and Activities Coordinator post so we can still connect people and arrange group trips and activities.

Our **Floating Support Service in Camden North** continues to receive very positive feedback and is achieving good outcomes for people. We have started several new support packages and are still receiving referrals and hold a waiting list, with the service growing.

Kendal House and **Queensland Road** are delivered on a spot purchase arrangement with London Borough of Islington. Both services support people with complex health conditions and end-of-life care. We had one vacancy at Kendal House at the end of the financial year, and a new service user is due to move in.

We also provide a small number of **domiciliary care packages** to service users in Camden. These were people who fell just outside the remit of the floating support contract, but we were able to provide a service to meet their needs.

Work in Other Boroughs

We were successful in being awarded a contract in Brent for two Supported Living Services. The start of these services has been delayed, but we are recruiting and planning to fully implement and start service delivery in summer 2022. These services will also follow a core and ISF funding model and use PBS approaches.

The DPS in Waltham Forest, which is also open to surrounding boroughs, has not offered any relevant contracts but we continue to monitor any opportunities.

We remain on a DPS and PBS framework in Haringey, which is open to several other boroughs. Developing work in other Boroughs remains a primary objective for the service.

Quality

Over the last year, we have returned the focus to more in-person checks and attendance at schemes, whilst maintaining Covid-19 and infection control compliance. This helped the Senior Management Team connect with staff teams again, following the more severe restrictions of the pandemic. This has enabled attendance at team meetings, file checks and audits, and coaching and training sessions.

We have maintained a mix of online activities whilst increasing the number of those offered in-person, to support service users back to a 'normal' level of activity and lifestyle. As a team, we have been sharing pictures and case studies to encourage and motivate all to take part and generate new activity ideas.

Our **safeguarding group** continued throughout the year. It was successful in receiving some funding and was the target of a Centre 404 fundraising activity to boost and enable continued engagement from the group. We delivered several service user events including a relationship group, men's group, kung fu barbecues, coffee mornings, as well as coaching and support for staff. The group has had a positive social impact with service users addressing cuckooing and coercive friendships.

Our **in-house PBS and Autism Team** have continued to develop best practice and have designed new PBS plans and interventions over the last year for all relevant people we support. The team have completed training for functional assessments and Team Teach and are currently in the process of having our training accredited. We utilised the skills of a kick-starter to design new data capture systems for the service to help analyse quality and this work will be continued in the future through an apprenticeship.

Learning and Leisure Services

Over the past year, the Learning and Leisure Service has continued to support **children, young people, and adults** across four London Boroughs **to access the support they need to socialise, learn, and have fun**. We have successfully continued to adapt our offer in response to Coronavirus and delivered sessions in-person but also via online and telephone support.

This year we were successful in purchasing a brand-new electric vehicle, which meant we were able to support service users that cannot use public transport to access community activities.

Trustees' Annual Report (incorporating a Directors' Report)

We have continued offering **PBS support** for children and young people in Enfield and Islington. We have also been awarded a new contract to deliver PBS support in Camden from April 2022. In 2021, we have increased our Playscheme attendance to 36 children and young people in Islington and Enfield.

Day Opportunities have continued to grow, and despite the lockdown and restrictions, we have increased support for the people already attending the service. Since Summer 2021 we have also been able to start offering support in our Haringey Opportunities Project after Covid-19, offering support to 4 individuals with the aim of supporting 20 people by the summer of 2023.

Day Opportunities currently run from 3 different bases: Camden Road, Brickworks Community Centre, and Haringey. We are pleased to announce that, from May 2022, we are looking to start offering support from our 4th base in Tower Hamlets. We will continue developing our work in Tower Hamlets over the upcoming year.

The Personal Support Worker Finding and Matching Service has been greatly affected by Coronavirus and recruitment related difficulties, but the service was able to adapt and offer person-centred support so that we are now slowly increasing the support to pre-Covid levels. This year the service joined Centre 404's Independent Living service in the development of an Unwise Friendships Group, which focuses on safeguarding vulnerable adults that are at risk of developing friendships and relationships of concern.

Over the last year, we have successfully continued running **Learning & Leisure Forum** meetings, enabling both service users and family carers to participate in the review and design of the service. This has resulted in pre-employment and volunteer opportunities, as well as new personal budget groups, drop-in`s and workshops. In 2022, we are looking forward to running a Young People Forum.

In late 2021, the service was successful in the tendering process with London Borough of Enfield, which will enable us to deliver playschemes until 2027. The service was also awarded a contract to deliver homebased and community one-to-one support for children and young people in Camden from April 2021 - this is a 3-year contract, with possible 2-year extension.

Supporting Families Services

The Supporting Families Service provides **specialist advice, information, and support** to families who care for a child or adult with learning disabilities or Autism. We also run regular support groups, workshops and activities, empowering family carers in speaking up for their own rights and those of other carers.

The Children and Families Act 2014 includes a duty for each Local Authority to provide an information, advice, and support service to support children, young people and their parents on matters relating to a child or young person's special educational needs or disability (SEND) from birth to 25 years. Our service offer is independent from the Local Authority, delivering free, confidential, and impartial services. We are also providing a **direct telephone helpline, support through our website or emails, 24-hour voicemail, call backs, and one-to-one appointments**. The service is an all-year-round flexible service, open during normal office hours.

We also operate a **signposting service** directing clients to like-minded network organisations who provide free advice and support on a range of matters relating to SEN and Disability in England, who make up the Special Educational Needs and Disabilities Information Organisations group known as SENDIOG. It includes organisations whose support is impairment specific which children, young people, parents, and professionals can access. The network includes organisations such as The Advisory Centre for Education (ACE), Contact, Down's Syndrome Association, National Autistic Society, National Deaf Children's Society, Sense, and SOS SEN.

Our support to family carers is vital to many London families and our projects heavily rely on funding from charitable trusts.

We continue to support and engage with families across **several London boroughs** including Islington, Camden, Haringey, Hackney, and City of London. We expanded our work to 3 more boroughs – Enfield, Waltham Forest, and Tower Hamlets. Together with our Learning and Leisure service, we have been successful in a contract for a short breaks provision in Tower Hamlets, in which Supporting Families will be delivering a bi-monthly parent group. We are also pleased to report the success of our projects for Wellbeing Activities such as yoga.

Trustees' Annual Report (incorporating a Directors' Report)

Supporting Families Service aftermath of the COVID-19 pandemic

Since Covid -19 restrictions have been lifted, the Supporting Families team are operating on a hybrid model. We are offering parents and family carers the opportunity of meeting our caseworkers either virtually or face to face, providing a service which is more accessible and reflective of the current climate. This affords our service to deliver more convenient support to carers with busy and demanding lifestyles.

As the service grows and Centre 404 becomes prevalent in other London boroughs, so does our workload. Looking forward, we plan to fundraise for a new caseworker in September 2022 to help the family carers registered with Supporting Families services to access support and advice, maximise incomes, strengthen resilience, and reduce the risk of isolation.

Achievements and Performance

In November 2021, the **Enfield Special Educational Needs and Disabilities Information Advice and Support Service (SENDIASS)** joined the Centre 404 team. In January 2022, the **Waltham Forest SENDIASS** joined the Centre 404 team. These services are open to any resident aged 0-25 years with special educational needs, their parents and carers, and professionals who support these families. This service is impartial, confidential, and free to use. It includes a phone line open 9am – 5pm, Monday – Friday, and evening appointments available for families unable to access the service during business hours.

One-to-one and group support is available face to face, over the phone, through email, and online on matters relating to special education needs and disabilities such as:

- Statutory duties, eligibility, and referrals to local service provision.
- Rights of parents, children, and young people.
- Support with applications, form filling and drafting letters.
- Complex documentation including needs assessment, reviews and Education Health and Care Plans (EHCPs).
- Arranging and attending meetings in schools or with local authority professionals.
- Support with disagreement resolutions – including support with complaints, referral to mediation services and support with appeals.
- Advice relating to school and college placements and exclusions.
- Information on complaint procedures and mediation.
- Independent advocacy around decision making; discrimination; rights and entitlements.

We will also be offering workshops and information sessions to parents and carers, drop-in sessions for parents and carers in community centres across the borough and focus groups for young adults to ensure that they are consulted with and included in the design of service provision.

Income Maximisation Work

During this period family carers received support in the following areas:

- Welfare benefits
- Practical support around grants
- Emotional Support,
- Housing Advice,
- Health and Social Care advice and information
- Blue Badge applications
- Welfare benefits entitlements

Our funding from Cloudesley Principal Grants allowed us to continue supporting families in or at risk of poverty. We support families with advice, information, and support such as:

- Disability Living Allowance claims
- Personal Independence claims
- Blue Badges
- Housing Medical Assessments
- Health and Social Care advice and information

Trustees' Annual Report (incorporating a Directors' Report)

Looking Forward

In response to the feedback we have received from parents/carers in regard to the importance and positive impact of this work, we will continue to identify sources of funding to maintain and develop vital services around maximising income and improving health and wellbeing.

We continue to look at ways to develop our reach in other boroughs through securing public funding and/or grants and engaging with families and professionals from a wider range of boroughs across London.

Additional Information on Central Administration and Management Activities that Support Frontline Service Delivery

Our People Plans

The focus this year has been on rebuilding many of our ways of working and utilising the skills we have developed from the pandemic, particularly those of agility and a new digital awareness to support staff to be the very best in their roles and deliver an exemplary service to the people we support.

Against a challenging background, we have focussed on:

- **Growing our workforce for the future into new areas of service delivery and locations** as we continue to expand our reach across London.
- **Ensuring that a local approach to recruitment is maintained and reflective of the communities in which we work.**
- **Implementing new initiatives to grow and develop young talent throughout the organisation** by taking part in the Government's Kickstart Scheme and progressing 28.5% of kickstarters from the scheme into apprenticeship programmes. We have also developed partnerships with Traineeships and student placements. In addition, 40.2% of our kickstarters progressed into other employment within Centre 404.
- **Supporting staff who have transferred to Centre 404 through the new contracts** that have been awarded in Enfield, Waltham Forest, Camden and Tower Hamlets by providing access to training and development to enable them to understand Centre 404's culture, values and ways of working.
- **Developed and expanded our induction programme**, increasing trainers' confidence in delivery through train the trainer workshops and increasing organisation-wide collaboration and standardisation through the Training Working Group.
- **Continued to innovate and digitalise HR services** by leveraging technology for improved efficiency and quality. Promoting a quality framework, improving the applicant and staff journey whilst supporting statutory requirements and voluntary accreditations.
- **Developing and facilitating a positive and enabling culture toward all staff, applicants and volunteers** with a mental health condition and physical illness. Our approach has been developed through Manager coaching and feedback from staff and volunteers.

Plans for 2022/23

The focus of the coming year will be to:

- Continue to develop our Recruitment and Retention Strategy to ensure that Centre 404 has a diverse workforce to meet the planned growth throughout London.
- Build on our Training and Development Programmes to help staff and mangers achieve their goals, while expanding opportunities for e- learning.
- Ensure our compensation and performance management processes are designed and executed to align and maximise our people's performance with the goals of Centre 404.
- Continue to work towards Great Places To Work certification, improving feedback, strengthening relationships, and investing in our staff.
- Ensure a positive values-based work environment that promotes inclusion, person centred care, continuous improvement, partnership working and safety.
- Developing a wider wellbeing offer, to ensure that staff are supported to stay well and in work.

Trustees' Annual Report (incorporating a Directors' Report)

Volunteering

This year has seen an **increase in numbers of our service users taking the opportunity to volunteer in a range of different roles**. We have successfully re-established volunteering opportunities that were not able to continue through the pandemic, such as our recruitment volunteers who assist in the selection of front-line staff. We relaunched Friday Night Discos, increased the opportunity to gain valuable work experience through our reception placement roles, increased participation in the Have Your Say Group. We introduced new roles for service users in our clubs and groups alongside new admin roles with our Heritage Project, such as scanning and preserving archived documents and photographs.

Work has begun to develop our fledgling corporate volunteering programme. We have recently hosted a **Corporate Gardening Volunteer Day** for a group of 20 volunteers from Metro Bank who have transformed the outdoor space for 19 of our Independent Living tenants.

We successfully **increased the number of volunteers taking part in fundraising events**, with 5 Fundraising events and 49 participants, including a sponsored walk in which our service users participated.

Plans for 2022/2023

The focus of the coming year will be to:

- Work with volunteers and staff to shape the volunteering strategy for our next 5 years, embedding recruitment, induction, and supportive frameworks to support volunteers to succeed in their roles.
- To continue to expand and develop corporate volunteering opportunities. Utilising the national hub for volunteering launched by HEE to support learning, training and development across health, social care, and the third sector.
- Develop plans to enable and support volunteers further who wish to move into employment opportunities across Centre 404.

Digital Transformation

We are pleased to report that we have completed the design and we are now setting up **Centre 404's new HR Information system** (People XCD), thus streamlining and providing a better experience to all staff throughout their work experience with Centre 404.

We were successful in **strengthening Centre 404's IT infrastructure**, including cyber security, GDPR and moved to the cloud and Microsoft 365.

Another achievement was strengthening, growing, and improving the engagement of our **social media presence** through Facebook, Twitter, Instagram, LinkedIn, and Tik Tok. Thus, we enabled more posts to reach the people who need to see it while ensuring that our key messages are always clear.

Plans for 2022/2023

The coming year will focus on:

- Ensuring high quality data is enabled through a single platform providing robust information and supporting decision making
- Developing our strategy to improve accessibility, access, and training to digitally isolated and marginalised service users and their families
- Developing ways and approaches to utilise digital to improve the lives of the people we support

Premises

Our service users have benefitted from the increased space and functionality of our **refurbished head office and community centre,** enabling increased drop-ins, playschemes, after-school activities, and new groups to be held.

Plans for 2022/2023

Throughout the coming year we will focus on:

- Increasing the usage of our building by local organisations and people living with a learning disability or Autism.
- Further enhancing the security of the building and evolving the services that are offered by the Facilities Team.

Trustees' Annual Report (incorporating a Directors' Report)

Financial Review

Centre 404 had another strong year financially, with a **net surplus of £83,096** from its charitable activities.

The Independent Living service continues to provide the majority of Centre 404's income, with revenue of nearly £4.8 million for the year, received predominantly from the London Boroughs of Islington (LBI) and Camden.

The Learning and Leisure service, unlike Independent Living, depends strongly on fundraising and charitable grants to finance its activities. Income for the year was £1.7 million, which is significantly higher than the £1.2 million income generated in 2020/21 as it continues to expand its day opportunities and other activities across several boroughs in north and east London.

The Supporting Families service is also highly dependent on grants and fundraising. Income is currently steady at around £159,000. The team continues to provide many of its extremely important frontline services within budget and is now expanding its services into Enfield and Waltham Forest.

The Charity's balance sheet currently healthy, with **cash reserves of just over £1.8 million and strong liquidity ratios.**

We continuously monitor the effectiveness, quality, and cost-efficiency of all our activities to ensure that our limited resources are put to best use. We remain committed to these activities and committed to subsidising services from Central funds where there is evidence of their need and effectiveness.

Reserves Policy

The reason for holding unrestricted reserves is to protect the charity from unforeseen expenditure and the impact of shortfall in projected income. On 31st of March 2022, Centre 404 had **general funds of £4,756,964**. Our reserves policy is to maintain a sufficient level of funds to enable operating activities to be maintained, taking into account potential risks and contingencies that may arise from time to time. When considering our reserves policy, we look at just the reserves that will be available at short notice to cover potential risks and contingencies.

We, therefore, **exclude the following from the general funds number shown above** when assessing the adequacy of our reserves:

- Restricted funds of £106,111.
- Funds earmarked or designated for essential future spending. Currently this is zero following the successful completion of Phase III of the building contract.
- Any fixed assets that are not readily convertible into cash - £2,760,697 on 31st of March 2022.
- Any long-term loans used for financing long term tangible assets – nil on 31st of March 2022 following the full repayment of the long-term loan.

The **reserves** held by Centre 404 for the purpose of assessing adherence to the Reserves Policy are therefore **£1,996,267.** This figure is approximately £200,000 higher than the free reserves held by Centre 404 on 31st of March 2021.

We take a probability-based approach to determining the appropriate level of reserves, taking into account the predictability of our income flows and the flexibility of our cost base. Newer contracts tend to be spot rather than term, meaning that future cash flow is harder to predict. In addition, inflation and interest rates appear both to be on the increase, which can pose significant risks regarding, for example, higher wage and energy costs.

Set against that, the Phase III building project has been successfully completed and we have now experienced two years of COVID-19 disruption and have managed to adapt to these new circumstances with minimal financial impact.

The Trustees have therefore taken all the above into consideration, along with an assessment of future cost commitments, future growth plans and future material risks and contingencies, when determining the reserves policy. The Trustees considered that given the nature of Centre 404's work and future commitments, ideally, the free funds should be in the region of £1,935,104, or 3 months budgeted future expenditure.

The actual reserves of £1,996,237 equates to just **over 3 months of budgeted future expenditure.**

The Trustees have considered very carefully the adequacy of the current reserves and are comfortable that they are sufficient to adequately protect Centre 404 from unforeseen expenditure or income shortfalls.

Major Achievements for the Last Year

Below is an **update on the progress and outcomes of the goals we set ourselves in last year's report.** These are only a selection of the objectives and priorities we set for the last financial year. Following on from this are the goals we want to achieve for 2022-2023.

The Goal

Continue our path to Digital Transformation, including a full move to the Cloud, while addressing digital exclusion of our family carers and service users with the aim of a more efficient system and better outcomes for service users.

Outcome

We are pleased to report that we made a full move to the Cloud. We also continue to address digital exclusion for our service users and family carers. We have provided tablets to people who need them and training on how to use them. Our next Five-year Strategic Plan will have Digital Transformation and digital inclusion as a main priority. As part of this transformation, in September 2022 we will introduce and AI-powered analytics HR platform (People XCD), a service users database (Salesforce), and upgrades in our cyber security measures.

The Goal

Complete our new Five-year strategic plan for 2023-2028 – Over the coming months we will continue to consult with service users and other stakeholders as well as analyse the external environment we operate in. This allows us to arrive at an effective, relevant strategy, and a future vision for the organisation.

Outcome

We are just about to complete the Five-year strategic plan. The Strategic Working Group formed of the CEO and four trustees met five times in 2021 and 2022, discussing strategic priorities as well as reviewing the achievements and progress of the current strategic plan. In addition, the Strategic Working Team, comprised of the CEO, the Research and Development Coordinator, and the Executive Assistant & Company Administrator met eight times. This team reviewed the service user and family carers surveys conducted by Centre 404's services, and our Research and Development coordinator conducted stakeholders focus groups. This group also analysed the London boroughs' and Mayor of London's strategies in the following areas: Health & Wellbeing, Children & Families, SEND, and Digital Transformation. Therefore, the work on our new strategic plan is based on the above external analysis and in-house stakeholder feedback. Finally, we feel confident in completing the strategy later this year.

The Goal

Business Development – We want to invest in additional resources in business development in order to broaden our reach, maintain and develop services and explore additional partnerships within the communities we work in.

Outcome

During the year, we had a gap in between our Fundraising Officer leaving and appointing a new person. We are pleased to report that we now have a Fundraising Officer, and we will invest in Business Development. Going forward, the CEO and the trustees wish to invest in business development to continue broadening our reach, maintaining and developing services, and exploring additional partnerships within the communities we work in.

The Goal

This year the charity will be 70 years old so we will be celebrating through the year - We will finally start on our restoration and archiving project to digitally store photos, minutes, and important documents from over the years. We will seek funding so we can record the voices and stories of some of our long-standing families and members. Over the coming years we will look to preserve this body of work not just with us but with an external body.

Outcome

We are pleased to report we employed a Multimedia Content Coordinator who is carrying out our Heritage project. We now have completed the archiving and storage of historical photographs and minutes. We are using some of these minutes and photographs to hold and exhibition at the AGM in summer of 2022. We have also been keeping people up to date with our 70 years celebration activities on social media.

Trustees' Annual Report (incorporating a Directors' Report)

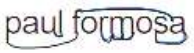
For the next year we plan to:

1. Complete the next 5-year strategy and implement year 1 of the action plan.
2. Research the potential to enabling greater access to a wider range of services, including working with people with dementia and supporting people with palliative care across London.
3. Commit to achieving the Great Places to Work and Trusted Charity accreditation and the re-accreditations for staff and management (UKIED) and the Advice and Quality Management (AQS).
4. Advance our Digital Transformation effort by fully implementing People XCD, providing digital skills training, updating our conferencing facilities to improve hybrid meetings, and continue to grow and enhance our social media presence.
5. Another strategic priority going forward will be sustainability on all levels. For example, we will develop more training for our staff regarding recycling and a host of other carbon reducing efforts, explore additional solar panels, and seek an external third-party review of our carbon-reducing efforts.

Small Company Provisions

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the Executive Committee on 28th of July 2022 and signed on their behalf by:

Paul Formosa, Chair 

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Opinion

We have audited the financial statements of Centre 404 ('the company') for the year ended 31st of March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as of 31st of March 2022 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

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

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

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 2, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Date: 30 August 2022

6th Floor
9 Appold Street
London
EC2A 2AP

CENTRE 404

A company limited by guarantee and not having a share capital

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2022

	Note	Unrestricted Funds £	Restricted Funds £	2022 Total Funds £	2021 Total Funds £
Income					
Donations		17,927	-	17,927	11,495
Other trading activities	2	6,783	-	6,783	2,620
Income from charitable activities	3	6,554,727	227,987	6,782,714	6,754,870
Investments income: interest receivable		1,337	-	1,337	1,833
Other income		31,955	-	31,955	4,284
Total income		6,612,729	227,987	6,840,716	6,775,102
Expenditure					
Expenditure on raising funds					
Fundraising and publicity		27,237	-	27,237	35,274
Expenditure on charitable activities	5	6,489,758	240,625	6,730,383	6,123,898
Total Expenditure		6,516,995	240,625	6,757,620	6,159,172
Net income	6	95,734	(12,638)	83,096	615,930
Transfers between funds	13/14	8,969	(8,969)	-	-
Net income/(expenditure) and net movement In funds for the year		104,703	(21,607)	83,096	615,930
Reconciliation of funds					
Total funds brought forward		4,652,261	127,718	4,779,979	4,164,049
Total funds carried forward	13	4,756,964	106,111	4,863,075	4,779,979

All amounts relate to continuing activities.

As all gains and losses are included above, no statement of total recognised gains and losses has been prepared.

The notes on pages 20 to 30 form part of these financial statements.

CENTRE 404

A company limited by guarantee and not having a share capital

Balance Sheet

As at 31 March 2022

	Notes	2022	2021
		£	£
Fixed assets			
Tangible assets	9	2,760,697	2,905,931
Current assets			
Debtors	10	941,179	533,841
Cash at bank and in hand		1,854,520	1,973,854
		2,795,699	2,507,695
Creditors: amounts falling due within one year	11	693,321	600,711
Net current assets		2,102,378	1,906,984
Total assets less current liabilities		4,863,075	4,812,915
Creditors: Amounts falling due after 1 year	12	-	32,936
Net assets		4,863,075	4,779,979
Funds			
Unrestricted funds	13	4,756,964	4,652,261
Restricted funds	13/14	106,111	127,718
Total funds	15	4,863,075	4,779,979

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

The financial statements were approved by the Executive Committee and authorised for issue on 28th of July 2022 and signed on their behalf by:

PAUL FORMOSA

paul formosa

Chair of Trustees

DEREK WEIST

Trustee and Treasurer

Company Number: 2270299

The notes on pages 20 to 30 form part of these financial statements.

CENTRE 404

A company limited by guarantee and not having a share capital

Statement of Cash Flows

For the year ending 31 March 2022

	Notes	2022	2021
Cash used in operating activities (a)		**(8,069)**	1,392,385
Cash flows from investing activities			
Interest income		1,337	1,833
Purchase of tangible fixed assets		(79,666)	(665,507)
Cash provided by (used in) investing activities		**(78,329)**	(663,674)
Cash flows from financing activities			
Repayment of borrowing		(32,963)	(2,739)
Cash used in financing activities		**(32,963)**	(2,739)
Increase/(Decrease) in cash and cash equivalents in the year		(119,334)	(725,972)
Cash and cash equivalents at the beginning of the year		1,973,854	1,247,882
Total cash and cash equivalents at the end of the year		**1,854,520**	1,973,854

(a) Reconciliation of net expenditure to net cash flow from operating activities

Net income (expenditure) for the reporting period (as per the statement of financial activities)	83,096	615,930
Depreciation charges	224,900	190,534
Interest income shown in investing activities	(1,337)	(1,833)
Decrease/(increase) in debtors	(407,338)	401,342
Increase /(decrease) in creditors	92,610	186,412
Net cash used in operating activities	(8,069)	1,392,385

(b) Analysis of cash and cash equivalents: Cash at bank and in hand	1,854,520	1,973,854

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

1. Accounting policies

a) **Accounting convention**

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2017) – (Charities SORP (FRS 102)) and the Companies Act 2006. There were no changes to accounting policy as a result of the transition to FRS 102.

Centre 404 meets the definition of public benefit entity under FRS 102.

Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The trustees have considered the impact of the COVID-19 outbreak and the measures taken to contain it when forming their assessment of going concern. The trustees do not consider that the outbreak will impact the ability of the charitable company to continue its operations and meet its liabilities as they fall due for at least twelve months from the date of approval of the financial statements.

b) **Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land and property are situated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings, and equipment	33.33% of cost
Motor Vehicles	20.00% of cost
Freehold land and Building	5.00% of cost

The company's policy is only to capitalise assets costing more than £500.

The original cost of land £89,117 is not being depreciated. In the opinion of the trustees, this represents the land value of the site and hence no depreciation is charged. The property is used by the charity to fulfil its objectives.

c) **Income**

All income is accounted for in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. All grants and contractual income are included on a receivable basis. The income from fundraising events is shown gross, with associated costs included in fundraising costs.

Funds received for the purchase of fixed assets are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant and if the fixed assets' acquisition discharges the restriction, then the assets will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund in the year of purchase.

d) **Expenditure**

All expenditures are accounted for on an accrual basis and is allocated to the appropriate heading in the financial statements.

Costs of generating funds include the costs incurred in generating voluntary income and the costs of direct publicity intended to raise the profile of the charity.

Charitable expenditure comprises services supplied and activities undertaken which are identifiable as wholly or mainly in support of the charity's objectives.

Support costs are those costs which enable fund generating and charitable activities to be undertaken and include finance costs, governance costs and general property maintenance. Where activities incurred relates to more than one cost category, it is apportioned on the most appropriate basis, predominantly with reference to staff time, and on a reasonable and consistent basis.

e) **Value Added Tax**
Value Added Tax is not recoverable by the charity, and as such is included in the relevant costs in the Statement of Financial Activities.

f) **Fund accounting**
The unrestricted general funds are those funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Designated funds are those unrestricted funds set aside by the trustees for specific purposes or projects.

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by the donors.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

g) **Pension Scheme**
The charity offers a Pension Plan to its employees, which is administered by People's Pension. The charity makes contributions into the plan. Employees may also make individual contributions within the limits set by HM Revenue and Customs. Such contributions are held in funds administered completely independently of the Charity's finances. The contributions made by the charity are accounted for on an accruals basis.

h) **Allocation of support costs**
Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Expenditure is allocated to activities based on an estimate of staff time spent on each activity.

i) **Financial Instruments**
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

j) **Critical estimates and significant judgements**
With respects to the next reporting period for the year ended 31 March 2022, the most significant areas of uncertainty that affect the carrying value of assets held by the charity are the level cash reserves and tangible fixed assets (see Reserves policy sections of the Trustees' Report for more information)

k) **Cash and cash equivalents**
Cash and cash equivalents represent such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

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

2. Other trading activities

	2022	2021
	£	£
Local fundraising	6,783	2,620
	6,783	2,620

3. Income from charitable activities

	Unrestricted	Restricted	2022	2021
	£	£	£	£
Learning & Leisure	1,600,351	128,082	1,728,433	1,230,738
Central	93,405	5,645	99,050	166,774
Family Support	65,184	94,260	159,444	162,027
Housing	4,795,787	-	4,795,787	5,195,331
	6,554,727	227,987	6,782,714	6,754,870

4 (i). Analysis of governance and supports costs

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

Cost Type	Total allocated	Governance related support costs	Support costs	Basis of apportionment
	£	£	£	
Staff Costs (Note 8)	497,607	23,175	474,432	Staff time
Marketing, fundraising and publication	22,057	794	21,263	Staff time
Human Resources	20,652	1,447	19,205	Staff time
Premises costs	19,582	979	18,603	Staff time
Information technology	166,114	8,306	157,808	Staff time
Office running costs	84,494	4,225	80,269	Staff time
Professional fees and finance costs	27,949	4,312	23,637	Staff time
Others and depreciation	228,735	11,437	217,298	Staff time
	1,067,190	54,675	1,012,515	

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

4 (ii). Governance costs

	2022	2021
	£	£
Governance and professional support for trustees	9,227	46
Audit fee	26,009	14,754
Support costs (based on apportioned staff time Per note 4 (i))	54,675	46,155
	89,911	60,955

4 (ii). Total governance and support costs

	Total
	£
Support costs (note 4 (i))	1,012,515
Governance costs (note 4 (ii))	89,911
	1,102,426

4 (iv). Allocation of governance and support costs

	Staff costs Note 8	Other allocated costs	2022	2021
	£	£	£	£
Learning & Leisure	60,624	73,683	134,307	132,123
Family Support	7,260	8,825	16,085	15,824
Housing	429,724	522,310	952,034	779,474
	497,608	604,818	1,102,426	927,421

5. Expenditure on charitable activities

	Staff costs Note 8	Other direct costs	Support and governance costs	2022	2021
	£	£	£	£	£
Fundraising and publicity	24,188	3,049	-	27,237	35,274
Learning & Leisure	1,326,835	220,435	134,307	1,681,577	920,934
Central	105,231	6,461	-	111,692	73,893
Family Support	134,196	21,751	16,085	172,032	196,573
Housing	3,753,069	59,979	952,034	4,765,082	4,932,498
	5,343,519	311,675	1,102,426	6,757,620	6,159,172

Support and governance costs are apportioned on the basis of time spent on the projects.

Professional support costs include the internal costs of strategic planning and providing training, advice and other support to the trustees.

6. Net movement in funds is stated after charging:

	2022	2021
	£	£
Auditor's remuneration – audit (exclusive of VAT)	16,667	11,250
Under profession of audit fees	6,009	1,254
Depreciation	224,900	190,534

7. Taxation

Centre 404 is a registered charity and is therefore potentially exempt from taxation of its income and gains as Centre 404 falls within the definition of a Charitable Company as defined in Part 1, Schedule 6 of the Finance Act 2010. No tax charge has arisen during the year.

8. Staff costs, trustees, and key management personnel

Staff costs were as follows:

	2022	2021
	£	£
Salaries and wages	4,315,764	4,059,333
Redundancy and termination costs	23,642	-
Social security costs	329,522	324,063
Pension costs	92,557	112,447
	4,761,485	4,495,843
Agency costs	1,079,642	971,225
Total	5,841,127	5,467,068

Included within redundancy and termination costs are ex-gratia payments totalling £23,642 (2021 - nil).

During the year the following number of employees whose total remuneration, on an annual equivalent basis, was in the excess of £60,000 were as follows:

	2022	2021
	No	No
£60.001 - £70,000	1	1
£80.001 - £90,000	1	1

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

The key management personnel of Centre 404 comprises the trustees, the Chief Executive Officer, the Head of HR and Resources, the Head of Housing, Head of Family and Head of Learning and Leisure. The total employee benefits of the key management personnel of Centre 404 were £372,605 (2021: £362,750).

The average monthly head count was 248 staff (2021: staff 221) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2022	2021
Leisure and Learning	43.2	25.2
Central	18.0	14.0
Family Support	6.0	4.5
Housing	173.9	197.7
	241.1	220.4

No remuneration is paid to the Trustees. No expenses were claimed or paid to Trustees during the year (2021: Nil).

9. Tangible fixed assets

	Freehold property	**Motor vehicle**	**Furniture & equipment**	**Total**
		£	£	£
Cost				
At 1 April 2021	3,340,165	107,098	312,672	3,759,935
Additions	-	37,553	42,113	79,666
Disposals	-	(53,000)	-	(53,000)
At 31 March 2022	3,340,165	91,651	354,785	3,786,601
Depreciation				
At 1 April 2021	517,532	85,460	251,012	854,004
Charge for the year	162,552	17,078	45,270	224,900
Disposals	-	(53,000)	-	(53,000)
At 31 March 2022	680,084	49,538	296,282	1,025,904
Net book value				
At 31 March 2022	2,660,081	42,113	58,503	2,760,697
At 31 March 2021	2,822,633	21,638	61,660	2,905,931

All fixed assets are used for direct charitable purposes.

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

10. Debtors

	2022	2021
	£	£
Trade debtors	752,000	489,024
Prepayments	22,884	14,890
Accrued Income	138,935	1,185
Other debtors	27,360	28,742
	941,179	533,841

11. Creditors: amounts falling due within one year

	2022	2021
	£	£
Bank loan	-	2,691
Trade creditors	229,653	212,007
Other creditors	116,901	106,466
Accruals	328,330	279,547
Deferred income	18,437	-
	693,321	600,711

12. Long-term loans

The charity has a loan from Lloyds Bank which is secured by charge on the charity's freehold property, 404 Camden Road, London, N7 0SJ. Interest is charged 3.15% above the bank of England base rate which currently is 0.10%. The loan is repayable as follows.

	2022	2021
1 – 2 years	-	2,695
2 – 5 years	-	9,670
Over 5 years	-	20,571
	-	35,67

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

13. Movement in accumulated funds

	At 1 April 2021 £	Income £	Expenditure £	Transfers £	At 31 March 2022 £
Unrestricted funds					
General funds	1,779,266	6,612,729	(6,516,995)	121,267	1,996,267
Designated Funds:					
Fixed Assets Funds	2,872,995	-	-	(112,298)	2,760,697
Total unrestricted funds	4,652,261	6,612,729	(6,516,995)	8,969	4,756,964
Restricted funds					
Family Support	38,294	94,260	(107,047)	-	25,507
Learning & Leisure	64,316	128,082	(108,239)	(25,976)	58,183
Central	25,108	5,645	(25,339)	17,007	22,421
Total restricted funds	127,718	227,987	(240,625)	(8,969)	106,111
Total funds	4,779,979	6,840,716	(6,757,620)	-	4,863,075

Designated Funds relates to the charity's fixed assets including freehold land and building as these funds do not represent liquid reserves available for the charitable purposes of Centre 404.

The restricted funds are balances of grants given to Centre 404 to carry out specific projects. Restricted funds are shown in more detail in note 14.

Transfers

Transfers between funds are made for a number of reasons:

- The Trustees may designate some General funds to specific projects/designated funds.
- Funds received for the purchase of fixed assets are accounted for as restricted income when received or designated. Where the restriction is discharged when the fixed assets are acquired, a transfer is made from the associated restricted funds to General funds.
- To clear deficits on restricted funds.

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

14. Restricted Funds

	At 1 April 2021	Income	Expenditure	Transfers	At 31 March 2022
	£	£	£	£	£
Family Support					
Richard Cloudsley – Welfare Grants Programme	4,585	5,000	(6,612)	-	2,973
Family Carer's Reference Group	1,674	3,335	(5,009)	-	-
Family Tower Hamlet	-	1,163	(1,163)	-	-
Parents Forum	2,069	21,162	(16,698)	-	6,553
D'Oyly Carte	-	3,000	(2,000)	-	1,000
Lottery Award for All	-	10,000	(7,500)	-	2,500
Support for carers of all ages (R. Cloudesley)	7,158	30,000	(29,658)	-	7,500
Older Career Views	-	5,000	(2,500)	-	2,500
Support to carers 65+ (City Bridge Trust)	19,846	10,600	(30,446)	-	-
Hampstead Wells & Camden Trust	-	5,000	(2,449)	-	2,501
Islington Local Initiatives Fund	2,962	-	(2,962)	-	-
Subtotal	**38,294**	**94,260**	**(107,047)**	**-**	**25,507**
Learning & Leisure					
BBC CIN – Training Project	-	1,000	-	-	1,000
Jack Petchey – 21st Birthday Gift	-	-	(125)	125	-
Electric Bus Funding	14,844	48,192	(1,111)	(37,553)	24,372
Jack Petchey	5,399	2,944	(2,860)	-	5,483
Juniors	6,391	14,869	(19,453)	-	1,807
Siblings	2,059	14,675	(16,316)	-	418
Youth Group	2,208	14,475	(17,499)	816	-
Happy Tuesdays	3,171	708	(9,560)	5,681	-
YAG	-	5,675	(4,430)	-	1,245
Wednesday Open	2,119	1,026	(6,584)	3,439	-
Friday Social	-	-	(663)	663	-
Siblings Activities	10,000	-	(552)	-	9,448
Young Catalyst	-	-	(650)	650	-
Music/Cooking Group	4,196	610	(1,330)	-	3,476
Wheelchair Ice Skating	-	-	(99)	99	-
Young Career Club	10,000	1,000	(66)	-	10,934
Out & About	3,929	55	(3,984)	-	-
Big Lottery Covid 19	-	-	(104)	104	-
Funding infection control	-	12,854	(12,854)	-	-
Youth Investment Fund	-	9,999	(9,999)	-	-
Subtotal	**64,316**	**128,082**	**(108,239)**	**(25,976)**	**58,183**

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

Central					
Volunteer Project	-	5,112	(21,119)	17,007	-
Garden Project	9,637	533	(3,206)	-	6,964
Mayor's Charity - Donations	5,805	-	(14)	-	5,791
Independent Living – A Plus	6,666	-	-	-	6,666
Independent Living – CAF	3,000	-	-	-	3,000
Subtotal	**25,108**	**5,645**	**(25,339)**	**(17,007)**	**22,421**
Total restricted funds	**127,718**	**227,987**	**(240,625)**	**(8,969)**	**106,111**

Funding sources for the year ended 31 March 2022

Supporting Families Funding

- **Welfare Grants Programme:** Centre 404 is a trusted partner to Cloudesley's Charity. Each year a sum of money is agreed for us to hold and to be distributed when requested to families that fall within the remit of the Trust. Cloudesley agrees this would be a quicker way of getting resources to those in need. Families can only apply for these grants through one of the appointed partners and not directly with Cloudesly.

- **Family Carer Reference Group:** Funded by Islington Council to support carers of adults with learning disabilities to get involved with decision making and policy consultation in Islington.

- **Islington Parents' Forum:** Funded by the Department for Education for parents of children with any special needs and disabilities. We facilitate a forum and focus groups to encourage parent participation in policy consultations and to influence local policy within Islington.

- **Support to family carers age 65+:** A grant was offered by City Bridge Trust to offer outreach and support to carers over the age of 65, across the London boroughs of Camden, City of London, Haringey and Islington.

- **Swiss Cottage drop-ins and information sessions:** This project was funded in July 2019 to provide drop-ins and information sessions to parents of children with learning disability or autism at the Swiss Cottage School and around the Hampstead Area.

Learning and Leisure Funding

- **Jack Petchey:** This funding can only be spent on resources or activities as chosen by six Jack Petchey winners throughout the year.

- **Young Catalyst**: This funding is awarded to young people to access aspirational activities. Funding is to be spent over 3 years.

- **Juniors, Siblings and Youth Groups:** We are now into the second year of a Continuation Funding BBC Children in Need grant that funds these groups.

- **LB Camden Short Breaks:** funding for outreach work with children and young people in Camden.

- **LB Enfield:** funding for play schemes, outreach and PBS support for children aged 8-17 years old in Enfield, throughout the year.
- **LBI Short Breaks:** Aiming High, Fun Fridays. Funding stopped for these sessions and now we invoice in arrears per child in attendance to deliver group work with children aged 5-18 years, and outreach sessions for children and young people in the same age range who are unable to access group activities. Outreach community and homebased support and PBS support.
- **LB Tower Hamlets:** funding for delivery of 3 afterschool clubs and overnight stay.
- **Minibus Funds:** Restricted for use on anything to do with the minibus; left over from original purchase funds.

Central Funding

- **Garden Project:** A proportion of the Awards for all funding was for this project

15. Analysis of net assets between funds

	Unrestricted			
	General	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	-	2,760,697	-	2,760,697
Net current assets	1,996,267	-	106,111	2,102,378
Net assets	1,996,267	2,760,697	106,111	4,863,075

16. Members

The ultimate control of the company lies within the members who pledge to pay £1 in the event of the company winding up. There were 86 members at 31st of March 2022 (2021: 86).

17. Related Party Transaction

There has been no related party transaction during this financial year.

CENTRE 404

England & Wales - Charity number 299889

Accounts

Company Registration No. 2270299 (England and Wales)
Charity No. 299889

CENTRE 404

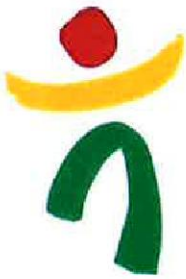
CENTRE 404

A company limited by guarantee and not having a share capital

Financial Statements
31 March 2021

Our Mission

Centre 404 is working
towards a world where people with learning
disabilities and their families have the support they need to enjoy
the same rights, freedoms, responsibilities, respect, choices
and quality of life as people within
the wider community.



CENTRE 404

A company limited by guarantee and not having a share capital

Financial Statements for the year ended 31 March 2021

Contents **Page**

Reference and Administrative Information	**1**
Report of the Trustees (incorporating a Directors' Report)	**2**
Independent Auditor's Report	**14**
Statement of Financial Activities	**17**
Balance Sheet	**18**
Statement of Cash Flows	**19**
Notes to the Financial Statements	**20**

CENTRE 404

A company limited by guarantee and not having a share capital

Reference and Administrative Information

Trustees/Directors

Jean Willson OBE	(Chair Person)
Paul Formosa	(Vice-Chair)
Derek Weist	(Treasurer)
Etienne Makosso	(Appointed November 2020)
Copeland Ingram	
Susan Pearson	
Tara Willson	
Samantha Dunne	
Deborah Spencer	(Formally Leech)
Phil Heycock	(Resigned November 2020)

Chief Executive Officer
Linda McGowan

Company Secretary
Paul Formosa

Registered office and business address
404 Camden Road
Islington
London
N7 0SJ

Auditor
Moore Kingston Smith LLP
Devonshire House
60 Goswell Road
London
EC1M 7AD

Solicitors
Reculver Solicitors
12-16 Clerkenwell Road
London
EC1M 5PQ

Bankers
Lloyds Bank plc
31/33 Holloway Road
London
N7 8JU

Company Number
2270299

Charity number
299889

CENTRE 404

A company limited by guarantee and not having a share capital

Report of the Trustees (incorporating a Directors' Report)

The Trustees (who are also the directors) are pleased to present their report for the year ended 31 March 2021

This report describes what Centre 404 is set up to do and what we have been doing in the last year. It also explains our structure and governance processes. It includes our annual accounts and explains our plans for the coming year. Additional information about our activities can be found in our Annual Review, which can be obtained from our main office and our website.

Statement of Trustees' Responsibilities

The Trustees (who are also the directors of Centre 404 for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and regulations.

Company law requires the Trustees to prepare financial statements for each financial year. Under that law, the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure of the charity for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charity's SORP
- Make judgments and accounting estimates that are reasonable and prudent
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business

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

In so far as the Trustees are aware:

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

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

Auditor

In accordance with the Companies Act 2006, a resolution proposing that Moore Kingston Smith LLP will be officially appointed as the auditor will be put to the Annual General Meeting.

Structure, Governance and Management

Structure and Legal Status

Centre 404 is a registered charity and constituted as a company limited by guarantee. The instruments governing the charity are the Memorandum and Articles of Association.

Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up. The Trustees are members of the charitable company but this entitles them only to voting rights.

The charity is governed by a Board of Trustees collectively referred to as the Trustees. These Trustees are also the Directors of the company for Companies Act purposes.

Report of the Trustees (incorporating a Directors' Report)

Governance

Trustees are members of the Executive Committee and also chair the following sub-committees: Housing, Supporting Families, Learning and Leisure, Learning and Leisure Reference Group, Personnel and Finance. These sub-committees are directly accountable to the Executive Board and are jointly responsible for advising and overseeing the work of the organisation's service areas. The Executive Committee meets at least five times a year and is attended by the Chief Executive and the Finance Manager and Heads of Service attend when requested. The sub-committee for each service area meets every six-eight weeks and minutes of these meetings are presented to the Executive Committee.

As outlined in the Articles of Association, the number of Directors/Trustees forming the Executive Committee (including Officers) shall be not less than eight, or more than fifteen.

The Executive Committee may at any time appoint any member of the Charity as a Trustee of the Executive board. Trustees so appointed shall retain his or her office only until the next Annual General Meeting, where they shall be eligible for re-election.

The Executive Committee reviews its membership annually to ensure it is representative of the service users and the community which we serve. The Board of Trustees comprises a mixture of individuals from a wide range of backgrounds including family carers of children or adults with a learning disability, current service users, individuals with specific professional skills and individuals from the charitable and housing sectors. Centre 404 needs to keep this balance as we are committed to the organisation having strong service user involvement at all levels and being user-directed.

The Executive Committee also reviews the skills and professional expertise of Trustees to ensure there are no knowledge or experience gaps, which would put the strategic management and development of the organisation at risk. The training needs of Trustees are reviewed throughout the year and at away days. Trustees are regularly kept up-to-date with training opportunities and conferences that will further enhance their knowledge and confidence in their role.

Potential candidates for the Board of Trustees receive a briefing pack about the roles and responsibilities of a Trustee and have the opportunity to attend a Board meeting and visit Centre 404 to understand its work before being elected. Trustees are invited to meet senior staff members and visit as many activities or projects as they are able to once they are elected.

Management

The Executive Committee is responsible for the overall strategy and management of the organisation. The day-to-day management of the charity, including staff and financial matters, is delegated to the Chief Executive Officer (CEO). The CEO is supported by a senior management team comprising the Finance Manager and Heads of Service for the following areas of our work: Supporting Families, Learning and Leisure Supported Living and Central Services. The senior management team report directly to the CEO. The Centre 404 remuneration committee is made up of the Chair, Vice Chair and the treasurer. They meet when required to review the salary of the CEO and other key management personal. The committee carefully benchmarks these senior salaries against similar roles in similar organisations and where possible aim for the median salary. They also utilise the annual ACEVO pay survey. The length of service, qualifications, experience and specialist knowledge of the person are also taken into consideration when deciding a final salary.

Risk Assessment

The charity has in place a risk management process to assess potential areas of risk and to implement strategies to ensure that these are managed and minimised. This involves identification of the types of risk the charity faces, prioritising them in terms of potential impact, the likelihood of occurrence and identifying and tracking the progress of measures to mitigate them. The risk register, which records this information, is regularly reviewed by the relevant sub-committees and senior management team in the light of any changing circumstances. The Trustees review the risk register annually and satisfy themselves that adequate systems and procedures are in place to manage the risks identified. The financial risk register was reviewed and updated in March 2021. The personnel risk assessment was also reviewed and agreed in the last financial year in February 2020.

The major risks identified in the period April 2020 – March 2021 are the following:

- Ensuring that the building project, Phase 3, is completed within budget and on time.
- The potential loss of income/grants for current services as funding streams come to an end during 2020/21
- Increased likelihood of a reduction in additional income/grants for the development of new services, in the light of competitive tendering processes and increased pressure on funds from charitable trusts

- Difficulties in staff recruitment and retention of quality staff, which is recognised nationally in the social care sector (and is especially challenging in London)
- Over-reliance on narrow streams of funding which could increase dependency and undermine sustainability
- The impact of a national pandemic (Covid-19) resulting in the closure of some non-statutory services

With regards to the above, we have a robust and detailed action plan in place to mitigate these risks. Plans and targets to diversify our funding streams and increase the effective recruitment and retention of quality staff have been implemented. We are confident we will be successful in managing these risks and to greatly reduce any adverse impact.

Objectives, Public Benefit and Activities

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

Mission and Vision

Centre 404 is working towards a world where people with learning disabilities and their families have the support they need to enjoy the same rights, freedom, responsibilities, respect, choices and quality of life as people within the wider community. We aim to contribute to this vision by providing excellent quality services and by supporting people with learning disabilities and their families to get their voices and views heard.

To achieve our mission we provide the following:

- Social and educational activities for adults with learning disabilities
- Clubs for children with learning disabilities and their siblings
- Support and advice for parents and carers
- Supported housing to enable people to live as independently as possible within their own homes
- Social functions and outings for children and adults with a learning disability and their carers
- Group activities and personalised services for people in receipt of personal budgets or direct payments

The above activities fit into the following three main service delivery areas. Outlined in the sections under each service heading is a report on the achievements and performance of that area of our work and plans for the coming year.

Achievements, Performance and Future Plans

Housing Related Support Services and Independent Living

Support is provided through our Supported Living, Outreach Services and Positive Behaviour Support (PBS) Frameworks.

We remain registered as domiciliary care with the CQC and are rated as good with the last inspection date in November 2017. During the COVID pandemic, CQC completed an Emergency Support Framework call which found that we were managing the impact of the pandemic.

Supported Living (largely delivered through the Dynamic Purchasing System (DPS) in Islington) is where people with learning disabilities are supported to live in either in their own home or in shared accommodation, and Centre 404 is commissioned to provide the support for the person to live a fulfilled life and be as independent as possible. Funding for these services is through core support payments to Centre 404 and ISFs (Independent Service Fund) for the service users to purchase support and activities.

The Positive Behaviour Support (PBS) Framework in Haringey is also signed up to by several other London Boroughs, namely Camden, Islington and Haringey. This enables us to set up small bespoke packages of PBS support for people living in their own home, in shared accommodation and as outreach support.

Outreach Services in Islington and Camden provide community-based support to people living in their own homes and assist with developing specific independent living skills. The focus is very much on teaching skills and coping strategies and getting people engaged and linked in with their community and developing support networks that are not paid services.

Our service users have a wide range of needs and some have high and/or complex needs, additional physical disabilities, sensory impairments, dementia, or a dual diagnosis. We also provide support for end-of-life care.

Our annual operational objectives for the service are monitored through the CEO, the Board of Trustees and the Centre 404 Housing sub-committee, which meets bi-monthly.

Report of the Trustees (incorporating a Directors' Report)

We maintain tight monitoring of income and expenditure with the Head of Service regularly meeting with the Finance Manager. This ensures a quick response to any budgetary needs and enables us to plan ahead for service development and investment.

Achievements and Performance

Current Contracts

Through the pandemic, we were able to provide additional services to enable team and service user shielding for vulnerable clients and to also deal with positive COVID-19 cases within shared living settings. The teams have all worked extremely hard during times when concern would have been for their own families. We temporarily froze annual leave to ensure we had the staff coverage during critical times that we needed and worked closely with councils to secure parking permits and additional funding to support the additional costs of PPE, paying for testing time, accessing vaccinations, isolation, etc.

Anson Road, Kiver Road, Tollington Way and Mildmay Avenue have maintained excellent services with the challenges of the last year. At the end of the financial year, we have one vacancy at Anson Road and one at Tollington Way, with someone due to move into Tollington Way very soon.

Our partnership with Single Homeless Project (SHP, a charity delivering London-wide services) on our Islington Outreach Service worked well. The service delivered all hours without the use of an agency, with the Correspondence Drop-in and Friendships Groups being a huge success. Any additional spot hours for this service were delivered through a 1:1 DPS secured with Islington Council.

Our Floating Support Service in Camden North has received some very positive feedback and is achieving good outcomes for people. We have started several new support packages and are still receiving referrals, with the service growing. Camden was able to provide funding during the pandemic where some service users did not want to receive support.

Leigh Road and Vivian Comma Close went out for tender and we were delighted to retain the contract. From May 2021 the services moved to a core and ISF funding model rather than a block contract.

Kendal House and Queensland Road are delivered on a spot purchase arrangement with the London Borough of Islington. Both services support people with complex health conditions and end-of-life care. We had one vacancy at Kendal House at the end of the financial year and a new service user is being assessed.

In Haringey, the complex 1:1 PBS service, unfortunately, came to an end. He needed alternative support due to changing needs and presentation which is currently being provided for him in a specialist hospital setting.

We also provide a small number of domiciliary care packages to service users in Camden. These were people who did not quite fit the remit of the floating support contract but we were able to provide a service to meet their needs.

Work in Other Boroughs

We were successful in being awarded a contract in Brent for two supported Living Services. They will commence when a list of referrals has been established. These services will also follow a core and ISF funding model. We were also successful in securing a place on the new DPS in Waltham Forest, which is also open to surrounding boroughs.

We remain on a DPS and Positive Behaviour Support framework in Haringey, which is open to several other boroughs. Developing work in other Boroughs remains a primary objective for the service.

Quality

During COVID-19, quality was maintained and we started to trial remote checks and audits. Weekly team meetings were maintained to constantly discuss approaches, changes in guidance, the associated risk assessments, and support plans. The senior management team met with families to address concerns over visiting and restrictions that were in place. This helped to ease some of the anxiety caused by the pandemic.

Virtual activities were established with the amount and range of activities increased throughout the pandemic. Families were also able to give us valuable feedback on the activities offered and we were able to respond and provide more physical activities.

Report of the Trustees (incorporating a Directors' Report)

A safeguarding group was started to look at unwise friendships, hate and mate crime. This group uses the expertise of the in-house PBS team and management group to advise on bespoke approaches for hard-to-engage service users at risk. This group aims to target a small group of identified service users across Housing and Leisure and Learning support services.

Our in-house PBS and Autism Lead developed into an assistant psychology role, which added value to our PBS offer. Our PBS policy was updated, an autism policy was developed and Quality of Life Assessments was embedded into our approaches.

The senior management team went through a few changes which underpin and drive the change in service name for the coming year ahead. The Head of Service became Director of Independent Living and Specialist Services with the deputy service manager becoming Head of Operations. The service itself is re-branding from Housing to Independent Living and Specialist Services. This name is more relevant and will encompass the service specialism of PBS support and other specialisms as they are developed. This change started to happen from the 1st April 2021 and will phase in over the year with documents and server changes taking place as we also transition IT services and undergo our digital transformation.

Learning and Leisure Services

Over the past year, despite the pandemic, the Learning and Leisure Service has continued to support children, young people and adults to access the support they need to socialise, learn, and have fun. We have successfully continued to run most of our provisions during the pandemic, however, the first lockdown saw us having to suspend our Group Activities from April 2020- August 2020. During this time, we offered telephone support, online activities and delivered over 50 play packages to children in Islington.

One of the biggest challenges we faced was the pandemic and adaptations that were required in order to re-implement support and continue running sessions. However, this way of working has led to the implementation of a successful Travel Buddy scheme to help reduce numbers on our minibus and achieve better outcomes for individuals we support.

We have implemented PBS support for Children in Enfield and successfully increased children`s outreach support in Islington and Camden.

Day Opportunities have continued to grow, and despite the pandemic, we have had 2 new starters and support increased for 4 people already attending the service. In early 2020, we were awarded a contract to deliver PBS Day Opportunities provision in Haringey and continued working with Haringey during Coronavirus related delays with building works. We are pleased that the works have now been officially completed in March 2021, and we have first support scheduled to start in April 2021.

The Personal Support Worker Finding and Matching Service have now fully integrated into the L&L Service and despite a reduction of support hours due to Coronavirus, the service was able to adapt and offer person-centered support over the telephone and implement video activities.

Over the last year, we have successfully introduced Learning & Leisure Forum meetings, enabling both service users and family carers to participate in the review and design of the service. This has resulted in new personal budget groups, drop in`s and workshops as well as holistic work across the services, particularly our work with the Supporting Families Service.

Successfully secured emergency Coronavirus funding enabled us to purchase and allocate tablets, smartphones and the internet to service users. We have also been able to increase our online offer and deliver activity packages to service users that required shielding.

In early 2021, L&L service was successful in the tendering process and was awarded a contract to deliver overnight short breaks service in the London Borough of Tower Hamlets. This project has a value of 2.5 million pounds over 5 years and will see us support approximately 106 children per year. In addition to overnight stay support, the home will also run 3 after-school clubs and Family Forum.

Supporting Families Service

The Supporting Families Service provides specialist advice, information and support to families who care for a child or adult with learning disabilities or autism. We also run regular support groups, workshops and activities; empowering family carers in speaking up for their own rights and those of other carers.

Our support to family carers is vital to many London families and our projects heavily rely on funding from small Foundations and Trusts.

This year we are pleased to report the success of our new projects for Peer Support, Wellbeing Activities, Counselling and Coaching for our family carers.

We continue to support and engage with families across several London boroughs including: Islington, Camden, Haringey, Hackney, Enfield, Brent and City of London. With our Learning and Leisure service, we have been successful in a contract for a short breaks provision in Tower Hamlets in which Supporting Families will be delivering a bi-monthly parent group.

Report of the Trustees (incorporating a Directors' Report)

Supporting Families Service during the COVID-19 pandemic

This year has been like no other, as we were all affected by the COVID-19 pandemic and ongoing government restrictions. Everyone had to adapt to a new reality and, as a service provider, we altered the way we work quickly in order to effectively and efficiently support family carers during one of the most distressing periods. We moved our support to the virtual world and offered appointments through skype, zoom and phone.

FUNDRAISING DURING THE COVID 19 PANDEMIC

3 projects ended in this period including:

- Education activities for parents and children through funding from Sir John Cass's Foundation
- Casework support funded by The Sobell Foundation
- Information sessions at the Swiss Cottage Special Schools funded by the HWCT

We continued to fundraise throughout this period of which 6 were successful with mostly emergency projects running for 6 months.

We developed and promoted a Training and Consultancy Service and started looking into sponsorships and new donors.

Achievements and Performance

COVID-19 SUPPORT

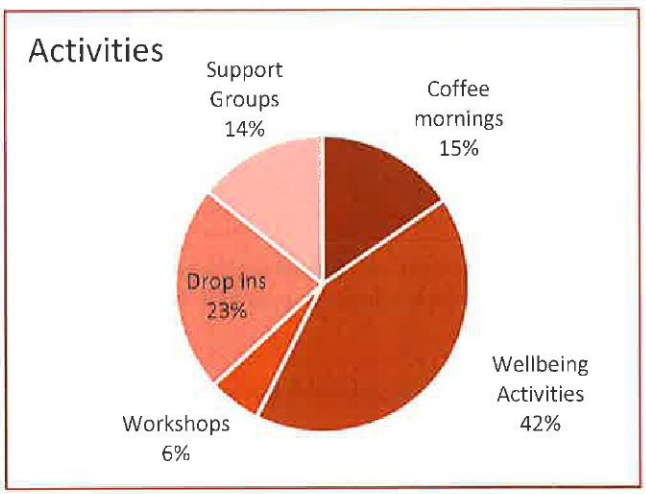
A top-up grant from Cloudesley to increase the hours of one of our staff members and cover the extra expenses of the COVID-19 outbreak allowed us to reach out to family carers who are most vulnerable to provide practical support and help with telephone calls, information and advice, emergency grants for food and disability equipment and arrange matching volunteer befrienders. For many families, support services stopped or were significantly reduced which created new challenges such as: further isolation, lack of access to vital information, digital poverty, decrease of health and wellbeing, etc.

We kept families up- to- date with the changes in legislation and the benefit system during the pandemic and put on more online workshops and wellbeing activities to give family carers opportunities to take care of themselves, have a virtual chance to socialize and share their concerns. 24 families benefited from our new befriending service; receiving a weekly or fortnightly call from a matched volunteer. Many of the volunteers were family carers themselves.

Thanks to the funding from CAF, we were able to run a course of counselling and coaching sessions for 20 families as well as train our staff on the latest legislation and casework advice.

The donation from the Mayor of Islington supported the delivery of our autism support group (ASC for Tea).

GROUPS AND ACTIVITIES



This year Centre 404 offered regular coffee mornings, information sessions and well-being activities.

The main funding program from The Cloudesley Trust, allowed us to focus on the running of regular wellbeing events where families had a chance to relax, socialise and look after themselves. Some of the activities included: mindfulness, crafts, meditation, music sessions, Zumba, yoga, online tours and coffee mornings, both virtually and at different parks during the summer of 2020.

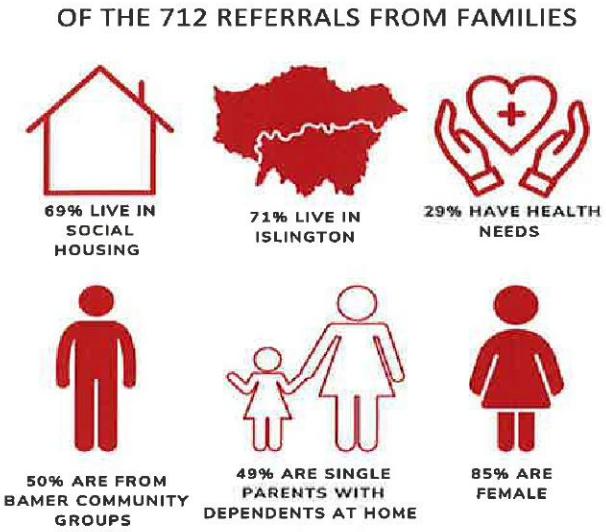
Report of the Trustees (incorporating a Directors' Report)

PEER TO PEER PROJECT

Our successful application to the 'Lottery Awards For All' stream allowed us to develop our Peer to Peer project. We employed a Coordinator for 6 months who supported our new volunteers: One family carer was recruited to co-facilitate two workshops on LD and Autism Awareness co-produced and delivered to GP surgeries and two family carers were recruited to co-deliver support groups.

The grant from the London Community Response funded core costs during the pandemic allowing our staff to deliver casework support and volunteer coordination.

Demographic of Carers and Communication with Families



We currently have **1402** family carers active in our database. 11% more than last year.

This year, we had **712** one-to-one referrals for casework support. 2% more than last year.

The Centre 404 Supporting Families Sub-committee, which is made up of family carers, continues to meet regularly throughout the year to review and monitor the service we provide. This year, we recruited two new Committee members.

*BAMER – Black, Asian, Minority Ethnic and Refugee.

Income Maximisation Work

During this period family Carers needed support in the following areas:

- Welfare benefits
- Practical support around grants
- Emotional Support,
- Housing Advice,
- Personal Budgets,
- Health and Social Care

Our funding from Cloudesley Principal Grants allowed us to continue supporting families in or at risk of poverty.

This year Centre 404 helped families generate a total of **£653,961.02.** We have also provided 21 families with food vouchers and 32 families with technology equipment such as tablets, laptops and phones.

Emergency grants have been given at a higher rate during the COVID-19 outbreak. We used more than half of the funds for the whole year in two months. We are very grateful to the local grant-making funders such as Cloudesley, for topping up the individual grant funds to allow more emergency payments to family carers, and to the Residential Support Scheme for changing the requirements to make the application more accessible.

Corporate Partnerships

Funding from Tesco Bags allowed us to provide family carers in digital poverty with mobiles and tablets to engage in online activities. Thanks to our partnership with the social box.biz we now receive deliveries of refurbished laptops to distribute to families.

Report of the Trustees (incorporating a Directors' Report)

Various toy companies and anonymous donors from our Christmas Fundraising appeal donated both, funds and toys, which allowed us to distribute festive gifts to children in Islington and Camden.

Looking Forward

In response to the feedback we have received from parents/carers, we will continue to identify sources of funding to maintain and develop vital services around maximising income and improving health and wellbeing.

We continue to look at ways to develop our reach in other boroughs through securing public funding and/or grants and engaging with families and professionals from a wider range of boroughs across London.

Additional Information on Central Administration and Management Activities that Support Frontline Service Delivery

People and Resources

People Strategy

Our People Strategy was developed in 2020/2021 to ensure that Centre 404 is an employer of choice and one where people are proud to work. We cannot deliver exemplary services without supporting our people to be the very best in their roles.

Against a challenging background we have focussed on: -

- Supporting resilience in our staff especially as a result of the pandemic by introducing a range of wellbeing initiatives, manager check ins, briefings and partnering with agencies to support mental health and physical wellbeing
- Recruiting the right people; building on our approach to values based recruitment, reducing the time it takes to recruit new people and reviewing our approach to induction & on boarding to reduce the time it takes for new starters to be fully effective in their roles.
- Retaining our talented and committed workforce. This is a critical factor in Centre 404 success. In 2020/21, 21% of staff left our organisation - a significant achievement given that the sector average is 38.1%.
- Increased staff and volunteer engagement; Listening, engaging, supporting and developing our staff and volunteers, through the launch of 'Thriving Thursdays' a monthly series of events and workshops designed to offer further training, wellbeing and an opportunity to contribute to discussion to staff on what really matters at Centre 404.

The Black Lives Matter Movement led to our 'we are listening campaign' and the setting up of the Black lives champion and support group.

In 2020 just over 35% of our staff that completed our diversity monitoring in 2020 come from Black, Asian and Minority Ethnic backgrounds. Our staff diversity monitoring survey has increased to 40% and our on boarding has now been reviewed to ensure that this information is now provided as part of that process. We will continue to champion staff already in post to complete this data to enable the development of policy.

A review of our Equality & Diversity policy and approach led to the recent formation of the equality, diversity and inclusion working group to support, develop and challenge equality & diversity and to find new, innovative ways to improve inclusion so that people from all different backgrounds can feel comfortable in their own skin and can bring their whole self to work. The group meets quarterly and is led by the Director of People and Resources. The group collaborates to develop Centre 404's Equality and Diversity Action Plan in conjunction with the Senior Leadership Team, Personnel Committee and Trustees.

Volunteering

Our local communities and volunteers were so helpful during the first lockdown ensuring that our service users had access to food, supplies and were supported through our telephone befriending service. Our volunteers have continued to support us with great commitment throughout the pandemic to ensure the best possible outcomes for our service users.

COVID-19 has added many complexities for volunteering at Centre 404 and has impacted significantly on roles and opportunities leading to new ways of working that will last far into the future.

During this year we have also: -

- Continued to grow our volunteer base and increase the numbers of volunteers that we have to in excess of 170
- Successfully achieved the 'Investing In Volunteers' accreditation receiving very positive feedback on the management and impact of volunteering at Centre 404.
- A new volunteering recruitment strategy has led to almost full take up of our core volunteering roles and the creation of new and varied roles benefitting the volunteer, service users and Centre 404.

Report of the Trustees (incorporating a Directors' Report)

- We have established 4 new volunteering roles for service users with a learning disability and will continue to grow and develop this throughout the year developing our insights and impact.
- We have successfully increased our young volunteers' base to in excess of 30 young volunteers through the help of the Jack Petchey grant.

The focus of the coming year with be on developing our volunteering strategy and focussing on the data insights of our work that digital transformation will enable.

Digital Transformation

We completed a comprehensive review and update of the use of IT and infrastructure to support new flexible, remote ways of working and to improve our digital insights. This review has led to the significant investment in new technology and recent formation of a digital transformation working group made up of members from across all services of Centre 404 to drive change and innovation. This approach will optimise the way in which we recruit and onboard, fundraise and develop our volunteering programme, improve insights and optimise communication and efficiencies across our frontline services. This in turn will enable Centre 404 to become a more data driven organisation demonstrating impact through clear transparent key performance indicators leading to digital transformation.

Premises

The refurbishment and move back to our premises has enabled Centre 404 to continue to offer services and be a 'safe haven' to service users throughout the pandemic whilst working within the Government Guidelines.

Centre 404's premises have remained COVID-19 secure with increased cleaning and protocols in place to maximise staff, volunteers, visitors and our service users safety at all times.

The coming year will focus on developing our lettings policy to increase our reach to local organisations and people living with a learning disability to use our new expanded and improved premises.

Financial Review

Centre 404 had another strong year financially, with a net surplus of £616,000 from its charitable activities.

Phase III of the building project was completed within budget and our upgraded premises are now fully operational.

The Supported Living service continues to provide the majority of Centre 404's income, with revenue of nearly £5.2 million for the year, received predominantly from the London Boroughs of Islington (LBI) and Camden and we are pleased to report we secured an ongoing contract to work with residents in Leigh Road. Supported Living was able to provide a full service during the COVID-19 pandemic, aided by additional financial support from LBI to cover the costs of protecting staff and service users.

The Learning and Leisure service, unlike Support Living, depends strongly on fundraising and charitable grants to finance its activities. Income for the year was £1.2 million. Most activities continued during the pandemic, again, with additional support from a variety of funders.

The Supporting Families service is also highly dependent on grants and fundraising. Some activity has had to be scaled back in previous years due to funding constraints, with income currently at £162,000. However, the team were able to provide many of its extremely important frontline services within budget, despite these constraints and having to deal with the COVID-19 restrictions.

The Charity's balance sheet is currently healthy, with cash reserves of just over £1.9 million and strong liquidity ratios.

We continuously monitor the effectiveness, quality and cost-efficiency of all our activities to ensure that our limited resources are put to the best use. We remain committed to these activities and committed to subsidising services from Central funds where there is evidence of their need and effectiveness, although no subsidies were required for 2020/21.

Reserves Policy

The reason for holding unrestricted reserves is to protect the charity from unforeseen expenditure and the impact of shortfall in projected income. Centre 404 at 31st March 2021 had general funds of £4,779,979. Our reserves policy is to maintain a sufficient level of funds to enable operating activities to be maintained, taking into account potential risks and contingencies that may arise from time to time. When considering our reserves policy, we look at just the reserves that will be available at short notice to cover potential risks and contingencies. We, therefore, exclude the following from the general funds number shown above when assessing the adequacy of our reserves:

- Restricted funds of £127,718.
- Funds earmarked or designated for essential future spending. Currently this is zero following the successful completion of Phase III of the building contract.
- Any fixed assets that are not readily convertible into cash - £2,905,931 at 31 March 2021.
- Any long term loans used for financing long term tangible assets - £32,936 at 31 March 2021.

Report of the Trustees (incorporating a Directors' Report)

The reserves held by Centre 404 for the purpose of assessing adherence to the Reserves Policy are therefore £1,779,266. This figure is approximately £500,000 higher than the free reserves held by Centre 404 at 31 March 2020, as a result of the healthy surplus for the year.

We take a probability-based approach to determining the appropriate level of reserves, taking into account the predictability of our income flows and the flexibility of our cost base. Newer contracts tend to be spot rather than term, meaning that future cash flow is harder to predict.

COVID-19 has clearly impacted the financial risks for Centre 404 for 2021 and beyond. Expansion of our Learning and Leisure services into different boroughs and activities will also have an impact on our risk profile.

Set against that, the Phase III building project has been successfully completed and we have now experienced more than one year of COVID-19 disruption, and have managed to adapt to these new circumstances with minimal financial impact.

The Trustees have therefore taken all of the above into consideration, along with an assessment of future cost commitments, future growth plans and future material risks and contingencies, when determining the reserves policy. The Trustees considered that given the nature of Centre 404's work and future commitments, ideally, the free funds should be in the region of £1,702,559, or 3 months budgeted future expenditure.

The actual reserves of £1,779,266 equates to 3.1 months of budgeted future expenditure.

The Trustees have considered very carefully the adequacy of the current reserves and are comfortable that they are sufficient to adequately protect Centre 404 from unforeseen expenditure or income shortfalls.

Major Achievements for the Last Year

Below is an update on the progress and outcomes of the goals we set ourselves in last year's report. These are only a selection of the objectives and priorities we set for the last financial year. Following on from this are the goals we want to achieve for 2021-2022.

The Goal
We will plan and consult on the strategic direction for 2022-2027 based on the opportunities our newly extended and improved premises will bring.
Outcome
The strategic working group has met during this period to develop the strategy going forward. The senior management team has also begun contributing to developing the strategy for 2022-2027 through meetings and consultations. Now that we have returned to our upgraded premises for almost a year, we are better able to assess how the space works and where there are gaps. This assessment will feed into a more accurate strategic plan for activities in the building going forward. So, with the building complete we will now be able to focus more on developing our next 5-year plan over the coming months.

The Goal
Launching the Digital Transformation Strategy and Plan to optimise service user experiences, improve insights and optimise communication and efficiencies.
Outcome
During this financial year, we have had a volunteer consultant working on our digital transformation. They, alongside our CEO and HoS, have consulted with staff & other stakeholders to see what is working well for us and what needs improving from a digital perspective.

We were advised to move to the cloud and to update our software, with the end goals to improve the charity's efficiency and ultimately deliver better outcomes for our service users. In order to achieve this it was agreed to tender for a new digital partner and technical advisor. It was important to us that their values aligned with our organisation's missions and values. We are now pleased to report we have successfully launched our digital transformation strategy and appointed our tech partner - Smartdesc.

The transformation can be been broken down into three stages:

a) Move to the Cloud, Digital Infrastructure including cyber security, Microsoft teams & sharepoint.
b) Internal – People X'CD, optimising our technology to recruit, onboard, retain & develop our staff.
c) Non-profit success pack from Salesforce, to enable increased productivity, improved data analytics and insights to support service user outcomes and the development of services.

The digital transformation objectives will continue into 2021/22.

Report of the Trustees (incorporating a Directors' Report)

The Goal
Developing, delivering and streamlining business strategies to enhance the following key areas:

- Income generation
- Development and expansion, including contract tendering
- Service management
- Operational performance management systems and data

Outcome
We employed a Business Development Manager to cover some of these areas during this period, that post is now vacant and we are looking to fill this in the coming year. In terms of business development, we have been successful in winning back a statutory supported housing contract for Leigh Road, a children's respite centre in Tower Hamlets and a statutory supported housing contract in Brent.

The Goal
Investing in quality and resources in the following key areas:

A) Quality and continuous improvement
B) Ensuring developing our work force
C) Developing our information technology
D) Providing volunteer opportunities

Outcome
A) Ensuring quality and continuous improvement – This year we have received the following accreditations:

- UKIED
- AQS
- Investing in Volunteers
- Ofsted

B) Developing our workforce - During the year we began managers' capability training, to develop and grow in their roles and become effective leaders. The induction for all new staff has also been restructured to include more information on each service, our values and the charity's history. This training also now includes an introduction to learning disability, person-centred support, equality & diversity, data protection, safeguarding and PBS. We have received really good feedback so far and the induction training is externally CPD accredited. We have introduced 'Thriving Thursdays' at the start of each month to increase communications within the teams and to support the development of our staff. Thriving Thursdays workshops have included topics such as:

- How to develop your career at Centre 404
- The role of CQC
- Meet the Trustees
- Respecting the boundaries & priorities of transgender people.

C) Developing IT – Please see the goal above in relation to digital transformation concerning our IT development objective. It is worth noting that the digital transformation objectives have been accelerated due to COVID-19 highlighting the following:

- Flexible working
- Remote working
- Larger reliance on technology with rapid expansions of communication platforms such as Zoom/Teams.

D) Providing Volunteer Opportunities – This year we have increased our volunteer base to over 170 volunteers. At the start of the pandemic, we contacted all the volunteers, as many of them are also service users and family carers, to check in on them. In addition 11 of our volunteers signed up to help deliver shopping to people who could not go out and 14 signed up to do phone befriending. 5 Volunteers were also able to secure a critical bulk order shop for one of our supported living projects meaning that food was available to 19 vulnerable adults who otherwise would not have been able to access the shops.

The Goal
Developing sustainability and community partnerships
Outcome
We covered much ground on this in the previous year. The focus of 2021 however fell more on the premises upgrades being completed and broadening our reach in other areas across London. We continue to work well with our partners in the following boroughs:

Report of the Trustees (incorporating a Directors' Report)

- Islington
- Haringey
- Camden
- Enfield

We have also recently developed a new partnership in Tower Hamlets which we will build on over the next year. We continue working with Single Homeless Project (SHP, a charity delivering London-wide services) on our Islington Outreach Service.

The Goal
Supporting families and family carers
Outcome
This goal was referring to how we would adapt our support during COVID-19 to family carers. I am pleased to report we were able to secure funding and deliver tablets, laptops & phones to family carers to help prevent them from becoming isolated & digitally excluded. In addition due to remote working, we were able to contact them at times better suited to them via Zoom or over the phone. Overall Centre 404 was able to deliver a continuous service of advice, guidance and support throughout the pandemic.

For the next year we plan to:
1. Continue on our path to Digitial Transformation – including a full move to the Cloud, addressing digital exclusion of our family carers and service users with the aim of a more efficient system and better outcomes for them.

2. Complete our new Five-year strategic plan for 2022-2027 – Over the coming months, we will continue to consult with service users and other stakeholders as well as analyse the external environment we operate in. This allows us to arrive at an effective, relevant strategy and a future vision for the organisation.

3. Business Development – We want to invest in additional resources in business development in order to broaden our reach, maintain and develop services and explore additional partnerships within the communities we work in.

4. This year Centre 404 will be 70 years old so we will be celebrating through the year. A project to honor this milestone will be a restoration and archiving project to digitally store photos, minutes and important documents from over the decades. We will also seek funding to record the voices and stories of long-standing family carers and members. We will then look to preserve these historical records, both within the charity and with an external organisation who maintains community records for the public to access.

Building Phase 3
Of course in the last year, as stated elsewhere in this report we completed Phase 3 and the handover of the premises in July 2020. Since then we have continued to work with the contractors to complete the snagging list. Looking back at the Phase 3 project we are incredibly proud of the staff, volunteers and Trustees who all played a part in bringing this building phase to completion. We are also eternally grateful to the following funders for enabling us to develop such a wonderful and much-needed charity base & activity centre:

- The Mayor of London's Good Growth Fund
- The National Lottery Community Fund
- The Wolfson Foundation
- Islington Council S106 Fund

Small Company Provisions

This report has been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

Approved by the Executive Committee on 2nd September 2021 and signed on their behalf by:

Jean Willson OBE
Chair

CENTRE 404

A company limited by guarantee and not having a share capital

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

Opinion

We have audited the financial statements of Centre 404 ('the company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

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

We have nothing to report in this regard.
In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

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

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

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 2, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are [the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council]

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404

As part of an audit in accordance with ISAs (UK) we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Use of our report

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

Moore Kingston Smith LLP

Neil Finlayson (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

15/9/2021

CENTRE 404

A company limited by guarantee and not having a share capital

Statement of financial activities (incorporating an income and expenditure account) for the year ended 31 March 2021

	Note	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	2020 Total Funds £	
Income						
Donations		11,495	-	11,495	8,074	Other
trading activities	2	2,620	-	2,620	1,520	
Income from charitable activities	3	6,211,065	543,805	6,754,870	6,821,272	
Investments income: interest receivable		1,833	-	1,833	8,904	
Other income		4,284	-	4,284	6,029	
Total income		6,231,297	543,805	6,775,102	6,845,799	
Expenditure						
Expenditure on raising funds	5					
Fundraising and publicity		35,274	-	35,274	2,802	
Expenditure on charitable activities		5,691,423	432,475	6,123,898	5,891,731	
Total Expenditure		5,726,697	432,475	6,159,172	5,894,533	
Net income	6	504,600	111,330	615,930	951,266	
Transfers between funds	13/14	74,785	(75,785)	-	-	
Net income/(expenditure) and net movement In funds for the year		579,385	36,545	615,930	951,266	
Reconciliation of funds						
Total funds brought forward		4,072,876	91,173	4,164,049	3,212,783	
Total funds carried forward	13	4,652,261	127,718	4,779,979	4,164,049	

All amounts relate to continuing activities.

As all gains and losses are included above, no statement of total recognised gains and losses has been prepared.

The notes on pages 20 to 30 form part of these financial statements.

CENTRE 404
A company limited by guarantee and not having a share capital

Balance Sheet
As at 31 March 2021

	Notes	2021 £	2020 £
Fixed assets			
Tangible assets	9	2,905,931	2,430,958
Current assets			
Debtors	10	533,841	935,183
Cash at bank and in hand		1,973,854	1,247,882
		2,507,695	2,183,065
Creditors: amounts falling due within one year	11	600,711	414,299
Net current assets		1,906,984	1,768,766
Total assets less current liabilities		4,812,915	4,199,724
Creditors: Amounts falling due after 1 year	12	32,936	35,675
Net assets		4,779,979	4,164,049
Funds			
Unrestricted funds	13	4,652,261	4,072,876
Restricted funds	13/14	127,718	91,173
Total funds	15	4,779,979	4,164,049

These financial statements have been prepared in accordance with the special provisions for small companies under part 15 of the Companies Act 2006.

The financial statements were approved by the Executive Committee and authorised for issue on 2/9/21 2021 and signed on their behalf by:

JEAN WILLSON
Trustee

DEREK WEIST
Trustee

Company Number: 2270299

The notes on pages 20 to 30 form part of these financial statements.

CENTRE 404
A company limited by guarantee and not having a share capital

Statement of Cash Flows
For the year ending 31 March 2021

	Notes	2021	2020
Cash used in operating activities (a)		1,392,385	628,746
Cash flows from investing activities			
Interest income		1,833	8,904
Purchase of tangible fixed assets		(665,507)	(1,467,519)
Cash provided by (used in) investing activities		(663,674)	(1,458,911)
Cash flows from financing activities			
Repayment of borrowing		(2,739)	(2,542)
Cash used in financing activities		(2,739)	(2,542)
Increase/(Decrease) in cash and cash equivalents in the year		725,972	(832,707)
Cash and cash equivalents at the beginning of the year		1,247,882	2,080,589
Total cash and cash equivalents at the end of the year		1,973,854	1,247,882

(a) Reconciliation of net expenditure to net cash flow from operating activities

Net income (expenditure) for the reporting period (as per the statement of financial activities)	615,930	951,226
Depreciation charges	190,534	105,025
Interest income shown in investing activities	(1,833)	(8,904)
Decrease/(increase) in debtors	401,342	(494,757)
Increase /(decrease) in creditors	186,412	76,116
Net cash used in operating activities	1,392,385	628,746

(b) Analysis of cash and cash equivalents: Cash at bank and in hand	1,973,854	1,247,882

CENTRE 404

A company limited by guarantee and not having a share capital

Notes to the financial statements. For the year ended 31 March 2021

1. **Accounting policies**

a) **Accounting convention**

The financial statements are prepared under the historical cost convention. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2017) – (Charities SORP (FRS 102)) and the Companies Act 2006. There were no changes to accounting policy as a result of the transition to FRS 102.

Centre 404 meets the definition of public benefit entity under FRS 102.

Going concern

At the time of approving the financial statements , the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The trustees have considered the impact of the COVID-19 outbreak and the measures taken to contain it when forming their assessment of going concern. The trustees do not consider that the outbreak will impact the ability of the charitable company to continue its operations and meet its liabilities as they fall due for at least twelve months from the date of approval of the financial statements.

b) **Tangible fixed assets and depreciation**

Tangible fixed assets other than freehold land and property are situated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost, less estimated residual value of each asset over its expected useful life, as follows:

Fixtures, fittings and equipment	33.33% of cost
Motor Vehicles	20.00% of cost
Freehold land and Building	5.00% of cost

The company's policy is only to capitalise assets costing more than £500.

The original cost of land £89,117 is not being depreciated. In the opinion of the trustees, this represents the land value of the site and hence no depreciation is charged. The property is used by the charity to fulfil its objectives.

c) **Income**

All income are accounted for in the Statement of Financial Activities (SOFA) when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. All grants and contractual income are included on a receivable basis. The income from fundraising events is shown gross, with associated costs included in fundraising costs.

Funds received for the purchase of fixed assets are accounted for as restricted income. The treatment of the assets provided depends upon the restrictions imposed by the grant and if the fixed assets' acquisition discharges the restriction then the assets will be held in unrestricted funds. A corresponding transfer of the associated restricted income will be made to the unrestricted fund in the year of purchase.

d) **Expenditure**

All expenditure is accounted for on an accruals basis, and is allocated to the appropriate heading in the financial statements.

Costs of generating funds include the costs incurred in generating voluntary income and the costs of direct publicity intended to raise the profile of the charity.

Charitable expenditure comprises services supplied and activities undertaken which are identifiable as wholly or mainly in support of the charity's objectives.

Support costs are those costs which enable fund generating and charitable activities to be undertaken and include finance costs, governance costs and general property maintenance. Where activities incurred relates to more than one cost category, it is apportioned on the most appropriate basis, predominantly with reference to staff time, and on a reasonable and consistent basis.

e) **Value Added Tax**

Value Added Tax is not recoverable by the charity, and as such is included in the relevant costs in the Statement of Financial Activities.

Notes to the financial statements
For the year ended 31 March 2021

1. **Accounting policies (continued)**

f) **Fund accounting**
The unrestricted general funds are those funds that are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Designated funds are those unrestricted funds set aside by the trustees for specific purposes or projects.

Restricted funds are those funds which are to be used in accordance with specific restrictions imposed by the donors.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

g) **Pension Scheme**
The charity offers a Pension Plan to its employees, which is administered by People's Pension. The charity makes contributions into the plan. Employees may also make individual contributions within the limits set by HM Revenue and Customs. Such contributions are held in funds administered completely independently of the charity's finances. The contributions made by the charity are accounted for on an accruals basis.

h) **Allocation of support costs**
Support costs represent indirect charitable expenditure. In order to carry out the primary purposes of the charity it is necessary to provide support in the form of personnel development, financial procedures, provision of office services and equipment and a suitable working environment. Expenditure is allocated to activities based on an estimate of staff time spent on each activity.

i) **Financial Instruments**
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

j) **Cash and cash equivalents**
Cash and cash equivalents represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

2. **Other trading activities**

	2021	2020
	£	£
Local fundraising	2,620	1,520
	2,620	1,520

3. **Income from charitable activities**

	Unrestricted	**Restricted**	**2021**	2020
	£	£	£	£
Learning & Leisure	1,009,608	221,130	1,230,738	1,003,675
Central	-	166,774	166,774	989,404
Family Support	6,126	155,901	162,027	234,184
Housing	5,195,331	-	5,195,331	4,594,009
	6,211,065	543,805	6,754,870	6,821,272

Notes to the financial statements
For the year ended 31 March 2021

4 (i). **Analysis of governance and supports costs**

The breakdown of support costs and how these were allocated between governance and other support costs is shown in the table below:

Cost Type	Total allocated	Governance related support costs	Support costs	Basis of apportionment
	£	£	£	
Staff Costs Note 8	535,382	25,575	509,807	Staff time
Marketing, fundraising and publication	9,513	763	8,750	Staff time
Human Resources	8,221	411	7,810	Staff time
Premises costs	14,908	745	14,163	Staff time
Information technology	38,127	1,906	36,221	Staff time
Office running costs	68,328	3,416	64,912	Staff time
Professional fees and finance costs	29,834	3,754	26,080	Staff time
Others and depreciation	208,307	9,585	198,722	Staff time
	912,620	46,155	866,465	

4 (ii). **Governance costs**

	2021	2020
	£	£
Governance and professional support for trustees	46	9,748
Audit fee	14,754	16,450
Support costs (based on apportioned staff time Per note 4 (i))	46,155	42,364
	60,955	68,598

4 (iii). **Total governance and support costs**

	Total
	£
Support costs (note 4 (i)	866,465
Governance costs (note 4 (ii)	60,955
	927,420

4 (iv). **Allocation of governance and support costs**

	Staff costs Note 8	Other allocated costs	2021	2020
	£	£	£	£
Learning & Leisure	76,272	55,851	132,123	132,461
Family Support	9,135	6,688	15,823	22,423
Housing	449,976	329,498	779,474	675,588
	535,383	392,037	927,420	830,472

Notes to the financial statements
For the year ended 31 March 2021

5. **Expenditure on charitable activities**

	Staff costs Note 8 £	Other direct costs £	Support and governance costs £	2021 £	2020 £
Fundraising and publicity	29,514	5,760	-	35,274	2,802
Learning & Leisure	668,418	120,393	132,123	920,934	1,003,817
Central	20,960	52,933	-	73,893	194,234
Family Support	141,120	39,629	15,823	196,572	196,064
Housing	4,071,673	81,352	779,474	4,932,499	4,497,616
	4,931,685	300,067	927,420	6,159,172	5,894,533

Support and governance costs are apportioned on the basis of time spent on the projects.

Professional support costs include the internal costs of strategic planning and providing training, advice and other support to the trustees.

6. **Net movement in funds is stated after charging:**

	2021 £	2020 £
Auditor's remuneration – audit (exclusive of VAT)	11,250	12,342
Under profession of audit fees	1,254	1,208
Depreciation	190,534	105,025

7. **Taxation**

Centre 404 is a registered charity and is therefore potentially exempt from taxation of its income and gains as Centre 404 falls within the definition of a Charitable Company as defined in Part 1, Schedule 6 of the Finance Act 2010. No tax charge has arisen during the year.

8. **Staff costs, trustees and key management personnel**

Staff costs were as follows:

	2021 £	2020 £
Salaries and wages	4,059,333	3,532,616
Social security costs	324,063	277,963
Pension costs	112,447	85,195
	4,495,843	3,895,776
Agency costs	971,225	1,202,832
Total	5,467,068	5,098,608

Notes to the financial statements
For the year ended 31 March 2021

During the year the following number of employees whose total remuneration, on an annual equivalent basis, was in the excess of £60,000 were as follows:

	2021 No	2020 No
£60.001 - £70,000	**1**	1
£80,001 - £90,000	**1**	1

The key management personnel of Centre 404 comprises the trustees, the Chief Executive Officer, the Head of HR and Resources, the Head of Housing, Head of Family and Head of Learning and Leisure. The total employee benefits of the key management personnel of Centre 404 were £362,750 (2020: £316,641).

The average monthly head count was 221 staff (2020: staff 244) and the average monthly number of full-time equivalent employees (including casual and part-time staff) during the year was as follows:

	2021	2020
Leisure and Learning	25.2	28.6
Central	14.0	14.0
Family Support	4.5	5.0
Housing	197.7	172.8
	241.4	220.4

No remuneration is paid to the Trustees. No expenses were claimed or paid to Trustees during the year (2020: Nil).

9. **Tangible fixed assets**

	Freehold property	**Motor vehicle** £	**Furniture & equipment** £	**Total** £
Cost				
At 1 April 2020	2,710,652	107,098	276,678	3,094,428
Additions	629,513	-	35,994	665,507
Disposals	-	-	-	-
At 31 March 2021	3,340,165	107,098	312,672	3,759,935
Depreciation				
At 1 April 2020	383,255	74,640	205,575	663,470
Charge for the year	134,277	10,820	45,437	190,534
Disposals	-	-	-	-
At 31 March 2021	517,532	85,460	251,012	854,004
Net book value				
At 31 March 2021	2,822,633	21,638	61,660	2,905,931
At 31 March 2020	2,327,397	32,458	71,103	2,430,958

All fixed assets are used for direct charitable purposes.

Notes to the financial statements
For the year ended 31 March 2021

10. **Debtors**

	2021	2020
	£	£
Trade debtors	489,024	837,919
Prepayments	14,890	18,513
Accrued income	1,185	17,493
Other debtors	28,742	61,258
	533,841	935,183

11. **Creditors: amounts falling due within one year**

	2021	2020
	£	£
Bank loan	2,691	2,597
Trade creditors	212,007	158,314
Other creditors	106,466	104,821
Accruals	279,547	146,321
Deferred income	-	2,246
	600,711	414,299

12. **Long-term loans**

The charity has a loan from Lloyds Bank which is secured by charge on the charity's freehold property, 404 Camden Road, London, N7 0SJ. Interest is charged 3.15% above the bank of England base rate which currently is 0.10%. The loan is repayable as follows.

	2021	2020
1 – 2 years	2,695	2,596
2 – 5 years	9,670	9,181
Over 5 years	20,571	23,898
	32,936	35,675

13. **Movement in accumulated funds**

	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Unrestricted funds					
General funds	1,258,687	6,231,297	(5,726,696)	15,979	1,779,266
Designated Funds:					
Fixed Assets Funds	2,395,283	-	-	477,712	2,872,995
Building development	418,906	-	-	(418,906)	-
Total unrestricted funds	4,072,876	6,231,297	(5,726,696)	74,785	4,652,261

Notes to the financial statements
For the year ended 31 March 2021

Restricted funds					
Family Support	71,803	159,901	(189,410)	-	38,294
Learning & Leisure	9,243	221,130	(169,378)	3,321	64,316
Central	10,127	166,774	(73,687)	(78,106)	25,108
Total restricted funds	91,173	543,805	(432,475)	(74,785)	127,718
Total funds	4,164,049	6,775,102	(6,159,171)	-	4,779,979

Designated Funds have been earmarked by the trustees for redevelopment of the building.

The fixed assets funds relates to the charity's fixed assets including freehold land and building less the loan on 404 Camden Road as these funds do not represent liquid reserves available for the charitable purposes of Centre 404.

Restricted funds are shown in more detail in note 14.

Transfers

Transfers between funds are made for a number of reasons:

- The Trustees may designate some General funds to specific projects/designated funds.
- Funds received for the purchase of fixed assets are accounted for as restricted income when received or designated. Where the restriction is discharged when the fixed assets are acquired, a transfer is made from the associated restricted funds to General funds.
- To clear deficits on restricted funds.

14. **Restricted Funds**

	At 1 April 2020	Income	Expenditure	Transfers	At 31 March 2021
	£	£	£	£	£
Family Support					
Sobell Grant	7,234	-	(7,234)	-	-
CAF Resilience Fund	-	14,548	(14,548)	-	-
Richard Cloudsley – Welfare Grants Programme	303	16,869	(12,587)	-	4,585
Family Carer's Reference Group	1,936	5,000	(5,262)	-	1,674
Parents Forum	7,808	20,000	(25,739)	-	2,069
Islington Carer's view	589	-	(589)	-	-
Lottery Peer to Peer	-	11,000	(11,000)	-	-
Support for carers of all ages (R. Cloudesley)	12,200	40,000	(45,042)	-	7,158
Support to carers 65+ (City Bridge Trust)	19,281	42,400	(41,835)	-	19,846
Train the trainers (John Cass)	19,853	-	(19,853)	-	-
Hampstead Wells & Camden Trust	2,599	-	(2,599)	-	-
Islington Local Initiatives Fund	-	2,962	0	-	2,962
London Community Response Fund Wave 1	-	3,122	(3,122)	-	-
Subtotal	**71,803**	**155,901**	**(189,410)**	**-**	**38,294**
Learning & Leisure					
Jack Petchey – 21st Birthday Gift	-	750	(750)	-	-
Jack Petchey	4,399	1,000	-	-	5,399
Islington Giving	-	8,339	(8,339)	-	-
Juniors	-	14,860	(8,469)	-	6,391
Siblings	-	23,657	(11,598)	-	12,059
Youth Group	-	14,561	(12,353)	-	2,208
Happy Tuesdays	-	7,473	(4,302)	-	3,171
YAG	-	15,453	(15,453)	-	-

Notes to the financial statements
For the year ended 31 March 2021

Wednesday Open	-	6,761	(4,642)	-	2,119
Friday Social	-	991	(2,721)	1,730	-
CAF – Covid money	-	10,752	(10,752)	-	-
Young Catalyst	-	-	(1,591)	1,591	-
Music/Cooking Group	-	6,224	(2,028)	-	4,196
Wheelchair Ice Skating	-	827	(827)	-	-
Young Career Club	-	10,000	-	-	10,000
Out & About	-	6,023	(2,094)	-	3,929
Tesco Bag Grant	-	250	(250)	-	-
Booster Fund	-	3,188	(3,188)	-	-
Big Lottery Covid 19	-	73,688	(73,688)	-	-
Covid 19 Relief Funds	-	6,333	(6,333)	-	-
Electric Bus Funding	4,844	10,000	-	-	14,844
Subtotal	**9,243**	**221,130**	**(169,378)**	**3,321**	**64,316**
Central					
Volunteer Project	-	17,093	(21,965)	4,872	-
Garden Project	9,637	-	(58)	-	9,637
Mayor's Charity - Donations	490	6,578	(1,263)	-	5,805
Building – Phase 3	-	133,437	(50,469)	(82,978)	-
Independent Living – A Plus	-	6,666	-	-	6,666
Independent Living – CAF	-	3,000	-	-	3,000
Subtotal	**10,127**	**166,774**	**(73,687)**	**(78,106)**	**25,108**
Total restricted funds	**91,173**	**543,805**	**(432,475)**	**(74,785)**	**127,718**

Notes to the financial statements
For the year ended 31 March 2021

Supporting Families Funding

Sobell Grant: This grant contributed to the cost of a caseworker in 2019/20.

Welfare Grants Programme: Centre 404 is a trusted partner to Cloudesley's Charity. Each year a sum of money is agreed for us to hold and to be distributed when requested to families that fall within the remit of the Trust. Cloudesley agrees this would be a quicker way of getting resources to those in need. Families can only apply for these grants through one of the appointed partners and not directly with Cloudesly.

Family Carer Reference Group: Funded by Islington Council to support carers of adults with learning disabilities to get involved with decision making and policy consultation in Islington.

Islington Parents' Forum: Funded by the Department for Education for parents of children with any special needs and disabilities. We facilitate a forum and focus groups to encourage parent participation in policy consultations and to influence local policy within Islington.

Camden Carers Service: This service is funded by Camden Council to engage with and support carers of adults with learning disabilities in Camden.

Islington Carers' View: This project is funded by Islington Council to support family carers in visiting and reporting on London Borough of Islington's commissioned services for people with learning disability.

Cloudesley Legacy Fund: This project was funded by Cloudesley in April 2018, following an increase in demand, to provide further support to families of children and adults with learning disabilities in Islington.

Cloudesley Principal Grants Fund: This project was funded by Cloudesley in May 2019 to provide casework support and wellbeing activities for family carers of children and adults with learning disabilities or autism in Islington.

Support to family carers age 65+: A three year grant was offered by City Bridge Trust to offer outreach and support to carers over the age of 65, across the London boroughs of Camden, City of London, Haringey and Islington. We received a continuation of funding for two further years in October 2019.

Train the Trainer: We received a year grant from Sir John's Cass Foundation from September 2019 to support and train parents around education challenges their children with special needs face.

Swiss Cottage drop in and information sessions: This project was funded in July 2019 to provide drop-ins and information sessions to parents of children with learning disability or autism at the Swiss Cottage School and around the Hampstead Area.

Learning and Leisure Funding:

Jack Petchey: This funding can only be spent on resources or activities as chosen by six Jack Petchey winners throughout the year.

Young Catalyst: This funding is awarded to young people to access aspirational activities. Funding is to be spent over 3 years.

Juniors, Siblings and Youth Groups: We are now into the second year of a Continuation Funding BBC Children in Need grant that funds these groups.

LB Camden Short Breaks: funding for outreach work with children and young people in Camden.

LB Enfield: funding for play schemes for children aged 8-17 years old in Enfield, throughout the year.

Department for Education: funding for Food and Activities summer Programme in Enfield.

LBI Short Breaks: Aiming High, Fun Fridays. Funding stopped for these sessions and now we invoice in arrears per child in attendance to deliver group work with children aged 5-18 years, and outreach sessions for children and young people in the same age range who are unable to access group activities.

Minibus Funds: Restricted for use on anything to do with the mini-bus. Left over from original purchase funds.

Central Funding:

Volunteer Project: Funding is from Big Lottery, BBC Children in Need, Jack Petchey Islington Giving and Awards for All towards the running of the volunteer project

Garden Project: A proportion of the Awards for all funding was for this project

Notes to the financial statements
For the year ended 31 March 2021

15. **Analysis of net assets between funds**

	Unrestricted			
	General	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	-	2,905,931	-	2,905,931
Net current assets	1,779,266	-	127,718	1,906,984
Creditors: amounts falling due after 1 year	-	(32,936)	-	(32,936)
Net assets	1,779,266	2,872,995	127,718	4,779,979

16. **Members**

The ultimate control of the company lies within the members who pledge to pay £1 in the event of the company winding up. There were 86 members at 31 March 2021 (2020: 86).

17. **Related Party Transactions**

There has been no related party transaction during this financial year.