



***Supporting people with learning
disabilities, autism & their families***



Impact Report

2024/2025

Leadership

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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.

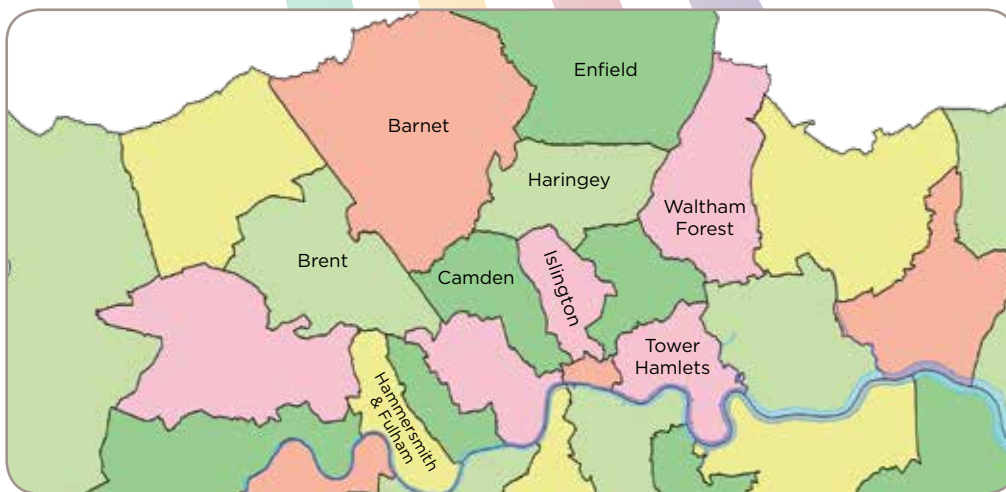
FAMILY CARERS

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.

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.

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.

Total service users



15



Total support hours

21,840

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, 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



“Ayisha is so happy at playscheme.”
(Mum)

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



"I love going out on outings with Centre 404."

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)

Total service users



41



Total support hours

20,621

• **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)

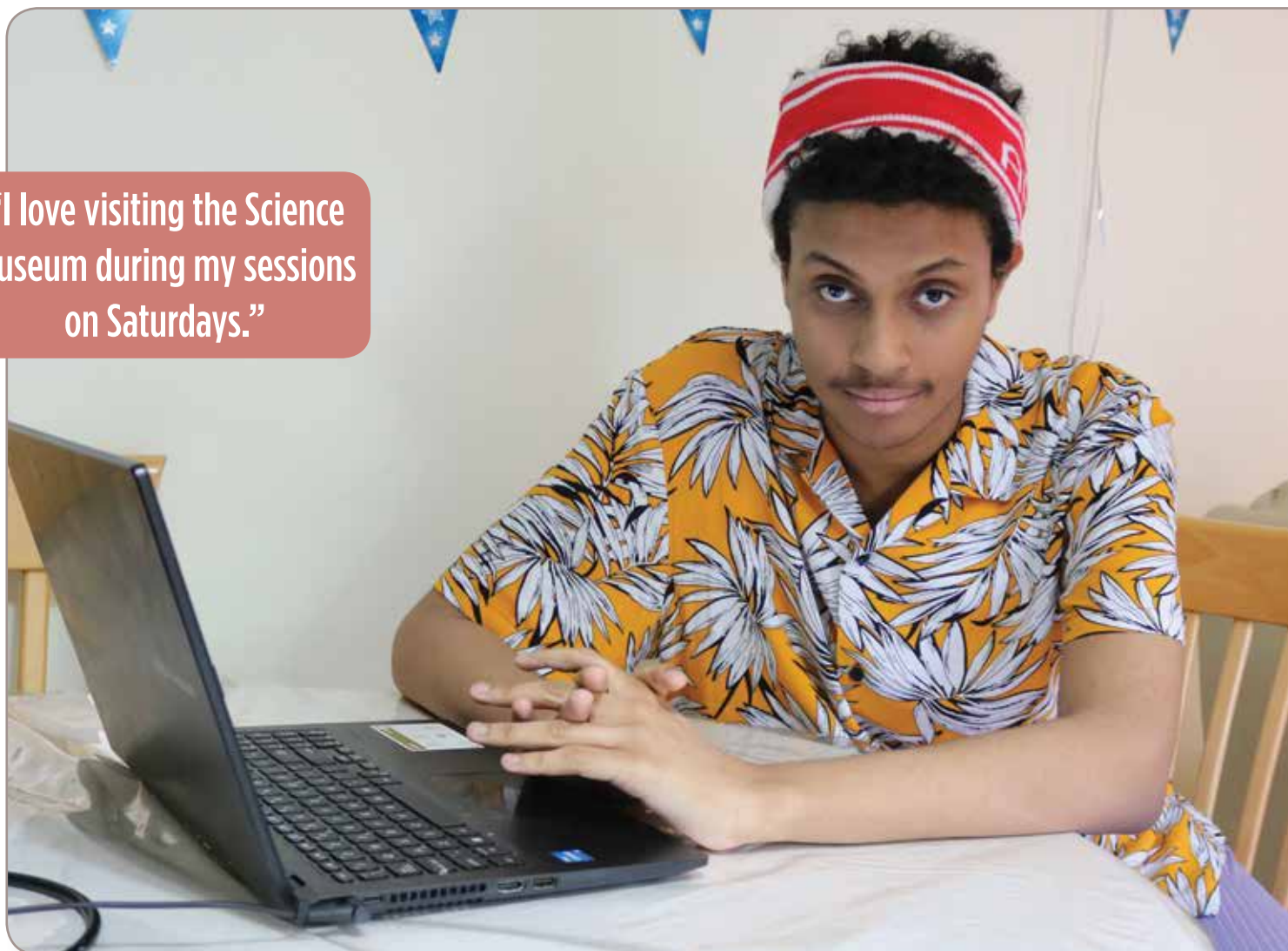
When Awet first came to Centre 404, he often kept to himself, pushing away support and getting upset when things didn't go his way. Being out in the community could feel overwhelming, especially when he wasn't able to visit the historical sites he loved. Frustration would build up and it was hard for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

"I love visiting the Science Museum during my sessions on Saturdays."



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



- 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



- 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

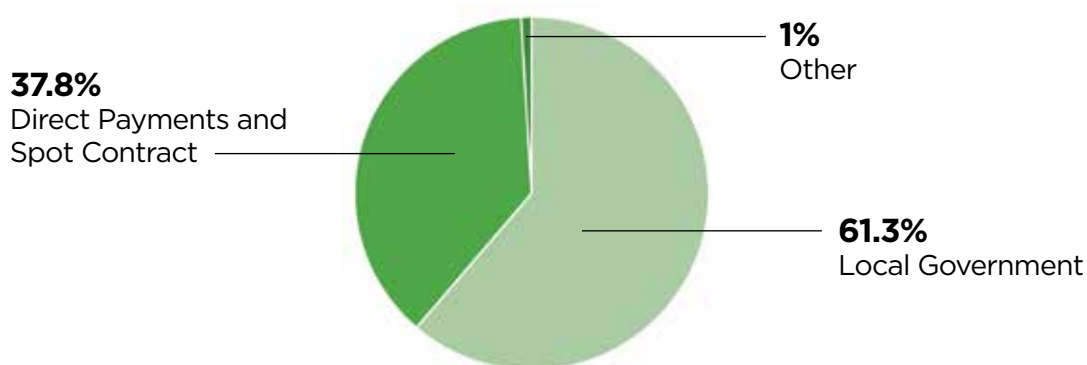
4

Money counts

Independent Living and Specialist Services and Community Support Services

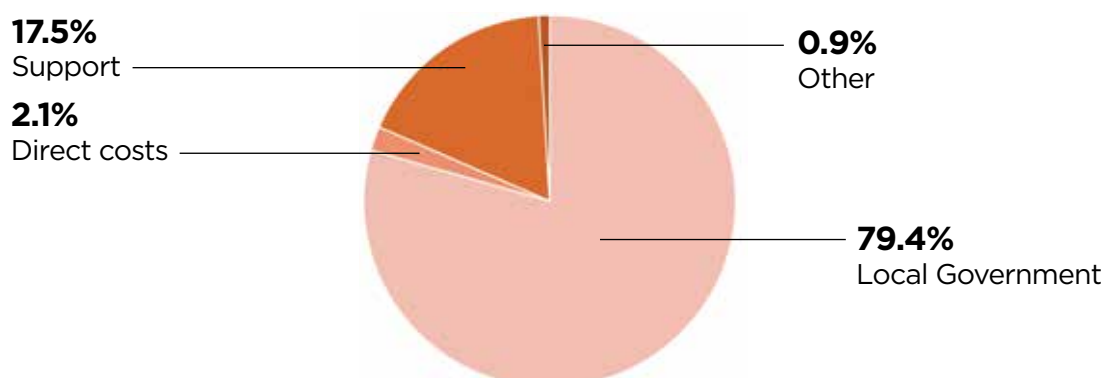
WHERE THE MONEY COMES FROM

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%

16.0%

Direct Payments and Day Operations

3.7%

Other

80.3%

Local Government

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%

17.0%

Support

8.6%

Direct costs

0.9%

Other

73.5%

Staff

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), Canopus, 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



Supporting people with learning disabilities, autism & their families



404 Camden Road, London N7 0SJ

020 7607 8762

general@centre404.org.uk

www.centre404.org.uk

Registered charity number: 299889

 @Centre404

 /Centre_404

 @Centre404

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

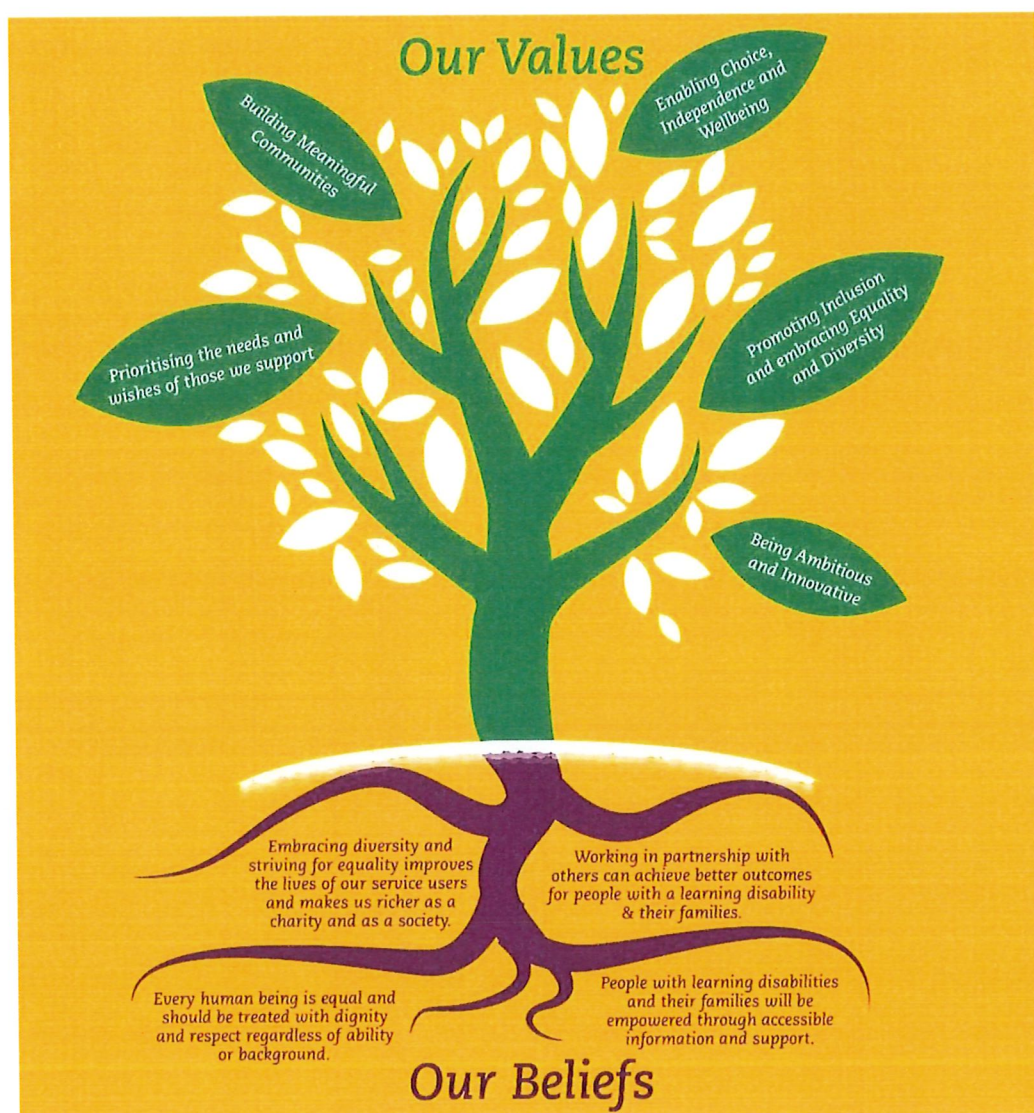
Centre 404

Annual Report and Consolidated Financial Statements

For the year ended 31 March 2025

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.

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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.

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 – comprising all our supported living, community services and day services for adults with learning disabilities.
- Children, Young People Families & Engagement – comprising 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 to 27.72% – 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.

**Annual Report and Consolidated Financial Statements for the
year ended 31 March 2025**



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
Date: 26 September 2025

Margaret A. Elliott

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404 (continued)

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404 (continued)

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404 (continued)

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



				Year ended 31 March 2025 £	Year ended 31 March 2024 £
	Note	Unrestricted £	Restricted £		
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		<u>10,519,777</u>	<u>79,787</u>	<u>10,599,564</u>	<u>8,672,929</u>
Expenditure on:					
<i>Raising funds:</i>					
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	<u>10,377,112</u>	<u>80,403</u>	<u>10,457,515</u>	<u>8,757,593</u>
Transfers between funds	14	<u>10,778</u>	<u>(10,778)</u>	<u>-</u>	<u>-</u>
Net income/(expenditure) and net movement in funds		153,443	(11,394)	142,049	(84,664)
Total funds at 1 April 2024	14	<u>4,420,899</u>	<u>42,044</u>	<u>4,462,943</u>	<u>4,547,607</u>
Total funds at 31 March 2025		<u><u>4,574,342</u></u>	<u><u>30,650</u></u>	<u><u>4,604,992</u></u>	<u><u>4,462,943</u></u>

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	<u>2,233,577</u>	<u>2,413,209</u>
		2,233,577	2,413,209
Current assets			
Debtors	10	<u>1,354,722</u>	<u>1,715,150</u>
Cash at bank and in hand	11	<u>1,992,476</u>	<u>1,184,399</u>
		3,347,198	2,899,549
Liabilities			
Creditors: amounts due within one year	12	<u>(975,783)</u>	<u>(849,815)</u>
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		<u>2,233,577</u>	<u>2,413,208</u>
General funds		<u>2,340,748</u>	<u>2,007,691</u>
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 L. Elliott
Margaret Elliott
Chairperson

Derek Weist
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.

Notes to the financial statements (continued)

For year ended 31 March 2025

2.	Donations and legacies for the year ended 31 March 2025	Unrestricted	Restricted	Year ended 31 March 2025
		£	£	£
	Donations	2,352		2,352
	Legacies	-	-	-
		<u>2,352</u>	<u>-</u>	<u>2,352</u>
Donations and legacies for the year ended 31 March 2024		Unrestricted	Restricted	Year ended 31 March 2024
		£	£	£
	Donations	1,186	-	1,186
	Legacies	-	-	-
		<u>1,186</u>	<u>-</u>	<u>1,186</u>
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
		<u>59,194</u>	<u>-</u>	<u>59,194</u>
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
		<u>11,563</u>	<u>-</u>	<u>11,563</u>
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
		<u>10,409,514</u>	<u>79,787</u>	<u>10,489,301</u>
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
		<u>8,584,977</u>	<u>58,850</u>	<u>8,643,827</u>

Notes to the financial statements (continued)

For year ended 31 March 2025

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

Notes to the financial statements (continued)

For year ended 31 March 2025

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:

	Governance related support costs £	Other support costs £	Total £	Basis of apportionment
Support costs include:				
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

Notes to the financial statements (continued)

For year ended 31 March 2025

6. Net income/(expenditure) for the year

		Year ended 31 March 2025	Year ended 31 March 2024
This is stated after charging:			
Depreciation	Note 9	201,456	210,083
Auditor's remuneration:			
Current year audit fees (inclusive of VAT) **		<u>24,000</u>	<u>21,586</u>
 **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	<u>46,329</u>	<u>24,863</u>
	7,120,048	5,672,562
Agency costs	<u>2,252,146</u>	<u>2,103,876</u>
	<u>9,372,194</u>	<u>7,776,438</u>

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

	Year ended 31 March 2025 Number	Year ended 31 March 2024 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 No.	Year ended 31 March 2024 No.
Leisure and Learning	63	61
Central	22	22
Family Support	9	9
Housing	<u>175</u>	<u>176</u>
	<u>269</u>	<u>268</u>

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	<u>3,340,165</u>	<u>112,045</u>	<u>441,468</u>	<u>3,893,678</u>
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	<u>1,167,740</u>	<u>92,406</u>	<u>399,955</u>	<u>1,660,101</u>
Net book value				
At 31 March 2025	<u>2,172,425</u>	<u>19,639</u>	<u>41,513</u>	<u>2,233,577</u>
At 31 March 2024	<u>2,334,977</u>	<u>31,228</u>	<u>47,004</u>	<u>2,413,209</u>

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)	-
	<u>1,334,301</u>	<u>1,614,144</u>
Prepayments	3,026	28,321
Accrued income	11,495	37,910
Other debtors	5,900	34,775
	<u>1,354,722</u>	<u>1,715,150</u>

Notes to the financial statements (continued)

For year ended 31 March 2025

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
	<u>1,992,476</u>	<u>1,184,399</u>

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
	<u>975,783</u>	<u>849,815</u>

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	<u>3,438</u>	<u>3,437</u>

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			As at 31 March 2025 £	As at 31 March 2024 £
	General funds £	Designated Funds £	Restricted Funds £		
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	<u>2,340,748</u>	<u>2,233,577</u>	<u>30,667</u>	<u>4,604,992</u>	<u>4,462,943</u>

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.

Notes to the financial statements (continued)

For year ended 31 March 2025

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

Notes to the financial statements (continued)

For year ended 31 March 2025

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).



***Supporting people with learning
disabilities, autism & their families***

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www.centre404.org.uk

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404 (continued)

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404 (continued)

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.

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTRE 404 (continued)

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