



**Making change count
for homeless people**

**Company Registration No. 4238295 (England & Wales)
Charity Registration No. 1091077**

The 999 Club and Lady Florence Trust

**Trustees' report and financial statements
For the year ended 31 August 2017**

The 999 Club and Lady Florence Trust

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The 999 Club and Lady Florence Trust

Report of the trustees (continued) For the year ended 31 August 2017

The trustees, who are also the directors of the charity for the purposes of Company Law, present their report together with the consolidated financial statements for the charities for the year ended 31 August 2017. The financial statements have been prepared in accordance with the accounting policies set out on pages 15 to 17 and comply with the charity's constitution and applicable law.

Structure, Governance and Management

The objects of the charity are governed by the Memorandum and Articles of Association adopted in February 2002.

We recruit trustees with expertise relevant to the needs of the charity. Trustees are recruited, confirmed and elected by fellow Trustees. Following election to the board trustees undergo a full induction. The trustees' role is that of governance and strategy for the organisation.

The board of the 999 Club is the sole corporate trustee of the Lady Florence Institute whose objects are set out in a separate document. The 999 Club and Lady Florence Trust's objects are in line with those objects. The accounts of the two organisations are therefore consolidated.

Objects and Activities

The objects of the charity are:

- The relief of poverty by the provision of an advice and counselling service.
- The advancement of education and the provision of facilities for recreation and other leisure-time occupation for people who have need of such facilities by reason of their youth, age, infirmity and/or disablement, poverty or social and economic circumstances with the object of improving their conditions of life.

To achieve those objects the 999 Club and Lady Florence Trust works with homeless and the vulnerably housed by providing a range of services, including advice and advocacy, employment support and a learning & activities programme. It does this through a centre which is open 5 days a week and a Night Shelter which opens 7 nights a week for a series of 10 week seasons, both on the same site in the London Borough of Lewisham.

As the sole corporate trustee of the Lady Florence Institute, the 999 Club provides administrative support for that charity as well as management of its freehold property and assets.

The 2011 Charities Act requires all charities to meet the legal requirement that its aims are for the public benefit, taking into account the 2010 Equality Act. The Charity Commission in its "Charities and Public Benefit" Guidance states that there are two key principles to be met in order to show that an organisation's aims are for the public benefit: the benefit must be identifiable; the benefit must be to the public in general or a section of the public.

The Council of Management which equates to the Board of Trustees (and is henceforth referred to as such) confirm they have regard to the Charity Commission's guidance on public benefit and consider each year how the charity meets the public benefit objectives outlined in Section 4 of the Charities Act 2011.

The 999 Club and Lady Florence Trust

Report of the trustees (continued) For the year ended 31 August 2017

They are satisfied that The 999 Club and Lady Florence Trust meets the requirements and conforms to the Act's definition of a charity meeting all elements of the two key principles.

Organisational Objectives

The Executive Summary of the September 2015 – September 2018 Business Plan, agreed by trustees in March 2015, included the following recommendations:

- To provide personalised and in-depth support, recognising that given our limited resources the greater the number of individuals the less personalised and in-depth is the support we can provide
- The support given has to include a range of elements, including advice and advocacy to resolve some of their problems and a variety of activities to improve life skills and employability and, in the process, reduce isolation
- To develop core specialisms within advice and advocacy in housing and benefits, migrants and employment, and women
- To create an inclusive culture for service users in which they have a voice and tell us what works best for them
- To expand the range of services to include family mediation to help service users reconnect with support networks and healthcare support to help them obtain better health outcomes from the NHS.
- To deepen partnerships with other organisations in Lewisham.

These objectives were underpinned by changes within the organization aimed at raising professional standards including the achievement of the Advice Quality Standard (AQS) and PQASSO (the Charity Evaluation Service's professional standard).

We are now two thirds of the way through the Plan and have made good progress against the objectives set in it. The Board agreed a forward looking framework for the period January 2017 – January 2020 that incorporates the original plan and sets out further themes:

- Improvements to the building/building re-design
- Implementation of the Mayday Trust Personal Transition Pilot, a programme designed to foster positive networks that will supersede and expand on the original plan for a Family Mediation Officer
- Implementation and review of a new Night Shelter model
- Improved volunteer management
- A tenancy sustainment programme

The Board considered the original proposal for a Healthcare Advocate and while accepting the vital need for such a service agreed that the challenges in forging a partnership with the NHS were formidable.

The 999 Club and Lady Florence Trust

Report of the trustees (continued) For the year ended 31 August 2017

Achievements and performance

These are the activities undertaken to further the charity's purposes for the public benefit. They are undertaken with regard to the Charity Commission's guidance on public benefit.

- We have achieved AQS Level 1 and PQASSO Level 1
- Throughout these changes we continued to provide our service users with a core service:
 - We have seen on average 25 people/day in the rough sleeper session and another 25 in the open access session for the wider homeless population, presenting a spectrum of issues associated with severe multiple deprivation
- The Night Shelter operated from 03 January to 14 March 2017 and from 03 April to 11 June 2017:
 - 65 people (from 68 referrals) over 140 nights (up to 10 people per night)
 - Average length of stay 16 nights
 - Ranging in age from 25-68 years
- Support needs reported included: alcohol misuse (41%); drug misuse (38%); mental health issues (37%); physical health issues (33%).
- Positive move-on was achieved with 32 people directly from the night shelter. Others were housed shortly after their stay with us.

A number of statutory and voluntary services continued to work with us to support people in our centre:

London Street Rescue	Change Grow Live
Bench Outreach	Housing Justice
Deptford Reach	Safer Neighbourhood Team
Centrepoint	Goldsmiths College, University of London
Crisis	Tideway
King's Church	Job Centre Plus
Jericho Road Project	Probation Services
St Mungo's	Changing Lives Housing Trust
Thames Reach	London Housing Trust
Southwark Spot Team	25th Avenue
Riverside Housing	Shaftesbury Christian Centre Evening Service
Housing for Women	Greenwich Winter Night Shelter
Pause	The Robes Project
No Second Night Out	Glass Door
Evelyn 190 Centre	The Manna Centre

The 999 Club and Lady Florence Trust

Report of the trustees (continued) For the year ended 31 August 2017

Providence Row	London Borough of Bromley
Connections St Martin's	London Borough of Lambeth
Lewisham Social Services	South London and Maudsley Hospital
Lewisham Probation	Guy's and St Thomas' NHS Foundation Trust's Health Inclusion Team
Lewisham Single Homelessness Intervention and Prevention (SHIP) and Housing Options (HOC) under Lewisham Council	Samaritans
London Borough of Greenwich	Narcotics Anonymous
London Borough of Southwark	Various local GP practices

Volunteers

We have enhanced our volunteer programme by offering supervision as well as opportunities for discussion around service development. We continue to improve our induction, training and development opportunities for volunteers with a view to attracting people who aim to develop careers in the sector, as well as those who volunteer for other reasons. We offer service users/ex services users' access to volunteering opportunities.

We benefit from volunteer support in all areas of our activities. We have developed clear volunteer role descriptions. We benefit from work placement students who bring their own skills. The Gateway and Learning & Activities benefited from the support of 98 volunteers during the period. The Night Shelter could not run without the support of the 80 + volunteers who do evening and breakfast shifts, as well as the cooking teams at St Alfege church in Greenwich.

Financial review

A significant source of funding has been the Lady Florence Institute which made a donation of £130,000 during the year in support of the work of the 999 Club. Other financial assistance was given by charitable trusts, corporate supporters and private donors. The results for the year are shown on page 11. There was a deficit for the year of £39,962 (versus a surplus in 2016 of £20,936) of which a deficit of £22,070 (2016: surplus of £6,100) relates to unrestricted funds. When the deficit is added to the funds brought forward of £2,956,151 this leaves a figure of £2,916,189 for total funds carried forward at 31 August 2017.

The charity will continue to report as a 'small company' under the new charity accounting rules.

Remuneration Policy

The 999 Club believes it is important to attract staff of high calibre with strong professional standards in order to provide its service users with a good quality service that will support them in achieving sustainable move-on. We employ an external firm to benchmark salaries for new posts. We operate a policy that the highest paid employee should not earn more than three times the salary of the lowest paid employee. No employee is paid more than £60,000. This statement has been drawn up in line with the recommendations of the Report of the Inquiry into Charity Senior Executive Pay (published April 2014).

The 999 Club and Lady Florence Trust

Report of the trustees (continued) For the year ended 31 August 2017

Reserves policy

It is the trustees' desire to maintain unrestricted funds, being the free reserves of the charity, at a level which equates to approximately three months expenditure. At this level the trustees feel comfortable that they can continue the current activities of the charity in the event of a significant drop in funding.

The Trustees have designated the value of the property held in unrestricted funds into a separate fund to ensure that the free reserves available for the day to day running of the charity are easily identifiable.

The unrestricted reserves of the charity, after removing the designated property fund, at 31 August 2017 amount to £48,545 (2016: £70,615). This represents approximately two month's unrestricted expenditure. This is monitored and reviewed on a regular basis. It remains the Trustees' objective to maintain free reserves equivalent to three months unrestricted expenditure

Investment policy

The charity has a policy of keeping liquid funds in short term deposits that can be accessed readily. The charity has active treasury management in place to maximise the return on assets held.

Risk management

The Trustees are responsible for the management of the risks faced by the 999 Club and Lady Florence Trust. Detailed considerations of risk are handled by the Trustees in their meetings. In addition the Chief Executive and Senior Management Team consider the Risk Register on a regular basis. Risks are identified and assessed throughout the year and controls are established to manage the risks. A formal review of the 999 Club and Lady Florence Trust's risk management processes is undertaken each year.

The key controls used are:

- Formal agendas and minutes for Trustee meetings (held 4-6 times a year)
- Regular management accounts and cash flow statements
- Development of formal written policies, including authority limits

Through the risk management processes established by the 999 Club and Lady Florence Trust, the Trustees are satisfied that the major risks identified have been adequately mitigated where necessary. It is recognised that systems can only provide reasonable but not absolute assurance that major risks have been adequately identified.

Related parties

The 999 Club and Lady Florence Trust is the sole corporate trustee of the Lady Florence Institute (Registered Charity 312816) which holds the freehold of the property at 21 Deptford Broadway and Lady Florence Courtyard. The Lady Florence Institute has made a donation to the 999 Club and Lady Florence Trust this year. This level of support will continue into the future.

The 999 Club and Lady Florence Trust

Report of the trustees (continued) For the year ended 31 August 2017

Trustees' responsibilities

The trustees (who are also directors of the 999 Club and Lady Florence Trust for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware;
- the trustees have taken all steps that ought to have been taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

The Trustees have taken advantage of the small companies' regime in preparing the Trustees Annual Report.

By order of the trustees



Jeremy Withers Green
Chairman of Trustees

The 999 Club and Lady Florence Trust

Independent auditors' report to the members (continued) For the year ended 31 August 2017

Opinion

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2017 which comprise the consolidated statement of financial activities, the group and charity balance sheets, the consolidated cash flow statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 August 2017 and of the group's 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.

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and the parent 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
 - the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to
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The 999 Club and Lady Florence Trust

Independent auditors' report to the members (continued) For the year ended 31 August 2017

continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

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

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

We have nothing to report in this regard.

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 which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' 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 group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

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

- the group or parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
 - the parent charitable company financial statements are not in agreement with the accounting records and returns; or
 - certain disclosures of trustees' remuneration specified by law are not made; or
 - we have not received all the information and explanations we require for our audit; or
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The 999 Club and Lady Florence Trust

Independent auditors' report to the members (continued) For the year ended 31 August 2017

- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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 the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and parent 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 group or the parent 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

We have been appointed as auditors under the Companies Act 2006 and report in accordance with that Act.

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

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Saffery Champness LLP

Cara Turtington (Senior Statutory Auditor)

Date 16 April 2018

For and on behalf of
Saffery Champness LLP
Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

The 999 Club and Lady Florence Trust

Consolidated statement of financial activities (incorporating an income and expenditure account)
For the year ended 31 August 2017

	Notes	Unrestricted funds £	Restricted funds £	Total 2017 £	Total 2016 £
Income from:					
Donations and gifts		212,533	260,824	473,357	477,673
Other trading activities:					
Hire fees		12,460	-	12,460	27,652
Centre income		-	-	-	25
Rental income		267,538	-	267,538	188,463
Total income		<u>492,531</u>	<u>260,824</u>	<u>753,355</u>	<u>693,813</u>
Expenditure on					
Raising funds	2	71,100	-	71,100	58,261
Charitable activities	3	443,501	278,716	722,217	614,616
Total expenditure		<u>514,601</u>	<u>278,716</u>	<u>793,317</u>	<u>672,877</u>
Net (expenditure)/income for the year	6	(22,070)	(17,892)	(39,962)	20,936
Balances brought forward at 31 August 2016		<u>1,553,696</u>	<u>1,402,455</u>	<u>2,956,151</u>	<u>2,935,215</u>
Balances carried forward at 31 August 2017	12/13	<u><u>1,531,626</u></u>	<u><u>1,384,563</u></u>	<u><u>2,916,189</u></u>	<u><u>2,956,151</u></u>

All of the above results are derived from continuing operations and include all gains and losses recognised in the period.

The notes on pages 15 to 26 form part of these financial statements.

The 999 Club and Lady Florence Trust

Balance Sheets As at 31 August 2017

	Notes	Group		Charity	
		2017 £	2016 £	2017 £	2016 £
Fixed assets					
Tangible fixed assets	7	2,774,249	2,802,716	70,915	79,382
Current assets					
Debtors	8	32,151	20,359	44,584	41,432
Short term deposits		2,447	2,446	2,447	2,446
Cash at bank and in hand		206,842	218,021	203,439	192,794
		<u>241,440</u>	<u>240,826</u>	<u>250,470</u>	<u>236,672</u>
Creditors: amounts falling due within one year	9	83,491	46,670	57,581	18,824
Net current assets		<u>157,949</u>	<u>194,156</u>	<u>192,489</u>	<u>217,848</u>
Total assets less current liabilities		<u>2,932,198</u>	<u>2,996,872</u>	<u>263,404</u>	<u>297,230</u>
Creditors: amounts falling due in more than one year	10	16,009	40,721	-	-
Net assets		<u>2,916,189</u>	<u>2,956,151</u>	<u>263,404</u>	<u>297,230</u>
Funds					
Unrestricted funds					
General funds		48,545	70,615	99,494	135,028
Designated funds		1,483,081	1,483,081	-	-
	12	<u>1,531,626</u>	<u>1,553,696</u>	<u>99,494</u>	<u>135,028</u>
Restricted	13	1,384,563	1,402,455	164,310	162,202
		<u>2,916,189</u>	<u>2,956,151</u>	<u>263,804</u>	<u>297,230</u>

The notes on pages 15 to 26 form part of these financial statements.

A separate Statement of Financial Activities for the Charity alone is not produced as permitted by Section 408 of the Companies Act 2006. The Charity's net movement in funds for the year was a deficit of £33,426 (2016 – surplus of £79,132).

Approved by the Board of Trustees on *16th April 2018* and signed on its behalf by

Jeremy Withers Green
Chairman
Company Number 4238295 (England & Wales)



The 999 Club and Lady Florence Trust

Consolidated cash flow statement
For the year ended 31 August 2017

	Group		Charity	
	2017	2016	2017	2016
	£	£	£	£
Net cash provided by operating activities (A)	18,322	84,570	15,434	130,352
Cash flows from investing activities:				
Disposal of tangible fixed assets	-	1,800	-	1,800
Purchase of tangible fixed assets	(4,788)	(899)	(4,788)	(899)
Net cash provided by/(used in) investing activities	(4,788)	901	(4,788)	901
Cash flows from financing activities:				
Repayments of borrowing	(24,712)	(9,869)	-	-
Cash inflows from new borrowing	-	75,000	-	-
Net cash provided by (used in) financing activities	(24,712)	65,131	-	-
Net movement in cash and cash equivalents	(11,178)	150,602	10,646	131,253
Cash and cash equivalents at the beginning of the reporting period	220,467	69,865	195,240	63,987
Cash and cash equivalents at the end of the reporting period (B)	209,289	220,467	205,886	195,240

The 999 Club and Lady Florence Trust

Consolidated cash flow statement
For the year ended 31 August 2017

A- Reconciliation of net income/(expenditure) to net cash flow from operating activities

	Group		Charity	
	2017	2016	2017	2016
	£	£	£	£
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	(39,962)	20,936	(33,426)	79,087
Adjustments for:				
Depreciation charges	33,255	32,832	13,255	12,832
(Increase)/decrease in debtors	(11,792)	36,985	(3,152)	46,134
Increase/(decrease) in creditors	36,821	(6,183)	38,757	(7,701)
Net cash provided by/(used in) operating activities	18,322	84,570	15,434	130,352

B - Analysis of cash and cash equivalents

	Group		Charity	
	2017	2016	2017	2016
	£	£	£	£
Cash in hand	206,842	218,021	203,439	192,794
Notice deposits	2,447	2,446	2,447	2,446
Total cash and cash equivalents	209,289	220,467	205,886	195,240

The 999 Club and Lady Florence Trust

Notes to the financial statements For the year ended 31 August 2017

1. Accounting policies

1.1 Basis of preparation

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The accounts have been prepared in accordance with the Companies Act 2006, the 'Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

The accounts are prepared in sterling, which is the functional currency of the Charity. Monetary amounts in these financial statements are rounded to the nearest £.

The Charity constitutes a public benefit entity as defined by FRS 102.

1.2 Going concern

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Consolidated financial statements

The Charity has consolidated its wholly owned subsidiary The Lady Florence Institute in accordance with the Statement of Recommended Practice "Accounting and Reporting by Charities". A separate Statement of Financial Activities, or income and expenditure account, for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by the Companies Act 2006.

1.4 Company status

The charity is a company limited by guarantee. The members of the company are the trustees named in the financial statements. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.5 Donations and legacies

All donation income is included in the Statement of Financial Activities in the year in which it is received unless it is restricted income and has been received specifically in respect of expenditure to be incurred in a future accounting period in which case it is deferred.

1.6 Expenditure

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly allocated to particular headings they have been allocated to activities on a basis consistent with use of the resources. Salary costs have been allocated on basis of time spent.

1.7 Fundraising costs

All expenses relating to fundraising and publicity are charged to this heading.

1.8 Governance costs

These costs relate to the governance of the organisation. They include expenses of trustees' meetings, and audit fees.

The 999 Club and Lady Florence Trust

Notes to the financial statements For the year ended 31 August 2017

1.9 Tangible fixed assets and depreciation

Freehold buildings are depreciated at 1% per annum. Deptford extension costs are depreciated over 10 years. Other capitalised refurbishment costs are depreciated over the length of the lease. Furniture, equipment and minibuses are depreciated over 5 to 7 years.
There is a capitalisation limit of £500, below which assets are not capitalised.

1.10 Funds

Restricted funds: These balances represent voluntary income or grants which have been received for the purposes set out in Note 13. The application of these funds is restricted by the expressed wishes of the donor or the terms of the grant.

Unrestricted funds: These balances represent funds that can be used for any of the charity's purposes.

Designated funds: These represent the unrestricted elements of the charities' freehold property

1.11 Pension Scheme

The charity has arranged a defined contribution pension scheme for members of staff. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension costs charged in the Statement of Financial Activities represent the contributions payable by the charity in the year.

1.12 Financial instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method. The Charity has selected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

1.13 Critical accounting judgements and key sources of estimation uncertainty

In the application of the Charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The key estimates concern the useful economic life of fixed assets and the recoverability of debt.

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

2. Expenditure on raising funds

	2017		2017	2016
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Staff costs	55,543	-	55,543	46,426
Direct costs	8,413	-	8,413	6,924
Centre costs	5,850	-	5,850	3,031
Support costs	1,294	-	1,294	1,880
	<u>71,100</u>	<u>-</u>	<u>71,100</u>	<u>58,261</u>

3. Charitable activities

	2017		2017	2016
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Staff costs	213,846	183,518	397,364	314,264
Centre costs	111,144	16,058	127,202	69,418
Property costs	52,971	-	52,971	153,538
Depreciation	4,039	29,216	33,255	12,832
Project costs	960	46,839	47,799	9,357
Miscellaneous costs	3,197	-	3,197	12,333
Support costs	35,394	3,085	38,479	35,737
Governance costs (see note 4)	21,950	-	21,950	7,137
	<u>443,501</u>	<u>278,716</u>	<u>722,217</u>	<u>614,616</u>

Support costs include general management and office costs which cannot be directly attributed to a cost category. Where support costs are funded by a restricted fund, the costs are allocated directly against that fund.

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

4. Governance costs

	2017		2017	2016
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Bank charges	4,077	-	4,077	-
Legal and professional fees	16,812	-	16,812	7,137
Strategy development	1,061	-	1,061	-
	<u>21,950</u>	<u>-</u>	<u>21,950</u>	<u>7,137</u>

5. Staff costs

	2017	2016
	£	£
Wages and salaries	368,918	312,979
Employers National Insurance	32,393	27,869
Pension costs	8,742	5,676
Recruitment costs	36,120	6,840
Other staff costs	6,734	7,236
	<u>452,907</u>	<u>360,600</u>

No trustees were reimbursed for expenses (2016: nil). No trustees received any remuneration in either year. In 2017 donations received from trustees totalled £1,700 (2016: £800)

No member of staff was paid more than £60,000 in either year. The aggregate amount paid to key management personnel in the year was £162,827 (2016: £157,412)

The average number of staff employed by the charities in the year ended 31 August 2017 was 11 (2016: 8).

6. Net income/(expenditure)

Net income/(expenditure) for the year is stated after charging:

	2017	2016
	£	£
Auditors remuneration		5,951
Depreciation	<u>33,255</u>	<u>32,832</u>

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

7. Fixed assets				
Group	Freehold land and buildings £	Refurbishment of centres £	Furniture and equipment £	Total £
Cost				
As at 31 August 2016	3,000,000	316,148	37,013	3,353,161
Additions	-	-	4,788	4,788
Disposals	-	-	-	-
As at 31 August 2017	<u>3,000,000</u>	<u>316,148</u>	<u>41,801</u>	<u>3,357,949</u>
Depreciation				
As at 31 August 2016	276,666	248,581	25,198	550,445
Charge for year	20,000	9,217	4,038	33,255
Eliminated on disposal	-	-	-	-
As at 31 August 2017	<u>296,666</u>	<u>257,798</u>	<u>29,236</u>	<u>583,700</u>
Net book value				
As at 31 August 2017	<u>2,703,334</u>	<u>58,350</u>	<u>12,565</u>	<u>2,774,249</u>
As at 31 August 2016	<u>2,723,334</u>	<u>67,567</u>	<u>11,815</u>	<u>2,802,716</u>

Included in freehold land and buildings is £1,000,000 relating to land which is not depreciated. The freehold land and buildings were valued on 31 December 2002 by Martin DeVarga Chartered Surveyors as they were brought into use for the first time.

The Trustees do not have a policy of revaluing the buildings in the financial statements. The historic cost of land and buildings is £2,239,258.

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

7. Fixed asset (continued)

Charity	Refurbishment of centres £	Furniture and equipment £	Total £
Cost			
As at 31 August 2016	316,148	37,013	353,161
Additions	-	4,788	4,788
Disposals	-	-	-
As at 31 August 2017	316,148	41,801	357,949
Depreciation			
As at 31 August 2016	248,581	25,198	273,779
Charge for year	9,216	4,039	13,255
Eliminated on disposal	-	-	-
As at 31 August 2017	257,797	29,237	287,034
Net book value			
As at 31 August 2017	58,351	12,564	70,915
As at 31 August 2016	67,567	11,815	79,382

8. Debtors

	Group		Charity	
	2017 £	2016 £	2017 £	2016 £
Hall hire debtors	9,600	2,022	-	2,022
Prepayments	22,551	7,005	13,512	7,005
Other debtors	-	11,332	-	1,333
Owed by Lady Florence Institute	-	-	31,072	31,072
	32,151	20,359	44,584	41,432

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

9. Creditors: Amounts falling due within one year

	Group		Charity	
	2017 £	2016 £	2017 £	2016 £
Trade creditors	24,410	1,866	24,410	1,483
Accruals and deferred income	21,628	11,706	20,128	8,608
Other creditors	13,043	8,688	13,043	8,733
Bank loan (see note 10)	24,410	24,410	-	-
	<u>83,491</u>	<u>46,670</u>	<u>57,581</u>	<u>18,824</u>

10. Creditors: Amounts falling after more than one year

	Group		Charity	
	2017 £	2016 £	2017 £	2016 £
Bank loan				
Repayable in 1-2 years	16,009	25,405	-	-
Repayable in 2-5 years	-	15,316	-	-
	<u>16,009</u>	<u>40,721</u>	<u>-</u>	<u>-</u>

The bank loan of £40,419 is secured on 18 – 21 Deptford Broadway, London. The loan is repayable over a three year period with an interest rate of 3.5% per annum over base rate, subject to a minimum charge of 4%.

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

11. Analysis of net assets between funds
Group

	Unrestricted £	Designated £	Restricted £	Total £
Tangible fixed assets	12,564	1,483,081	1,278,604	2,774,249
Net current assets	51,990	-	105,959	157,949
Long term liabilities	(16,009)	-	-	(16,009)
	<u>48,545</u>	<u>1,483,081</u>	<u>1,384,563</u>	<u>2,916,189</u>

Charity

	Unrestricted £	Restricted £	Total £
Tangible fixed assets	12,564	58,350	70,914
Net current assets	86,930	105,960	192,890
	<u>99,494</u>	<u>164,310</u>	<u>263,804</u>

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

12. Unrestricted funds

Group	Balance 1 September 2016 £	Movement in resources		Transfers between funds £	Balance 31 August 2017 £
		Incoming £	Outgoing £		
General fund	70,615	492,531	514,601	-	48,545
Designated property fund	1,483,081	-	-	-	1,483,081
Total funds	1,553,696	492,531	514,601	-	1,531,626

The designated property fund is the value of the freehold property, excluding redevelopment costs, owned by The Lady Florence Institute, the value of which is included within Tangible Fixed Assets. This asset is used by the group on an on-going basis for the charitable activities carried out.

Charity	Balance 1 September 2016 £	Movement in resources		Transfers between funds £	Balance 31 August 2017 £
		Incoming £	Outgoing £		
General fund	135,028	394,750	430,284	-	99,494
Total funds	135,028	394,750	430,284	-	99,494

The 999 Club and Lady Florence Trust

Notes to the financial statements For the year ended 31 August 2017

13. Restricted funds

Group	Balance 1 September 2016 £	Movement in resources		Transfers between funds £	Balance 31 August 2017 £
		Incoming £	Outgoing £		
General centre costs	11,049	5,200	6,210	-	10,039
Welfare fund	682	-	682	-	-
Capital project	67,567	-	9,216	-	58,351
Winter night shelter	34,498	74,050	58,251	-	50,297
Volunteer expenses	506	-	506	-	-
Activities co-ordinator	-	30,117	30,117	-	-
Learning and activities	4,316	-	4,316	-	-
Employability Advice & Support Worker	29,297	13,067	24,952	-	17,412
Big Lottery	14,287	105,056	119,343	-	-
Mayday	-	33,334	5,123	-	28,211
Property redevelopment	1,240,253	-	20,000	-	1,220,253
Total funds	1,402,455	260,824	278,716	-	1,384,563

General Centre costs – General costs for all centres

Welfare Fund – Funds to help individuals in crisis

Homeless Support worker – Salary for the Homeless Support Worker

Capital funding – Building works in Deptford

Night shelter – Providing emergency accommodation for vulnerable people

Volunteer expenses – Day to day volunteer expenses

Activities co-ordinator – During the year £14,225 was received from the Deptford Challenge Trust and The London Community Foundation for the salary of the Activities Co-Ordinator. This is part of a two year grant.

Bike project – Purchase of bicycles and accessories

Learning & Activities – running workshops and activities

Employability Advice & Support Worker – salary for Employability Advice & Support

Big Lottery – Move on up Project, gateway services, learning and activities programme and related overheads.

Property redevelopment – the fund was established in respect of the redevelopment of properties owned by The Lady Florence Institute in Deptford Broadway. The funds are included in tangible fixed assets.

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

13. Restricted funds (continued)

Charity	Balance 1 September 2016 £	Movement in resources		Transfers between funds £	Balance 31 August 2017 £
		Incoming £	Outgoing £		
General centre costs	11,049	5,200	6,210	-	10,039
Welfare fund	682	-	682	-	-
Capital project	67,567	-	9,216	-	58,351
Winter night shelter	34,498	74,050	58,251	-	50,297
Volunteer expenses	506	-	506	-	-
Activities co-ordinator	-	30,117	30,117	-	-
Learning and activities	4,316	-	4,316	-	-
Employability Advice & Support Worker	29,297	13,067	24,952	-	17,412
Big Lottery	14,287	105,056	119,343	-	-
Mayday	-	33,334	5,123	-	28,211
Total funds	162,202	260,824	258,716	-	164,310

14. Related party transactions

The 999 Club and Lady Florence Trust has transactions with its wholly controlled subsidiary, the Lady Florence Institute, which have been eliminated on consolidation. These transactions are as follows:

The 999 Club and Lady Florence Trust received income from The Lady Florence Institute as follows:

- Donations to the 999 Club of £130,000 (2016: £54,000).

The 999 Club and Lady Florence Trust charged the following expenditure to The Lady Florence Institute:

- Recharge of expenditure for services provided of £2,180 (2016: £13,697).

At 31 August 2017 there was £31,072 (2016: £31,072) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust.

No guarantees have been given or received.

The 999 Club and Lady Florence Trust

Notes to the financial statements
For the year ended 31 August 2017

15. Comparative information

	Unrestricted funds £	Restricted funds £	Total 2016 £
Income from:			
Donations and gifts	308,709	168,964	477,673
Grants	-	-	-
Other trading activities:			
Hire fees	27,652	-	27,652
Centre income	25	-	25
Rental income	188,463	-	188,463
Total income	<u>524,849</u>	<u>168,964</u>	<u>693,813</u>
Expenditure on			
Raising funds	58,261	-	58,261
Charitable activities	460,488	154,128	614,616
Total expenditure	<u>518,749</u>	<u>154,128</u>	<u>672,877</u>
Net income/(expenditure) for the year	6,100	14,836	20,936
Balances brought forward at 31 August 2014	<u>1,547,596</u>	<u>1,387,619</u>	<u>2,935,215</u>
Balances carried forward at 31 August 2015	<u><u>1,553,696</u></u>	<u><u>1,402,455</u></u>	<u><u>2,956,151</u></u>