



**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 2018**

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Trustees	Gordon McCullough (Chairman) (appointed 10 April 2018) Jeremy Withers Green (Chairman) (resigned 15 May 2018) Toju Mayomi (appointed 10 April 2018) Mike Frankl (Treasurer) (resigned 17 October 2018) Tim Colman (appointed 10 April 2018) Neil Fitzsimmons (resigned 20 August 2018) Julie Greenwood (appointed 15 May 2018) Andrew Neilson Katharine Sacks-Jones Siobhan Sheridan (resigned 12 March 2018) Jo Tanner	
Secretary	Tim Fallon	
Chief Executive	Tim Fallon	
Registered office	21 Deptford Broadway London SE8 4PA	
Company registration number	The 999 Club	4238295
Registered charity number	The 999 Club	1091077
	The Lady Florence Institute	312816
Bankers	The 999 Club	HSBC Bank Plc 85 Lewisham High Street London SE8 4RQ
	The Lady Florence Institute	Unity Trust Bank PO Box 782 Orpington BR6 1EN
Solicitors	TV Edwards 35 Mile End Road London E1 4TP	
Auditors	Saffery Champness LLP 71 Queen Victoria Street London EC4V 4BE	

**Report of the trustees (continued)
For the year ended 31 August 2018**

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 2018. The financial statements have been prepared in accordance with the accounting policies set out on pages 15 and 16 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 by open advert, non-executive search or recommendation, and 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.

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.

**Report of the trustees (continued)
For the year ended 31 August 2018**

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 to people experiencing homelessness, 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 to include a range of elements, including advice and advocacy to secure suitable housing and to resolve some of the problems they face plus a variety of activities to improve life skills and employability and, in the process, reduce isolation
- To consider developing 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 consider expanding 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 all 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 2018 – 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 greater focus on supporting people into sustainable housing including a tenancy sustainment programme

A greater focus on preventing homelessness

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

**Report of the trustees (continued)
For the year ended 31 August 2018**

- We are working towards the Housing Justice Quality Mark for our night shelter

In our Gateway we have seen on average 30 people/day in the rough sleeper session and another 20 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 2018 and from 03 April to 11 June 2018:
 - 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 Gateway centre:

London Street Rescue	Job Centre Plus
Bench Outreach	Probation Services
Deptford Reach	Changing Lives Housing Trust
Centrepont	London Housing Trust
Crisis	25th Avenue
King's Church	Shaftesbury Christian Centre Evening Service
Jericho Road Project	Greenwich Winter Night Shelter
St Mungo's	The Robes Project
Thames Reach	Glass Door
Southwark Spot Team	The Manna Centre
Riverside Housing	Providence Row
Housing for Women	Connections St Martin's
Pause	Lewisham Social Services
No Second Night Out	Lewisham Probation
Evelyn 190 Centre	Lewisham Single Homelessness Intervention and Prevention (SHIP) and Housing Options (HOC) under Lewisham Council
Change Grow Live	
Housing Justice	London Borough of Greenwich
Safer Neighbourhood Team	London Borough of Southwark
Goldsmiths College, University of London	London Borough of Bromley
Tideway	London Borough of Lambeth

**Report of the trustees (continued)
For the year ended 31 August 2018**

South London and Maudsley Hospital

Samaritans

Guy's and St Thomas' NHS Foundation Trust's
Health Inclusion Team

Narcotics Anonymous

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 service 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 from St Alfege church in Greenwich plus other church groups and individuals etc.

Financial review

A significant source of funding has been the Lady Florence Institute which made a donation of £90,000 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 surplus for the year of £83,301 (2017 deficit of £39,962) of which a surplus of £145,919 (2017: deficit of £22,070) relates to unrestricted funds. When the surplus is added to the funds brought forward of £2,916,189 this leaves a figure of £2,999,490 for total funds carried forward at 31 August 2018.

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 or ensure that they are at market levels. 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).

**Report of the trustees (continued)
For the year ended 31 August 2018**

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 2018 amount to £194,464 (2017: £48,545). This represents approximately five 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.

**Report of the trustees (continued)
For the year ended 31 August 2018**

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



Gordon McCullough
Chairman of Trustees

15 May 2019

**Independent auditors' report to the members
For the year ended 31 August 2018**

Opinion

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2018 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 2018 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.

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 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

Independent auditors' report to the members (continued)
For the year ended 31 August 2018

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
- 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.

Independent auditors' report to the members (continued)
For the year ended 31 August 2018

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.

Use of our report

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.

Saffery Champness LLP

Cara Turlington (Senior Statutory Auditor)

Date *24 May 2019*

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

**Consolidated statement of financial activities (incorporating an income and expenditure account)
For the year ended 31 August 2018**

	Notes	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
Income from:					
Donations, grants and fundraised income		312,211	269,847	582,058	473,357
Other trading activities:					
Hire fees		-	-	-	12,460
Rental income		272,455	-	272,455	267,538
Total income		<u>584,666</u>	<u>269,847</u>	<u>854,513</u>	<u>753,355</u>
Expenditure on					
Raising funds	2	85,283	-	85,283	71,100
Charitable activities	3	353,464	332,465	685,929	722,217
Total expenditure		<u>438,747</u>	<u>332,465</u>	<u>771,212</u>	<u>793,317</u>
Net income/(expenditure) for the year	6	145,919	(62,618)	83,301	(39,962)
Balances brought forward at 31 August 2017		<u>1,531,626</u>	<u>1,384,563</u>	<u>2,916,189</u>	<u>2,956,151</u>
Balances carried forward at 31 August 2018	12/13	<u>1,677,545</u>	<u>1,321,945</u>	<u>2,999,490</u>	<u>2,916,189</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.

Balance Sheets
As at 31 August 2018

	Notes	Group		Charity	
		2018 £	2017 £	2018 £	2017 £
Fixed assets					
Tangible fixed assets	7	2,740,623	2,774,249	57,289	70,915
Current assets					
Debtors	8	42,416	32,151	39,338	44,584
Short term deposits		-	2,447	-	2,447
Cash at bank and in hand		294,075	206,842	284,944	203,439
		<u>336,491</u>	<u>241,440</u>	<u>324,282</u>	<u>250,470</u>
Creditors: amounts falling due within one year	9	<u>(77,624)</u>	<u>(83,491)</u>	<u>(60,889)</u>	<u>(57,581)</u>
Net current assets		<u>258,867</u>	<u>157,949</u>	<u>263,393</u>	<u>192,489</u>
Total assets less current liabilities		<u>2,999,490</u>	<u>2,932,198</u>	<u>320,682</u>	<u>263,404</u>
Creditors: amounts falling due in more than one year	10	-	16,009	-	-
Net assets		<u>2,999,490</u>	<u>2,916,189</u>	<u>320,682</u>	<u>263,404</u>
Funds					
Unrestricted funds					
General funds		194,464	48,545	198,990	99,494
Designated funds		<u>1,483,081</u>	<u>1,483,081</u>	-	-
	12	<u>1,677,545</u>	<u>1,531,626</u>	<u>198,990</u>	<u>99,494</u>
Restricted	13	<u>1,321,945</u>	<u>1,384,563</u>	<u>121,692</u>	<u>164,310</u>
		<u>2,999,490</u>	<u>2,916,189</u>	<u>320,682</u>	<u>263,804</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 surplus of £56,877 (2017 – deficit of £33,426).

Approved by the Board of Trustees on 15 May 2019 and signed on its behalf by



Gordon McCullough

Chairman

Company Number 4238295 (England & Wales)

**Consolidated cash flow statement
For the year ended 31 August 2018**

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Net cash provided by operating activities (A)	110,030	18,322	79,058	15,434
Cash flows from investing activities:				
Disposal of tangible fixed assets	-	-	-	-
Purchase of tangible fixed assets	-	(4,788)	-	(4,788)
Net cash provided by/(used in) investing activities	-	(4,788)	-	(4,788)
Cash flows from financing activities:				
Repayments of borrowing	(25,244)	(24,712)	-	-
Cash inflows from new borrowing	-	-	-	-
Net cash provided by (used in) financing activities	(25,244)	(24,712)	-	-
Net movement in cash and cash equivalents	84,786	(11,178)	79,058	10,646
Cash and cash equivalents at the beginning of the reporting period	209,289	220,467	205,886	195,240
Cash and cash equivalents at the end of the reporting period (B)	294,075	209,289	284,944	205,886

**Consolidated cash flow statement
For the year ended 31 August 2018**

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

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	83,301	(39,962)	56,877	(33,426)
Adjustments for:				
Depreciation charges	33,626	33,255	13,626	13,255
(Increase)/decrease in debtors	(10,265)	(11,792)	5,246	(3,152)
Increase/(decrease) in creditors	3,368	36,821	3,309	38,757
Net cash provided by/(used in) operating activities	110,030	18,322	79,058	15,434

B - Analysis of cash and cash equivalents

	Group		Charity	
	2018	2017	2018	2017
	£	£	£	£
Cash in hand	294,075	206,842	284,944	203,439
Notice deposits	-	2,447	-	2,447
Total cash and cash equivalents	294,075	209,289	284,944	205,886

Notes to the financial statements
For the year ended 31 August 2018

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.

Notes to the financial statements
For the year ended 31 August 2018

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.

Notes to the financial statements
For the year ended 31 August 2018

2. Expenditure on raising funds

	2018		2018	2017
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Staff costs	65,342	-	65,342	55,543
Direct costs	13,105	-	13,105	8,413
Centre costs	5,170	-	5,170	5,850
Support costs	1,666	-	1,666	1,294
	<u>85,283</u>	<u>-</u>	<u>85,283</u>	<u>71,100</u>

3. Charitable activities

	2018		2018	2017
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Staff costs	140,083	265,714	405,797	397,364
Centre costs	98,233	15,483	113,716	127,202
Property costs	56,371	-	56,371	52,971
Depreciation	4,409	29,216	33,625	33,255
Project costs	3,658	18,932	22,590	47,799
Miscellaneous costs	5,247	-	5,247	3,197
Support costs	31,659	3,120	34,779	38,479
Governance costs (see note 4)	13,804	-	13,804	21,950
	<u>353,464</u>	<u>332,465</u>	<u>685,929</u>	<u>722,217</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.

Notes to the financial statements
For the year ended 31 August 2018

4. Governance costs

	2018		2018	2017
	Unrestricted funds £	Restricted funds £	Total funds £	Total funds £
Bank charges	2,534	-	2,534	4,077
Legal and professional fees	10,870	-	10,870	16,812
Strategy development	400	-	400	1,061
	<u>13,804</u>	<u>-</u>	<u>13,804</u>	<u>21,950</u>

5. Staff costs

	2018 £	2017 £
Wages and salaries	414,524	368,918
Employers National Insurance	37,091	32,393
Pension costs	8,621	8,742
Recruitment costs	7,002	36,120
Other staff costs	3,901	6,734
	<u>471,139</u>	<u>452,907</u>

No trustees were reimbursed for expenses (2017: nil). No trustees received any remuneration in either year. In 2018 donations received from trustees totalled £1,800 (2017: £1,700)

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 £174,958 (2017: £162,827)

The average number of staff employed by the charities in the year ended 31 August 2018 was 15 (2017: 11).

6. Net income/(expenditure)

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

	2018 £	2017 £
Auditors remuneration	9,050	9,100
Depreciation	33,625	33,255
	<u>42,675</u>	<u>42,355</u>

Notes to the financial statements
For the year ended 31 August 2018

7. Fixed assets

Group	Freehold land and buildings £	Refurbishment of centres £	Furniture and equipment £	Total £
Cost				
As at 31 August 2017	3,000,000	316,148	41,801	3,357,949
Additions	-	-	-	-
Disposals	-	-	-	-
As at 31 August 2018	3,000,000	316,148	41,801	3,357,949
Depreciation				
As at 31 August 2017	296,666	257,797	29,237	583,700
Charge for year	20,000	9,217	4,409	33,626
As at 31 August 2018	316,666	267,014	33,646	617,326
Net book value				
As at 31 August 2018	2,683,334	49,134	8,155	2,740,623
As at 31 August 2017	2,703,334	58,350	12,565	2,774,249

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.

Notes to the financial statements
For the year ended 31 August 2018

7. Fixed asset (continued)

Charity	Refurbishment of centres	Furniture and equipment	Total
	£	£	£
Cost			
As at 31 August 2017	316,148	41,801	357,949
Additions	-	-	-
Disposals	-	-	-
As at 31 August 2018	316,148	41,801	357,949
Depreciation			
As at 31 August 2017	257,797	29,237	287,034
Charge for year	9,217	4,409	13,626
Eliminated on disposal			
As at 31 August 2018	267,014	33,646	300,660
Net book value			
As at 31 August 2018	49,134	8,155	57,289
As at 31 August 2017	58,350	12,564	70,915

8. Debtors

	Group		Charity	
	2018 £	2017 £	2018 £	2017 £
Trade debtors	22,500	9,600	-	-
Prepayments and accrued income	19,916	22,551	8,266	13,512
Owed by Lady Florence Institute	-	-	31,072	31,072
	42,416	32,151	39,338	44,584

9. Creditors: Amounts falling due within one year

	Group		Charity	
	2018 £	2017 £	2018 £	2017 £
Trade creditors	9,321	24,410	9,321	24,410
Accruals and deferred income	38,408	21,628	36,848	20,128
Other creditors	14,720	13,043	14,720	13,043
Bank loan (see note 10)	15,175	24,410	-	-
	<u>77,624</u>	<u>83,491</u>	<u>60,889</u>	<u>57,581</u>

10. Creditors: Amounts falling after more than one year

	Group		Charity	
	2018 £	2017 £	2018 £	2017 £
Bank loan	-	-	-	-
Repayable in 2-5 years	-	16,009	-	-
	<u>-</u>	<u>16,009</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%.

Notes to the financial statements
For the year ended 31 August 2018

11. Analysis of net assets between funds
Group

	Unrestricted £	Designated £	Restricted £	Total £
Tangible fixed assets	57,289	1,483,081	1,200,253	2,740,623
Net current assets	137,175	-	121,692	258,867
	<u>194,464</u>	<u>1,483,081</u>	<u>1,321,945</u>	<u>2,999,490</u>
Charity				
		Unrestricted £	Restricted £	Total £
Tangible fixed assets		8,155	49,134	57,289
Net current assets		190,835	72,558	263,393
		<u>198,990</u>	<u>121,692</u>	<u>320,682</u>



12. Unrestricted funds

Group	Balance 1 September 2017 £	Movement in resources		Transfers between funds £	Balance 31 August 2018 £
		Incoming £	Outgoing £		
General fund	48,545	584,666	438,747	-	194,464
Designated property fund	1,483,081	-	-	-	1,483,081
Total funds	1,531,626	584,666	438,747	-	1,677,545

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 2017 £	Movement in resources		Transfers between funds £	Balance 31 August 2018 £
		Incoming £	Outgoing £		
General fund	99,494	444,500	345,004	-	198,990
Total funds	99,494	444,500	345,004	-	198,990

Notes to the financial statements
 For the year ended 31 August 2018

13. Restricted funds

Group	Balance 1 September 2017 £	Movement in resources		Transfers between funds £	Balance 31 August 2018 £
		Incoming £	Outgoing £		
General costs	10,039	-	6,699	-	3,340
Welfare fund	-	1,000	964	-	36
Capital funding	58,351	-	9,217	-	49,134
Winter night shelter	50,297	45,885	70,952	-	25,230
Advice and Advocacy Worker	-	30,348	30,348	-	-
Employability Co-ordinator	17,412	30,842	30,360	-	17,624
Move on Up Project	-	130,772	130,772	-	0
Personal Transition Service	28,211	-	18,300	-	9,911
CEO Salary	-	25,000	14,583	-	10,417
CEO Training	-	6,000	-	-	6,000
Property redevelopment	1,220,253	-	20,000	-	1,200,253
Total funds	1,384,563	269,847	332,465	-	1,321,945

General costs – General costs (HR Advice, Quality Assurance, Monitoring, Equipment) for centre

Welfare Fund – Funds to help individuals in crisis

Capital funding – Building works in Deptford.

Winter Night shelter – Providing emergency accommodation for vulnerable people

Advice and Advocacy Worker – contribution towards salary costs grant.

Employability Co-ordinator – contribution to salary for Employability service

Move on Up Project – Gateway services, learning and activities programme and related overheads

Personal Transition Service - contribution to salary of Asset Coach

CEO Salary - contribution to salary

CEO Training – training course which was deferred

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.

Notes to the financial statements
For the year ended 31 August 2018

13. Restricted funds (continued)

Charity	Balance 1 September 2017 £	Movement in resources		Transfers between funds £	Balance 31 August 2018 £
		Incoming £	Outgoing £		
General costs	10,039	-	6,699	-	3,340
Welfare fund	-	1,000	964	-	36
Capital funding	58,351	-	9,217	-	49,134
Winter night shelter	50,297	45,885	70,952	-	25,230
Advice and Advocacy worker	-	30,348	30,348	-	-
Employability Co- ordinator	17,412	30,842	30,360	-	17,624
Move on Up Project	-	130,772	130,772	-	0
Personal Transition Service	28,211	-	18,300	-	9,911
CEO Salary	-	25,000	14,583	-	10,417
CEO Training	-	6,000	-	-	6,000
Total funds	164,310	269,847	312,465	-	121,692

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 £90,000 (2017: £130,000).

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

- Recharge of expenditure for services provided of £18,580 (2017: £2,180).

At 31 August 2018 there was £31,072 (2017: £31,072) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust.

No guarantees have been given or received.



15. Comparative information

	Unrestricted funds £	Restricted funds £	Total 2017 £
Income from:			
Donations and gifts	212,533	260,824	473,357
Other trading activities:			
Hire fees	12,460	-	12,460
Centre income	-	-	-
Rental income	267,538	-	267,538
Total income	<u>492,531</u>	<u>260,824</u>	<u>753,355</u>
Expenditure on			
Raising funds	71,100	-	71,100
Charitable activities	443,501	278,716	722,217
Total expenditure	<u>514,601</u>	<u>278,716</u>	<u>793,317</u>
Net (expenditure)/income for the year	(22,070)	(17,892)	(39,962)
Balances brought forward at 31 August 2016	<u>1,553,696</u>	<u>1,402,455</u>	<u>2,956,151</u>
Balances carried forward at 31 August 2017	<u><u>1,531,626</u></u>	<u><u>1,384,563</u></u>	<u><u>2,916,189</u></u>