



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 2019

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Trustees	Gordon McCullough (Chairman) Toju Mayomi (Treasurer) Tim Colman Julie Greenwood Andrew Neilson Katharine Sacks-Jones (resigned 1 October 2019) Jo Tanner Manlio Battaglia Trovato (appointed 11 May 2019)
Secretary	Tim Fallon (to 7 May 2020) Paul Calland (Interim) (from 27 April 2020)
Chief Executive	Tim Fallon (to 7 May 2020) Paul Calland (Interim) (from 27 April 2020)
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 2019**

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 2019. 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 sessions, 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 2019**

Organisational Objectives

The 999 Club has the following organisational objectives:

- 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 deepen partnerships with other organisations in Lewisham
- To ensure professional standards the organisation has achieved and maintained the 'Advice Quality Standard' (AQS) and the 'Trusted Charity' standard (previously PQASSO) .

The Board have also agreed to work on the following themes:

- Improvements to the building/building re-design
- Implementation of the Mayday Trust Personal Transition Pilot, a programme designed to foster positive networks
- Implementation 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
- We are working towards the Housing Justice Quality Mark for our night shelter

In our Gateway day centre we have seen on average 35 people/day in the rough sleeper session and another 15 in the open access session for the wider homeless population, presenting a spectrum of issues associated with severe multiple deprivation.

- We secured short-term statutory funding from Sep 18 that enabled us to increase massively the max capacity of the Night Shelter to 25 and to operate it in on a year- round basis. In the period Sep 18 – Aug 19:
 - 184 people over 4690 nights (50 people over 140 nights 2017/8)

**Report of the trustees (continued)
For the year ended 31 August 2019**

- Average length of stay 25 nights
- Ranging in age from 19- 72 years
- Support needs reported included: alcohol misuse ; drug misuse ; mental health issues ; physical health issues ; ex-offenders
- Positive move-on was achieved with 99 people (32 in 2017/8) 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	Probation Services
Bench Outreach	Changing Lives Housing Trust
Deptford Reach	London Housing Trust
Centrepont	25th Avenue
Crisis	Shaftesbury Christian Centre Evening Service
King's Church	Greenwich Winter Night Shelter
Jericho Road Project	The Robes Project
St Mungo's	Glass Door
Thames Reach	The Manna Centre
Southwark Spot Team	Providence Row
Riverside Housing	Connections St Martin's
Housing for Women	Lewisham Social Services
Pause	Lewisham Probation
No Second Night Out	Lewisham Single Homelessness Intervention and Prevention (SHIP) and Housing Options (HOC) under Lewisham Council
Evelyn 190 Centre	South London and Maudsley Hospital
Change Grow Live	Guy's and St Thomas' NHS Foundation Trust's Health Inclusion Team
Housing Justice	Samaritans
Safer Neighbourhood Team	Narcotics Anonymous
Goldsmiths College, University of London	Various local GP practices
Tideway	
Job Centre Plus	

**Report of the trustees (continued)
For the year ended 31 August 2019**

Volunteers

We offer supervision as well as opportunities for discussion around service development. We have improved our induction, training and development opportunities for volunteers partly to attract 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 30 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, faith and community groups and individuals.

Financial review

A significant source of funding has been the Lady Florence Institute which made a donation of £120,000 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 £144,710 (2018: £83,302) of which a surplus of £125,572 (2018: 145,919) relates to unrestricted funds. When the surplus is added to the funds brought forward of £2,999,490 this leaves a figure of £3,144,200 for total funds carried forward at 31 August 2019.

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 aim to ensure that salaries 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).

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 2019 amount to £320,036 (2018: £194,464). This represents approximately eight 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

In light of the unrestricted reserves the treasury management should review the policy of keeping liquid funds in short term deposits that can be accessed readily.

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.

Covid-19 Impact

In March 2020 the World Health Organisation declared the outbreak of the Covid-19 virus to be a global pandemic. The government took steps to both "lockdown" retail businesses and required the general public to stay at home. They also took steps to remove all "rough sleepers" from the streets. The day to day activities of the charity have been impacted as the building has been closed since 24th March 2020 and it has been implementing new ways of supporting its beneficiaries. To date the impact on the charity's ability to generate revenue has not been significant as rents have been paid and we have continued to receive money from local authorities and major funders. The Trustees have produced revised budgets and are confident that the actions they are taking to control costs means that the charity remains a going concern and the welfare of its most vulnerable clients is being well supported.

The Charity has considered the impact Covid-19 has had in the following areas:

- **Impact on activities since the year end**
The Charity has adapted quickly to the changed circumstances (no night shelter, no day centre) offering remote support to homeless people and supporting the local authority placing and sustaining former guests in a variety of alternative emergency accommodation.
- **Impact on future plans**
The Charity recognises the vastly changed circumstances and had already decided not to return to temporary night shelter support unless adequate resources were secured to sustain all year round provision. Some new posts and projects have been deferred, other staff have been temporarily

Report of the trustees (continued)
For the year ended 31 August 2019

redeployed and now operates remotely to the offices. Impact on the reserves policy and fundraising.

The Charity has worked closely with key funders (the local authority and the lottery fund) to secure resources in the short term with reserves for the end of the financial year 2019/20 and into 2021 being considerably in excess of policy (i.e. three months operating expenditure). The charity is now working hard to secure core funding for 2022/3.

- **Risk Management**

Trustees have begun to review the health and safety and operational impacts of the virus and already recognise the fundamental challenges facing the sector and have appointed a new interim Chief Executive to oversee the transition and support trustees in repositioning the charity in the light of emerging government strategy on homelessness and rough sleeping post Covid-19.

- **Impact on going concern**

The trustees can say with confidence that the charity remains a going concern with health reserves in the short term, it has the support of key funders, recognises the importance of partnerships and is ready to adapt to the challenges of homelessness in a post Covid-19 world.

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:

Report of the trustees (continued)
For the year ended 31 August 2019

- 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

25 June 2020

**Independent auditors' report to the members
For the year ended 31 August 2019**

Opinion

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2019 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 2019 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.

Independent auditors' report to the members (continued)
For the year ended 31 August 2019

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
- 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.

Independent auditors' report to the members (continued)
For the year ended 31 August 2019

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

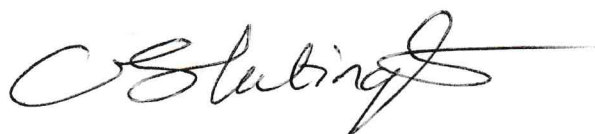
We have been appointed as auditors under the Companies Act 2006 and report in accordance with that Act.

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.

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.



Cara Turtington (Senior Statutory Auditor)

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

71 Queen Victoria Street
London
EC4V 4BE

7 July 2020

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 2019

	Notes	Unrestricted funds £	Restricted funds £	Total 2019 £	Total 2018 £
Income from:					
Donations, grants and fundraised income		353,798	466,579	820,377	582,058
Other trading activities:					
Rental income		254,726	-	254,725	272,455
Total income		<u>608,524</u>	<u>466,579</u>	<u>1,075,103</u>	<u>854,513</u>
Expenditure on					
Raising funds	2	77,083	-	77,083	85,283
Charitable activities	3	413,161	440,149	853,310	685,929
Total expenditure		<u>490,244</u>	<u>440,149</u>	<u>930,393</u>	<u>771,212</u>
Net income/(expenditure) for the year		118,280	26,430	144,710	83,302
Transfers between funds		7,292	(7,292)	-	-
Net income/(expenditure) for the year	6	<u>125,572</u>	<u>19,138</u>	<u>144,710</u>	<u>83,302</u>
Balances brought forward at 31 August 2018		1,677,545	1,321,945	2,999,490	2,916,189
Balances carried forward at 31 August 2019	12/13	<u>1,803,117</u>	<u>1,341,083</u>	<u>3,144,200</u>	<u>2,999,490</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 16 to 26 form part of these financial statements.

Balance Sheets
As at 31 August 2019

	Notes	Group		Charity	
		2019 £	2018 £	2019 £	2018 £
Fixed assets					
Tangible fixed assets	7	2,740,007	2,740,623	76,673	57,289
Current assets					
Debtors	8	95,327	42,416	100,161	39,338
Cash at bank and in hand		407,915	294,075	375,994	284,944
		<u>503,242</u>	<u>336,491</u>	<u>476,155</u>	<u>324,282</u>
Creditors: amounts falling due within one year	9	(99,049)	(77,624)	(88,250)	(60,889)
Net current assets		<u>404,193</u>	<u>258,867</u>	<u>387,905</u>	<u>263,392</u>
Total assets less current liabilities		<u>3,144,200</u>	<u>2,999,490</u>	<u>464,578</u>	<u>320,681</u>
Net assets		<u>3,144,200</u>	<u>2,999,490</u>	<u>464,578</u>	<u>320,681</u>
Funds					
Unrestricted funds					
General funds		320,036	194,464	303,748	198,990
Designated funds		<u>1,483,081</u>	<u>1,483,081</u>	-	-
	11	<u>1,803,117</u>	<u>1,677,545</u>	<u>303,748</u>	<u>198,990</u>
Restricted	12	<u>1,341,083</u>	<u>1,321,945</u>	<u>160,830</u>	<u>121,692</u>
		<u>3,144,200</u>	<u>2,999,490</u>	<u>464,578</u>	<u>320,682</u>

The notes on pages 16 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 £143,919 (2018: £56,877).

Approved by the Board of Trustees on 25 June 2020 and signed on its behalf by



Gordon McCullough
Chairman

Company Number 4238295 (England & Wales)

**Consolidated cash flow statement
For the year ended 31 August 2019**



	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Net cash provided by operating activities (A)	163,402	110,031	125,439	79,058
Cash flows from investing activities:				
Disposal of tangible fixed assets	-	-	-	-
Purchase of tangible fixed assets	(34,389)	-	(34,389)	-
Net cash provided by/(used in) investing activities	(34,389)	-	(34,389)	-
Cash flows from financing activities:				
Repayments of borrowing	(15,174)	(25,244)	-	-
Cash inflows from new borrowing	-	-	-	-
Net cash provided by (used in) financing activities	(15,174)	(25,244)	-	-
Net movement in cash and cash equivalents	113,839	84,787	91,050	79,058
Cash and cash equivalents at the beginning of the reporting period	294,076	209,289	284,944	205,886
Cash and cash equivalents at the end of the reporting period (B)	407,915	294,076	375,994	284,944

Consolidated cash flow statement
For the year ended 31 August 2019

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

	Group		Charity	
	2019	2018	2019	2018
	£	£	£	£
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	144,710	83,301	143,896	56,877
Adjustments for:				
Depreciation charges	35,005	33,626	15,005	13,626
(Increase)/decrease in debtors	(52,911)	(10,265)	(60,823)	5,246
Increase/(decrease) in creditors	36,598	3,368	27,361	3,309
Net cash provided by/(used in) operating activities	163,402	110,030	125,439	79,058
B - Analysis of cash and cash equivalents				
	2019	Group 2018	2019	Charity 2018
	£	£	£	£
Cash in hand	407,915	294,075	375,994	284,944
Notice deposits	-	-	-	-
Total cash and cash equivalents	407,915	294,075	375,994	284,944

**Notes to the financial statements
For the year ended 31 August 2019**

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

In March 2020 the World Health Organisation declared the outbreak of the Covid 19 virus to be a global pandemic. The government took steps to both "lockdown" retail businesses and required the general public to stay at home. They also took steps to remove all "rough sleepers" from the streets. The day to day activities of the charity have been impacted as the building has been closed since 24th March 2020 and it has been implementing new ways of supporting its beneficiaries.

To date the impact on the charity's ability to generate revenue has not been significant as rents have been paid and we have continued to receive money from local authorities and major funders. The Trustees have produced revised budgets and have taken action to control costs.

As a result of these measures, 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.

**Notes to the financial statements
For the year ended 31 August 2019**

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.

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 12. 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.

2. Expenditure on raising funds

	2019		2019	2018
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Staff costs	39,164	-	39,164	65,342
Temporary staff	16,975	-	16,975	-
Direct costs	11,598	-	11,598	13,105
Centre costs	6,823	-	6,823	5,170
Support costs	2,523	-	2,523	1,666
	<u>77,083</u>	<u>-</u>	<u>77,083</u>	<u>85,283</u>

3. Charitable activities

	2019		2019	2018
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Staff costs	181,975	289,217	471,192	405,797
Centre costs	129,634	27,119	156,753	113,716
Property costs	-	-	-	56,371
Depreciation	5,788	29,217	35,005	33,625
Project costs	3,632	77,865	81,497	22,590
Miscellaneous costs	8,146	9,000	17,146	5,247
Support costs	68,826	7,731	76,557	38,681
Governance costs (see note 4)	15,160	-	15,160	13,804
	<u>413,161</u>	<u>440,149</u>	<u>853,310</u>	<u>685,929</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.

4. Governance costs

	2019		2019	2018
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Bank charges	1,555	-	1,555	2,534
Legal and professional fees	1,010	-	1,010	1,820
Audit	12,150	-	12,150	9,050
Away Day	445	-	445	400
	<u>15,160</u>	<u>-</u>	<u>15,160</u>	<u>13,804</u>

5. Staff costs

	2019	2018
	£	£
Wages and salaries	450,193	414,524
Employers National Insurance	39,551	37,091
Pension costs	9,049	8,621
Recruitment costs	11,563	7,002
	<u>510,356</u>	<u>467,239</u>

No trustees were reimbursed for expenses (2018: nil). No trustees received any remuneration in either year. In 2019 donations received from trustees totalled £nil (2018: £1,800).

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 £188,029 (2018: £174,958).

The average number of staff employed by the charities in the year ended 31 August 2019 was 16 (2018: 15).

6. Net income/(expenditure)

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

	2019	2018
	£	£
Auditors remuneration	12,150	9,050
Depreciation	35,005	33,625
	<u>47,155</u>	<u>42,675</u>

Notes to the financial statements
For the year ended 31 August 2019

7. Fixed assets				
Group	Freehold land and buildings £	Refurbishment of centres £	Furniture and equipment £	Total £
Cost				
As at 31 August 2018	3,000,000	316,148	41,801	3,357,949
Additions	-	6,576	27,813	34,389
Disposals	-	-	-	-
As at 31 August 2019	<u>3,000,000</u>	<u>322,724</u>	<u>69,614</u>	<u>3,392,338</u>
Depreciation				
As at 31 August 2018	316,666	267,015	33,646	617,326
Charge for year	20,000	9,710	5,295	35,005
As at 31 August 2019	<u>336,666</u>	<u>276,725</u>	<u>38,941</u>	<u>652,331</u>
Net book value				
As at 31 August 2019	<u>2,663,334</u>	<u>46,001</u>	<u>30,673</u>	<u>2,740,007</u>
As at 31 August 2018	<u>2,683,334</u>	<u>49,134</u>	<u>8,155</u>	<u>2,740,623</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.



Notes to the financial statements
For the year ended 31 August 2019

7. Fixed asset (continued)

Charity	Refurbishment of centres	Furniture and equipment	Total
	£	£	£
Cost			
As at 31 August 2018	316,148	41,801	357,949
Additions	6,576	27,813	34,389
Disposals	-	-	-
As at 31 August 2019	322,724	69,614	392,338
Depreciation			
As at 31 August 2018	267,014	33,646	300,660
Charge for year	9,710	5,295	15,005
Eliminated on disposal	-	-	-
As at 31 August 2019	276,724	38,941	315,665
Net book value			
As at 31 August 2019	46,001	30,673	76,673
As at 31 August 2018	49,134	8,155	57,289

8. Debtors

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Trade debtors	22,330	22,500	-	-
Prepayments and accrued income	72,997	19,916	69,089	8,266
Owed by Lady Florence Institute	-	-	31,072	31,072
	95,327	42,416	100,161	39,338



Notes to the financial statements
For the year ended 31 August 2019

9. Creditors: Amounts falling due within one year

	Group		Charity	
	2019 £	2018 £	2019 £	2018 £
Trade creditors	41,319	9,321	41,319	9,321
Accruals and deferred income	41,481	38,408	30,682	36,848
Other creditors	16,249	14,720	16,249	14,720
Bank loan (see note 10)	-	15,175	-	-
	<u>99,049</u>	<u>77,624</u>	<u>88,250</u>	<u>60,889</u>

10. Analysis of net assets between funds
Group

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible fixed assets	36,756	1,483,081	1,220,170	2,740,007
Net current assets	283,280	-	120,913	404,193
Net assets	<u>320,036</u>	<u>1,483,081</u>	<u>1,134,083</u>	<u>3,144,200</u>
Charity				
		Unrestricted	Restricted	Total
		£	£	£
Tangible fixed assets		36,756	39,917	76,673
Net current assets		266,992	120,913	387,905
Net assets		<u>303,748</u>	<u>160,830</u>	<u>464,578</u>



Notes to the financial statements
For the year ended 31 August 2019

11. Unrestricted funds

Group	Balance 1 September 2018 £	Movement in resources		Transfers between funds £	Balance 31 August 2019 £
		Incoming £	Outgoing £		
General fund	194,464	608,524	(490,244)	7,292	320,036
Designated property fund	1,483,081	-	-	-	1,483,081
Total funds	1,677,545	608,524	(490,244)	7,292	1,803,117

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 2018 £	Movement in resources		Transfers between funds £	Balance 31 August 2019 £
		Incoming £	Outgoing £		
General fund	198,990	499,952	(402,126)	7,292	303,748
Total funds	198,990	499,952	(402,126)	7,292	303,748

Notes to the financial statements
For the year ended 31 August 2019

12. Restricted funds

Group	Balance 1 September 2018 £	Movement in resources		Transfers between funds £	Balance 31 August 2019 £
		Incoming £	Outgoing £		
General costs	3,340	2,000	3,648	(1,692)	-
Welfare fund	36	1,200	606	-	630
Nursery capital funding	49,134	-	9,217	-	39,917
Winter night shelter - Lewisham	-	195,791	178,505	(1,000)	16,286
Winter night shelter - others	25,230	41,020	4,991	-	61,259
Employability Co-ordinator	17,624	20,000	32,015	-	5,609
Move on Up project	-	67,020	67,020	-	-
Personal Transition Service	9,911	33,333	24,207	-	19,037
Staff costs	10,417	66,275	65,220	-	11,472
CEO Training	6,000	-	6,000	-	-
Equipping Shelters Project	-	18,320	11,820	-	6,500
Digital Health Project	-	12,500	7,900	(4,600)	-
Enterprise Development	-	9,120	9,000	-	120
Property redevelopment	1,200,253	-	20,000	-	1,180,253
Total funds	1,321,945	466,579	440,149	(7,292)	1,341,083

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

Welfare Fund – Funds to help individuals in crisis

Nursery capital funding – Building works in Deptford

Winter Night shelter – Providing emergency accommodation for vulnerable people

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

Staff costs - Contribution to salary of CEO and to salary of senior advice worker

CEO Training – CEO training course

Equipping shelters project – Contribution to salary of resettlement worker

Digital Health Project – Upgrade software and hardware of Information Technology

Enterprise Development – Completion of a feasibility study

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.

Transfers between funds represent:

General Centre costs – Asset cost For an Electric Oven

Winter Nightshelter – Asset cost for personal Computers

Digital Health Project – Installation, warranty & HP Refurb windows 10

Notes to the financial statements
For the year ended 31 August 2019

12. Restricted funds (continued)

Charity	Balance 1 September 2018 £	Movement in resources		Transfers between funds £	Balance 31 August 2019 £
		Incoming £	Outgoing £		
General costs	3,340	2,000	3,648	(1,692)	-
Welfare fund	36	1,200	606	-	630
Nursery capital funding	49,134	-	9,217	-	39,917
Winter night shelter - Lewisham	-	195,791	178,505	(1,000)	16,286
Winter night shelter - others	25,230	41,020	4,991	-	61,259
Employability Co-ordinator	17,624	20,000	32,015	-	5,609
Move on Up project	-	67,020	67,020	-	-
Personal Transition Service	9,911	33,333	24,207	-	19,037
Staff costs	10,417	66,275	65,220	-	11,472
CEO Training	6,000	-	6,000	-	-
Equipping Shelters Project	-	18,320	11,820	-	6,500
Digital Health Project	-	12,500	7,900	(4,600)	-
Enterprise Development	-	9,120	9,000	-	120
Total funds	121,692	466,579	420,149	(7,292)	160,830

13. Commitments

The 999 Club and Lady Florence Trust had a capital commitment of £14,464 in respect of the outstanding cost of the new boiler, which had not been invoiced or delivered at the Balance Sheet date. This has not been charged to the Statement of Financial Activities in the year, and is due for payment within one year from the Balance Sheet date.

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 £120,000 (2018: £90,000).

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

- Recharge of expenditure for services provided of £9,757 (2018: £18,580).

At 31 August 2019 there was £31,072 (2018: £31,072) owed by the Lady Florence Institute to the 999 Club and Lady Florence Trust. No guarantees have been given or received.

Notes to the financial statements
For the year ended 31 August 2019

15. Comparative information

	Unrestricted funds £	Restricted funds £	Total 2018 £
Income from:			
Donations and gifts	312,211	269,847	582,058
Other trading activities:			
Hire fees	-	-	-
Rental income	272,455	-	272,455
Total income	<u>584,666</u>	<u>269,847</u>	<u>854,513</u>
Expenditure on			
Raising funds	85,283	-	85,283
Charitable activities	353,464	332,465	685,929
Total expenditure	<u>438,747</u>	<u>332,465</u>	<u>771,212</u>
Net (expenditure)/income for the year	145,919	(62,618)	83,301
Balances brought forward at 31 August 2017	<u>1,531,626</u>	<u>1,384,563</u>	<u>2,916,189</u>
Balances carried forward at 31 August 2018	<u><u>1,677,545</u></u>	<u><u>1,321,945</u></u>	<u><u>2,999,490</u></u>