

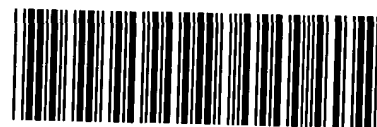
Making change count
for homeless people

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 2020**

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Trustees	Gordon McCullough (Chair) Toju Mayomi (Treasurer) Tim Colman Julie Greenwood Andrew Neilson (resigned 18 June 2020) Jo Tanner Manlio Battaglia Trovato	
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	

I am delighted to share the Trustees' report and financial statements for the year 1 September 2019 to 31 August 2020.

Half way through this financial year, the world was struck with the Covid-19 pandemic and the 999 Club was forced to close down the Gateway Day Centre and Night Shelter under the national lockdown.

As part of the Government's 'Everyone In' initiative, our night shelter guests were moved into hotels and other temporary accommodation organised by the local authority, and we quickly adapted our services to support service users as best as possible.

We redeployed our night shelter staff to support people during the day, and we continued to provide services over the telephone, video calls and outdoors via socially distanced visits.

We quickly saw the needs of our service users change too. Many people were scared, lonely and isolated, so our team continued to check on service users regularly and arranged for them to access professional mental health support over the phone. Where we previously provided hot meals at the day centre, we started to provide supermarket gift vouchers and food parcels to ensure service users had access to food and toiletries.

We couldn't have adapted our work so quickly without the support of our funders, including trusts and foundations, individuals, companies and other organisations.

We received emergency funding from the London Community Response Fund to buy 70 mobile phones, tablets and internet access which enabled our service users to stay in contact with us remotely and access all the support they need. We also purchased food and toiletries to go into food parcels, and organised online training courses to help people continue improving their employment prospects and apply for jobs during this time.

Good Things Foundation also provided 10 tablets for our service users to access digital health support remotely and the team trained people on how to use them. Feedback on using tablets for this purpose has been really positive – especially from the over 50s.

Lloyds Foundation provided laptops for the team to transition to working from home, and StatusCake supplied 5 printers and monitors.

I would like to thank the Mayor of Lewisham, Damien Egan for choosing the 999 Club to be his charity of the year for the third year running, and to Goldsmith College for signing a 5 year partnership agreement with us this year.

Other funders provided urgent unrestricted funding, and added flexibility to restricted grants to help us best meet the needs of our service users. Thank you to our funders for your generosity and support during this time.

We reopened the Gateway Day Centre in October 2020, operating in a socially distanced and Covid-secure manner, but regrettably the night shelter will be closed for the foreseeable future as it cannot safely host 25-30 people in the same room during this pandemic.

**Report of the Chair of the Board
For the year ended 31 August 2020**

We had to make the tough decision to make our night shelter staff redundant, which was a huge loss to the 999 Club. Our night shelter team has provided an essential service for the most vulnerable people in Lewisham for many years and it was with a heavy heart that we said goodbye.

We're now exploring how we can redevelop our night shelter building to provide a safe and alternative emergency accommodation service. We are awaiting recommendations from a team of consultants who have appraised the building, and we expect to begin renovating the space in 2021.

With the night shelter and day centre closed for half of this financial year the number of people we have seen has been lower than previous years, but we have been able to build deeper relationships and provide more in-depth and personalised support to our service users, which has always been our priority for the 999 Club.

Since we reopened the day centre 16 of our previous volunteers have returned to help, and we've been joined by 11 new volunteers. I would like to say a big thank you to our volunteers for helping us to run the day centre so smoothly and inline with new social distancing rules.

We were thrilled to be awarded Homelessness Charity of the Year 2020 – London by UK Enterprise Awards this year.

We have also received an extraordinarily generous amount of pro-bono support from ThirdEye Consulting with setting up the Salesforce database to help us further improve our fundraising planning.

I am sincerely proud of the 999 Club team and the way they have adapted so quickly to help some of the most vulnerable people in our community during the pandemic.



Gordon McCullough
Chair of Trustees

March 2021

**Report of the Trustees
For the year ended 31 August 2020**

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 2020. The financial statements have been prepared in accordance with the accounting policies set out on pages 18 - 19 and comply with the charity's constitution and applicable law.

Objects and Activities

The objects of the 999 Club and Lady Florence Trust 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 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 people and the vulnerably housed by providing a range of services, including financial advice and advocacy, support with rehousing and tenancy sustainment, employment and education, and support to access healthcare. It does this through the Gateway Day Centre, which is open Monday to Friday 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 requirements that its aims are for the public benefits, 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.

Organisational objectives

The 999 Club began the financial year with 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 is to include a range of elements, including advice and advocacy to secure suitable housing and to resolve some of the problems clients face, plus a variety of activities to improve life skills and employability and, in the process, reduce isolation.
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**Report of the Trustees
For the year ended 31 August 2020**

- 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 also agreed to work on the following themes:

- Improvements to the building/building redesign
- 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.

Covid-19 pandemic

The impact of the Covid-19 pandemic, which struck in March 2020 and continued throughout the rest of the financial year and beyond, meant the 999 Club needed to adapt some of its services and re-focus priorities.

In line with guidance from Government and Public Health England, both the Gateway Day Centre and the Night Shelter were closed in March. All night shelter guests were moved into temporary accommodation organised by the local authority, and staff continued to support people over the telephone, video calls and via socially distanced outdoor visits.

The Day Centre reopened in a safe and socially distanced manner in October to offer one-to-one appointments, but the night shelter unfortunately had to be closed for the foreseeable future because of the risk of spreading the virus. Night shelter funding granted from Lewisham Borough Council was instead reallocated to fund two floating support workers to support clients staying in temporary accommodation.

The 999 Club also began work with a team of consultants to conduct a feasibility study to consider alternative options available for the night shelter building, that best meet the needs of the people who require emergency accommodation. We expect to receive the review by January 2021 to the review our options.

**Report of the Trustees
For the year ended 31 August 2020**

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 provided a total of 331 people experiencing homelessness with personalised, in-depth support, covering a range of elements. This involved:

- Supporting 174 people with housing, including:
 - Successfully rehousing 60 people in privately rented housing
 - Supporting 29 people to find temporary accommodation
 - Helping 14 people into supported accommodation where they received support with extra needs such as addiction or mental health problems.
 - Preventing 2 evictions
 - Referring 77 people to other organisations to adequately meet their needs including Street Link, Single Homeless Intervention Project (SHIP) or housing providers.
- Helping 126 people with their finances, through:
 - Helping 85 people to apply for benefits, Personal Independence Payments or support grants
 - Supporting 9 people to appeal adverse benefit hearings
 - Helping 14 people with debt advice, budgeting and bank issues.
- Assisting 21 people with employment support, including help to prepare a CV, searching for jobs, finding volunteering opportunities and accessing training courses.
- Supporting 68 people to access healthcare, including helping 21 people to access a mental health service, and 20 people to access our digital health project where we supply clients with tablets and train them to access digital health support remotely.

Our project workers developed specialisms in particular areas, with staff members dedicated to supporting clients with: rehousing and homelessness prevention, financial advice and support, employability, health and wellbeing, and digital support.

To explore how we can create a more inclusive culture for service users and ensure they have a voice, we began discussions with the co-production lead at Lewisham Borough Council. As part of this, we have encouraged service users to become involved in planning our services and taking part in the running of the organisation. We encourage former service users to volunteer with us, and we invited service users to sit on interview panels for project specific roles.

We continued to deepen partnerships with other organisations in Lewisham, working closely with: the London Borough of Lewisham, Lewisham Safeguarding Adults Board, Jericho Road Project, Refuge Athena Service, Thames Reach, Bench Outreach, St Mungo's, Crisis, Proxy Address Pilot, Housing Justice and Samaritans.

This year we started making health and safety upgrades to our day centre building with funding from the Band Trust, and we are working towards renewing our 'Trusted Charity' standard (previously PQASSO).

Report of the Trustees
For the year ended 31 August 2020

Volunteers

Our work is supported by a team of dedicated, local volunteers, and this year we received funding to recruit a Volunteer Coordinator to further develop our volunteer programme, including recruiting, training and supervising our volunteer pool.

Throughout the year a total of 153 people volunteered with the 999 Club. Volunteers have been essential in ensuring the smooth running of our Covid-compliant day centre, helping to cover the reception area, where they greet clients and take their temperatures, provide face masks and hand sanitiser, take initial assessments and details for track and trace, and make one-to-one appointments with staff members for help with particular needs. They provide people with a hot drink upon arrival, and distribute food parcels, donated clothes or household items, and also help to organise incoming donations and answer telephone enquiries from clients.

16 corporate volunteers from Hochtief-Murphy Joint Venture (HMJV) also volunteered over a two-week period to repaint part of the 999 Club's premises, creating a new office space for us work in.

Future plans

Over the coming year, the 999 Club plans to publish a new organisational strategy to guide our work. We will be receiving recommendations from our feasibility study on the future of the night shelter building and begin work to refurbish the space to offer safe, alternative emergency accommodation.

After receiving additional funding this year, we will be recruiting for an additional Employability Advisor to assist clients with working towards securing employment, and a Senior Advice Worker to support clients with finances and benefits. We will also be recruiting for permanent Chief Executive and Head of Operations roles to take over from our interim appointments.

Next year we aim to achieve the following outcomes for our service users:

- **Housing for 370 people a year** – this includes finding urgent housing for people who are homeless and rehousing people in precarious accommodation
- **Help 200 people to stay in their homes** – we will help people who have previously been or are at risk of becoming homeless to stay in their homes
- **Improved employment prospects for 100 people a year** – we will help homeless people get qualifications, re-train or secure employment
- **Increased wellbeing and health for 200 people a year** – for example we provide an appointment service with a mental health nurse and help people register with GPs
- **Increased feeling of self-worth for 900 people a year** – being treated as a human being is often the most valuable part of recovery for homeless people.

We will continue to work towards:

Sustainability – once we have helped people to find permanent accommodation, we will support them in their new home for as long as they need it so that they remain in the accommodation and do not become homeless again.

Long-term systemic changes to clients' lives – we will guide and direct clients to appropriate services within the 999 Club and through our external partners, to empower clients to take control of their lives

**Report of the Trustees
For the year ended 31 August 2020**

again, e.g. giving up alcohol or drugs, finding sustainable employment, breaking entrenched cycles of low self-esteem and homelessness.

Eradication of homelessness - we will continue to work in close conjunction with Lewisham Borough Council and other homelessness organisations like St Mungo's to end all rough sleeping in our borough and to bring people back from the brink of social exclusion.

Financial review

A significant source of funding has been the Lady Florence Institute which made a donation of £112,000 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 15. There was a surplus for the year of £612,823 (2019: £144,710) of which a surplus of £532,131 (2019: £125,572) relates to unrestricted funds. When the surplus is added to the funds brought forward of £3,144,200 this leaves a figure of £3,757,023 for total funds carried forward at 31 August 2020.

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 between approximately six to nine 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 at 31 August 2020, after removing designated funds, amount to £237,167 (2019: £320,036). This represents approximately 6 months unrestricted expenditure. This is monitored and reviewed on a regular basis. It remains the Trustees' objective to maintain free reserves between the equivalent of to six to nine months unrestricted expenditure.

The trustees have created two designated reserves utilising those unrestricted in excess of six months expenditure. £100,000 towards future major maintenance issues for the 24 LFI rented dwellings, and £515,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

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.

Fundraising

The 999 Club undertakes fundraising activity through its supporters via fundraising events, individual giving including appeal letters, email and telephone. We do not have face to face (or door to door) fundraising activities. In addition, funds are raised from trusts and foundations and corporate partnerships. The 999 Club is a member of the Fundraising Regulator and adheres to its Code of Fundraising Practice and its associated rulebooks for fundraising activities.

Additional guidance and information is sought from the Institute of Fundraising in order to inform best practice. The 999 Club is compliant with the General Data Protection Regulation (EU) 2016/679 and will only contact prospective and existing supporters in line with its Privacy Policy and Data Protection Statement which can be viewed in full at <https://999club.org/fundraising/fundraising-regulation>.

The 999 Club recognises the importance of protecting our vulnerable supporters and follows the guidance issued by the Institute of Fundraising and the Fundraising Regulator on treating donors fairly. The 999 Club supports its staff and fundraisers who come into contact with supporters in providing high quality customer care, ensuring anyone donating to the charity is in a position to make a free and informed decision. The 999 Club welcomes feedback on its fundraising activities and has a complaint policy which outlines how the charity will react should a complaint be received regarding its fundraising methods. The 999 Club received no complaints during the year.

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.

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.

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.

**Report of the Trustees
For the year ended 31 August 2020**

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
Chair of Trustees

18 March 2021

Opinion

We have audited the financial statements of The 999 Club and Lady Florence Trust for the year ended 31 August 2020 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 2020 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 2020

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 2020

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

8 April 2021

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 2020

	Notes	Unrestricted funds £	Restricted funds £	Total 2020 £	Total 2019 £
Income from:					
Donations, grants and fundraised income		668,421	748,543	1,416,964	820,377
Other trading activities:					
Rental income		265,607	-	265,607	254,725
Total income		934,028	748,543	1,682,571	1,075,103
Expenditure on					
Raising funds	2	117,585	-	117,585	77,083
Charitable activities	3	349,499	602,664	952,163	853,310
Total expenditure		467,084	602,664	1,069,748	930,393
Net income/(expenditure) for the year		466,944	145,879	612,823	144,710
Transfers between funds		65,187	(65,187)	-	-
Net income/(expenditure) for the year	6	532,131	80,692	612,823	144,710
Balances brought forward at 31 August 2019		1,803,117	1,341,083	3,144,200	2,999,490
Balances carried forward at 31 August 2020	11/12	2,335,248	1,421,775	3,757,023	3,144,200

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

The notes on pages 18 to 32 form part of these financial statements.

Balance Sheets
As at 31 August 2020

		Group		Charity	
	Notes	2020 £	2019 £	2020 £	2019 £
Fixed assets					
Tangible fixed assets	7	2,720,621	2,740,007	77,287	76,673
Current assets					
Debtors	8	161,354	95,327	167,094	100,161
Cash at bank and in hand		1,037,460	407,915	941,751	375,994
		<u>1,198,814</u>	<u>503,242</u>	<u>1,108,845</u>	<u>476,155</u>
Creditors: amounts falling due within one year	9	<u>(162,412)</u>	<u>(99,049)</u>	<u>(148,524)</u>	<u>(88,250)</u>
Net current assets		<u>1,036,402</u>	<u>404,193</u>	<u>960,321</u>	<u>387,905</u>
Total assets less current liabilities		<u>3,757,023</u>	<u>3,144,200</u>	<u>1,037,608</u>	<u>464,578</u>
Net assets		<u>3,757,023</u>	<u>3,144,200</u>	<u>1,037,608</u>	<u>464,578</u>
Funds					
Unrestricted funds					
General funds		237,167	320,036	161,086	303,748
Designated funds		<u>2,098,081</u>	<u>1,483,081</u>	<u>615,000</u>	<u>-</u>
	11	<u>2,335,248</u>	<u>1,803,117</u>	<u>776,086</u>	<u>303,748</u>
Restricted	12	<u>1,421,775</u>	<u>1,341,083</u>	<u>261,522</u>	<u>160,830</u>
		<u>3,757,023</u>	<u>3,144,200</u>	<u>1,037,608</u>	<u>464,578</u>

The notes on pages 18 to 32 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 £583,048 (2019: £143,919).

Approved by the Board of Trustees on 18 March 2021 and signed on its behalf by



Gordon McCullough
Chair
Company Number 4238295 (England & Wales)

**Consolidated cash flow statement
For the year ended 31 August 2020**



	Note	2020 £	2019 £
Net cash provided by operating activities	15	648,107	163,402
Cash flows from investing activities:			
Purchase of tangible fixed assets		(18,562)	(34,389)
Net cash provided by/(used in) investing activities		(18,562)	(34,389)
Cash flows from financing activities:			
Repayments of borrowing		-	(15,174)
Cash inflows from new borrowing		-	-
Net cash provided by (used in) financing activities		-	(15,174)
Net movement in cash and cash equivalents		629,545	113,839
Cash and cash equivalents at the beginning of the reporting period		409,915	294,076
Cash and cash equivalents at the end of the reporting period	16	1,037,460	407,915

The notes on pages 18 to 32 form part of these financial statements.

**Notes to the financial statements
For the year ended 31 August 2020**

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 2019)', 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 2020**

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

	2020		2020	2019
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Staff costs	95,866	-	95,866	39,164
Temporary staff	-	-	-	16,975
Direct costs	12,267	-	12,267	11,598
Centre costs	7,402	-	7,402	6,823
Support costs	2,050	-	2,050	2,523
	<u>117,585</u>	<u>-</u>	<u>117,585</u>	<u>77,083</u>

3. Charitable activities

	2020		2020	2019
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Staff costs	85,062	427,187	512,249	471,192
Centre costs	140,633	74,663	215,296	156,753
Depreciation	8,731	29,217	37,948	35,005
Project costs	1,536	49,825	51,361	81,497
Miscellaneous costs	39,067	1,843	40,910	17,146
Support costs	58,780	19,929	78,709	76,557
Governance costs (see note 4)	15,690	-	15,690	15,160
	<u>349,499</u>	<u>602,664</u>	<u>952,163</u>	<u>853,310</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

	2020		2020	2019
	Unrestricted funds	Restricted funds	Total funds	Total funds
	£	£	£	£
Bank charges	1,230	-	1,230	1,555
Legal and professional fees	2,220	-	2,220	1,010
Audit	12,240	-	12,240	12,150
Away Day	-	-	-	445
	<u>15,690</u>	<u>-</u>	<u>15,690</u>	<u>15,160</u>

5. Staff costs

	2020	2019
	£	£
Wages and salaries	512,062	450,193
Employers National Insurance	44,981	39,551
Pension costs	9,354	9,049
Recruitment costs	<u>42,718</u>	<u>11,563</u>
	<u>609,115</u>	<u>510,356</u>

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

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 £192,924 (2019: £188,029).

The average number of staff employed by the charities in the year ended 31 August 2020 was 18 (2019: 16).

6. Net income/(expenditure)

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

	2020	2019
	£	£
Auditors remuneration	12,240	12,150
Depreciation	<u>37,948</u>	<u>35,005</u>

Notes to the financial statements
For the year ended 31 August 2020
7. Fixed assets

Group	Freehold land and buildings £	Refurbishment of centres £	Furniture and equipment £	Total £
Cost				
As at 31 August 2019	3,000,000	322,724	69,614	3,392,338
Additions	-	-	18,562	18,562
Disposals	-	-	-	-
As at 31 August 2020	3,000,000	322,724	88,176	3,410,900
Depreciation				
As at 31 August 2019	336,666	276,724	38,941	652,331
Charge for year	20,000	9,874	8,074	37,948
As at 31 August 2020	356,666	286,598	47,015	690,279
Net book value				
As at 31 August 2020	2,643,334	36,126	41,161	2,720,621
As at 31 August 2019	2,663,334	46,001	30,673	2,740,007

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 2020
7. Fixed asset (continued)

Charity	Refurbishment of centres	Furniture and equipment	Total
	£	£	£
Cost			
As at 31 August 2019	322,724	69,614	392,338
Additions	-	18,562	18,562
Disposals	-	-	-
As at 31 August 2020	322,724	88,176	410,900
Depreciation			
As at 31 August 2019	276,724	38,941	315,665
Charge for year	9,874	8,074	17,948
Eliminated on disposal	-	-	-
As at 31 August 2020	286,598	47,015	333,613
Net book value			
As at 31 August 2020	36,126	41,161	77,287
As at 31 August 2019	46,001	30,673	76,673

8. Debtors

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade debtors	95,123	22,330	62,926	-
Prepayments and accrued income	55,961	63,397	55,961	69,089
Other debtors	10,270	9,600	-	-
Owed by Lady Florence Institute	-	-	48,207	31,072
	161,354	95,327	167,094	100,161

9. Creditors: Amounts falling due within one year

	Group		Charity	
	2020	2019	2020	2019
	£	£	£	£
Trade creditors	55,520	41,319	53,870	41,319
Accruals and deferred income	27,028	41,481	14,790	30,682
Tax and Social Security	44,823	12,121	44,823	12,121
Other creditors	35,041	4,128	35,041	4,128
	162,412	99,049	148,524	88,250

Notes to the financial statements
For the year ended 31 August 2020
10. Analysis of net assets between funds

Group	Unrestricted £	Designated £	Restricted £	2020 Total £
Tangible fixed assets	41,161	1,483,081	1,196,379	2,720,621
Net current assets	196,006	615,000	225,396	1,036,402
Net assets	237,167	2,098,081	1,421,775	3,757,023
Group	Unrestricted £	Designated £	Restricted £	2019 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	320,036	1,483,081	1,134,083	3,144,200
Charity	Unrestricted £	Designated £	Restricted £	2020 Total £
Tangible fixed assets	41,161	-	36,126	77,287
Net current assets	119,925	615,000	225,396	960,321
Net assets	161,086	615,000	261,522	1,037,608
Charity		Unrestricted £	Restricted £	2019 Total £
Tangible fixed assets		36,756	39,917	76,673
Net current assets		266,992	120,913	387,905
Net assets		303,748	160,830	464,578

Notes to the financial statements
For the year ended 31 August 2020

11. Unrestricted funds

Group	Balance 1 September 2019 £	Movement in resources		Transfers between funds £	Balance 31 August 2020 £
		Incoming £	Outgoing £		
General fund	320,036	934,028	(467,084)	(549,813)	237,167
Designated funds					
Lady Florence Flat Refurbishment fund	-	-	-	100,000	100,000
Lady Florence Hall Refurbishment fund	-	-	-	515,000	515,000
Property fund	1,483,081	-	-	-	1,483,081
	<u>1,483,081</u>	<u>-</u>	<u>-</u>	<u>615,000</u>	<u>2,098,081</u>
Total funds	<u>1,803,117</u>	<u>934,028</u>	<u>(467,084)</u>	<u>65,187</u>	<u>2,335,248</u>

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.

The trustees have created two designated reserves during the financial year. £100,000 towards future major maintenance issues for the 24 LFI rented dwellings, and £515,000 towards a fund for the redevelopment the Lady Florence Hall and associated dwellings on the site.

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	<u>1,677,545</u>	<u>608,524</u>	<u>(490,244)</u>	<u>7,292</u>	<u>1,803,117</u>

Notes to the financial statements
For the year ended 31 August 2020
11. Unrestricted funds (continued)

Charity	Balance 1 September 2019 £	Movement in resources		Transfers between funds £	Balance 31 August 2020 £
		Incoming £	Outgoing £		
General fund	303,748	796,679	(389,528)	(549,813)	161,086
Designated funds					
Lady Florence Flat Refurbishment fund	-	-	-	100,000	100,000
Lady Florence Hall Refurbishment fund	-	-	-	515,000	515,000
	-	-	-	615,000	615,000
Total funds	303,748	796,679	(389,528)	65,187	776,086

Charity	Balance 1 September 2019 £	Movement in resources		Transfers between funds £	Balance 31 August 2020 £
		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 2020

12. Restricted funds

Group	Balance	Movement in resources		Transfers between funds	Balance
	1 September 2019	Incoming	Outgoing		31 August 2020
	£	£	£	£	£
Welfare fund	630	1,500	(1,111)	-	1,019
Nursery capital funding	39,917	(30,700)	(9,217)	-	-
Winter night shelter - Lewisham	16,286	119,812	(114,198)	-	21,900
Winter night shelter - other funders	61,259	20,000	(35,486)	(15,000)	30,773
Employability Co-ordinator	5,609	-	(7,180)	1,571	-
Personal Transition Service	19,037	-	(14,128)	-	4,909
Staff costs	11,472	40,000	(25,000)	-	26,472
Equipping Shelters Project	6,500	19,464	(20,690)	(5,274)	-
Enterprise Development	120	-	(120)	-	-
Capital Project 2	-	120,000	(38,639)	-	81,361
Senior Advice Worker Salary	-	89,835	(31,717)	(58,118)	-
Digital Inclusion	-	12,500	(12,500)	-	-
Volunteer Coordinator	-	25,628	(4,276)	15,000	36,352
Gateway - Faith Clark	-	5,000	(1,634)	(3,366)	-
Night Shelter - Post Covid-19	-	129,627	(120,881)	-	8,746
National Lottery	-	154,987	(144,039)	-	10,948
Corona Virus Appeal Grant	-	30,460	(1,848)	-	28,612
Upgrade Gateway	-	10,430	-	-	10,430
Property redevelopment	1,180,253	-	(20,000)	-	1,160,253
Total funds	1,341,083	748,543	(602,664)	(65,187)	1,421,775

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

Personal Transition Service - Contribution to salary of Asset Coach

Staff costs - Contribution to salary of CEO and salary of fundraising officer

Equipping shelters project – Contribution to salary of resettlement worker

Enterprise Development – Completion of a feasibility study

Capital Project 2 – costs of health and safety works

Senior Advice Worker - - salary of Senior Advice Worker

Digital Inclusion – upgrade of office equipment

Volunteer Co-Ordinator – salary of Volunteer Co-Ordinator

Gateway Faith Clark – Upgrade of Gateway Equipment

Notes to the financial statements
For the year ended 31 August 2020

12. Restricted funds (continued)

- NS Post Covid 19** – running costs of guests and services
- National Lottery** – prevention of homelessness (Community Fund)
- CV Appeal Grant** – contribution costs of office equipment for guests
- Upgrade Gateway** – Health and Safety costs, recruitment of volunteers and expenses, cleaning services
- 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

Group	Balance		Movement in resources		Transfers between funds	Balance
	1 September 2018		Incoming	Outgoing		31 August 2019
	£		£	£	£	£
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	(175,505)	(1,000)	16,286
Winter night shelter - other funders	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

Notes to the financial statements
For the year ended 31 August 2020
12. Restricted funds (continued)

Charity	Balance		Movement in resources		Transfers between funds	Balance 31 August 2020
	1 September 2019		Incoming	Outgoing		
	£	£	£	£	£	£
Welfare fund	630	1,500	(1,111)	-	-	1,019
Nursery capital funding	39,917	(30,700)	(9,217)	-	-	-
Winter night shelter - Lewisham	16,286	119,812	(114,198)	-	-	21,900
Winter night shelter - other funders	61,259	20,000	(35,486)	(15,000)	-	30,773
Employability Co-ordinator	5,609	-	(7,180)	1,571	-	-
Personal Transition Service	19,037	-	(14,128)	-	-	4,909
Staff costs	11,472	40,000	(25,000)	-	-	26,472
Equipping Shelters Project	6,500	19,464	(20,690)	(5,274)	-	-
Enterprise Development	120	(120)	-	-	-	-
Capital Project 2	-	120,000	(38,639)	-	-	81,361
Senior Advise Worker Salary	-	89,835	(31,717)	(58,118)	-	-
Digital Inclusion	-	12,500	(12,500)	-	-	-
Volunteer Coordinator	-	25,628	(4,276)	15,000	-	36,352
Gateway - Faith Clark	-	5,000	(1,634)	(3,366)	-	-
Night Shelter - Post	-	-	-	-	-	-
Covid-19	-	129,627	(120,881)	-	-	8,746
National Lottery	-	154,987	(144,039)	-	-	10,948
Corona Virus Appeal	-	-	-	-	-	-
Grant	-	30,460	(1,848)	-	-	28,612
Upgrade Gateway	-	10,430	-	-	-	10,430
Total funds	160,830	748,543	(582,664)	(65,187)		261,522

Notes to the financial statements
For the year ended 31 August 2020

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	(175,505)	(1,000)	16,286
Winter night shelter - other funders	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 no capital commitments of as at 31 August 2020 (2019: £14,464).

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 £112,000 (2019: £120,000).

The 999 Club and Lady Florence Trust charged £14,231 (2019: £9,757) to The Lady Florence Institute in relation to staff recharge. The 999 Club reimbursed The Lady Florence Institute £12,866 in relation to property maintenance paid for by The Lady Florence Institute.

At 31 August 2020 there was £48,207 (2019: £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 2020

15. Reconciliation of net income/(expenditure) to net cash flow from operating activities

	2020 £	2019 £
Net (expenditure)/income for the reporting period (as per the statement of financial activities)	612,823	144,710
Adjustments for:		
Depreciation charges	37,948	35,005
(Increase)/decrease in debtors	(66,027)	(52,911)
Increase/(decrease) in creditors	63,363	36,598
Net cash provided by/(used in) operating activities	<u>648,107</u>	<u>163,402</u>

16. Analysis of cash and cash equivalents

	2020 £	2019 £
Cash in hand	1,037,460	407,915
Total cash and cash equivalents	<u>1,037,460</u>	<u>407,915</u>



17. Comparative information

	Unrestricted funds £	Restricted funds £	Total 2019 £
Income from:			
Donations and gifts	353,798	466,579	820,377
Other trading activities:			
Rental income	254,726	-	254,725
Total income	608,524	466,579	1,075,103
Expenditure on			
Raising funds	77,083	-	77,083
Charitable activities	413,161	440,149	853,310
Total expenditure	490,244	440,149	930,393
Net (expenditure)/income for the year	118,280	26,430	144,710
Transfers between funds	7,292	(7,292)	-
Net income/(expenditure) for the year	125,572	19,138	144,710