

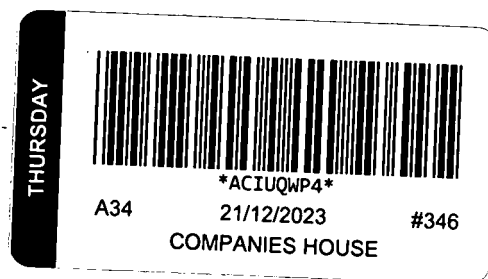
Company number: 1050006

Charity number: 265103

Cambridge House

Fighting poverty, social inequity and social injustice for 134 years

Amended annual Report and Accounts for the year ended 31 March 2023



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Trustees' Annual Report

Welcome

2022–2023 was a watershed year during which we sold our building at 1 Addington Square, settled all our debts in full, embedded hybrid working, upgraded our IT and communications systems, and fitted out and moved to new offices off the Walworth Road.

It is a testament to the diligence, commitment, passion, skills and resilience of our trustees, advisers, staff and volunteers that, despite the huge amount of work and resource these changes required, we also grew the reach and impact of our services and activities.

Amid the cost of living crisis and in the wake of the pandemic, many of our service users are descending into deeper and deeper poverty. The majority are struggling to meet their most basic needs; this is having a devastating impact on their physical and mental health and wellbeing.

Our service users are telling us that they feel hopeless and 'oppressed by the system'. They feel 'defeated' by the number of disconnected statutory services (each with their own access pathways, communication challenges and eligibility criteria) they must navigate to get the support they're entitled to and the services they need to survive.

Tackling these hardships is a serious challenge for Cambridge House and the wider charitable sector. Charities are primarily funded to tackle single issues in ways that mirror the operational and policy frameworks of government. Wraparound and holistic services, though recognised as the best way to provide support, are not the norm because of the difficulties associated with designing integrated and user-led service models that 'fit' with statutory structures and political priorities.

Within this context, people facing destitution (our target service users) continue to be very poorly served; we've therefore been working with them to design an integrated service model that maximises the opportunities offered by our multiservice structure.

During 2023–2024 we will redouble our efforts to secure funding for this 'Resilience Building Project'. Our ambition is to integrate the activities of each of our services in a more structured way, focus on more than one dimension of a service user's experience and identity, recognise the multiple forms of inequity that compound themselves and create obstacles that are not conventionally understood, and enable us to capture and share lived experience data to evidence 'what works'.

Some of the highlights during 2022–2023 included our:

- Service user numbers increasing by 26% and the number of local authorities we work in increasing by 62%.
- Youth empowerment service, RISE, securing funding from Propel to significantly expand over the next two years.
- Law Centre receiving the Law Centres Network '2022 Outstanding Achievement Award' for our work addressing poor housing conditions in Black, Asian, refugee and asylum seeking, and ethnically minoritised communities.
- Safer Renting service launching our first annual publication of a Private Rented Sector illegal eviction 'count', and working with the Department for Levelling Up, Housing and Communities to draft the Renters (Reform) Bill.
- Advocacy service contracts in Kingston and Barking and Dagenham being renewed and extended.
- Law Centre and Safer Renting doubling the level of compensation and redress secured for service users.

We particularly want to thank the following members of our team for their dedication to our service users – we owe each of them an enormous debt of gratitude:

- David Coleman, our Vice–Chair, retired in January 2023 having served as a trustee from 2009 including two periods as Chair. David has been appointed as Patron of Cambridge House in acknowledgement of his dedication and enormous commitment to the organisation during periods of significant change and uncertainty. Most recently, David’s analytical and unerring focus on our transformation to a non–building based charity focused on the direct and increasing needs of people living in our communities, has helped us establish the foundations for future sustainability and growth.
- Anu Mensah, retired in September 2023 having served as a trustee and a member of our Finance Subcommittee from 2020. Anu made a strong contribution to our financial planning and risk management during the last three–years’ of change management.
- Eusebio Barata, left in August 2023, having joined in 2019 as Safer Renting’s Deputy Project Director and as our Leadership Team Operations Director from 2020. Eusebio made a significant contribution to the infrastructural development of Safer Renting, managed our operational response to the COVID pandemic, and led on the sale of 1 Addington Sq. and our subsequent relocation to new offices.
- Mandy Samrai who provided invaluable advice to trustees on the building sales process and helped us to ensure we effectively assessed our options and risks.
- June Louis, who worked with us for 19 years’ contributing her enormous dedication, skills and warmth to young people across a diversity of disabled people’s empowerment projects.

- Beryl Peckham, retired in August 2023 after 29 years as our Law Centre’s Administrator. Beryl was a Cambridge House stalwart and a font of organisational and local knowledge. Her lifetime of service to the people of Southwark was acknowledged in 2017 when Southwark Council conferred on her the ‘Liberty of the Old Metropolitan Borough of Camberwell’.
- Jo Hrabí, joined our youth empowerment service as a volunteer in 2014 and was subsequently employed to lead and redesign the service with service users in 2015. Under Jo’s leadership, the RISE project grew in size, impact, and reputation. In 2019 London Youth recognised her passion and care for young people by selecting her for their ‘Youth Professional 2019 Award’.

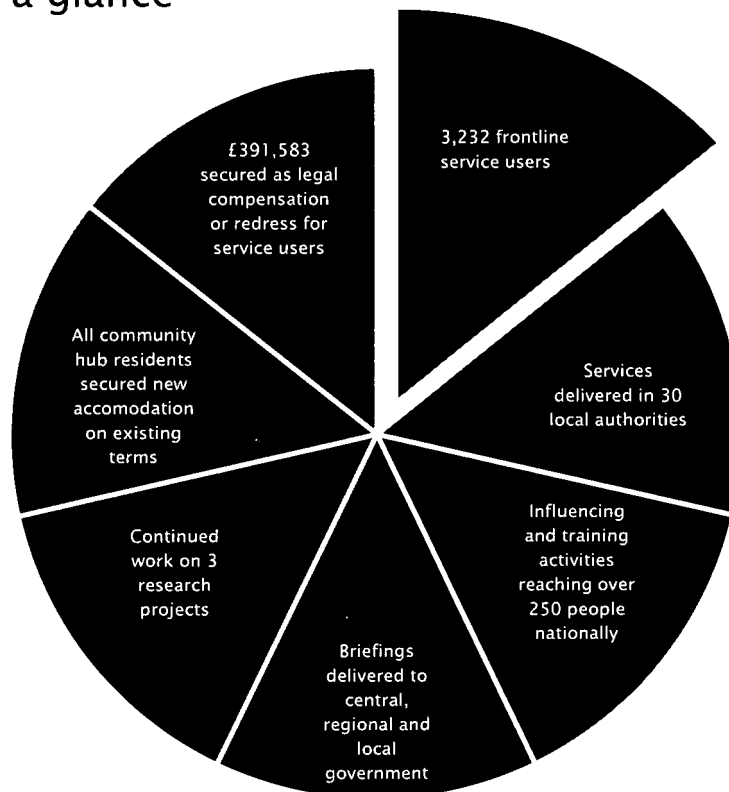
In September 2023 we were fortunate to recruit seven new trustees who bring the diversity of knowledge, skills and lived experience we need to ensure our Council of Management reflects the communities with which we work and our activities remain relevant, evidenced–based, address gaps in service provision and are systems changing: we are excited to have Felix Adenaike, Ivan Delany, Patrick Diamond, Raja S Hussain, Shadi Brazell, Suzanne Hall and Tara Trousdale join our team!

We are extremely fortunate to have many passionate and committed supporters and funders, staff, volunteers and trustees. Our success is a consequence of their dedication and hard work. We say a heartfelt thank you to them all.

Simon Latham, Chair

Karin Woodley CBE, Chief Executive

The year at a glance



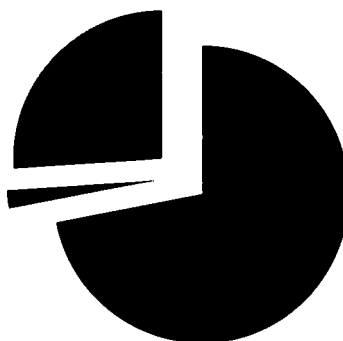
72p in every £1 spent on service delivery

(82p in 2022 and 79p in 2021)

Inflation drove up our overhead and staffing costs during the year

Overheads and governance 26p

Fundraising 2p



Our aims, objectives and activities

Vision

We have a vision of a just and equitable society without poverty.

Values

We are pioneering, collaborative, reflective and courageous.

Aims and objectives

Transforming lives

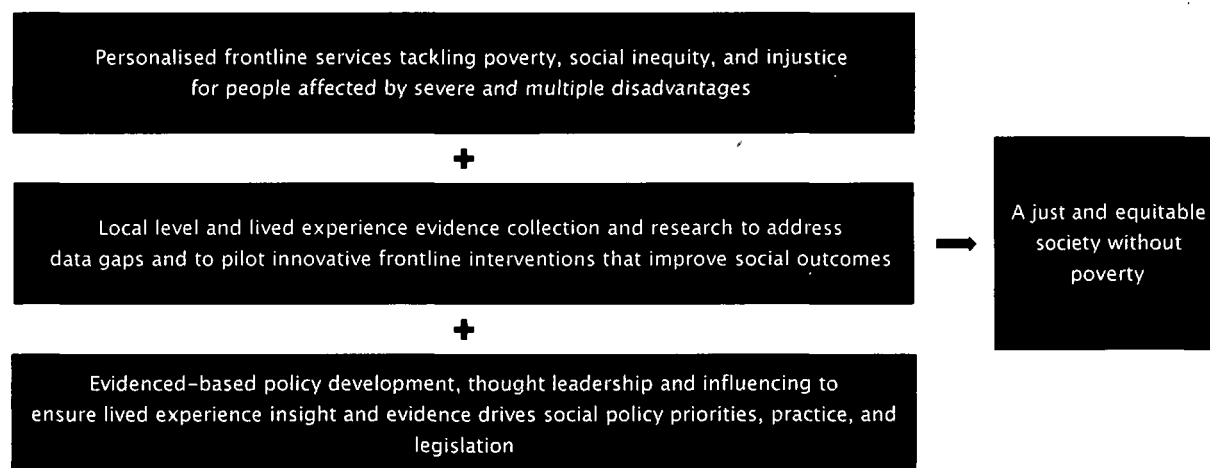
Empowerment through personalised frontline, access to justice and resilience-building services in London for families and people living in areas of high deprivation who are:

- Dealing with crises.
- Denied their rights to justice.
- Affected by poverty, social inequity and social injustice.

Transforming society

Creating the evidence and undertaking the influencing and thought-leadership activities needed to improve social policy and practice and dismantle the structural barriers that exclude people or trap them in cycles of poverty and despair.

Our Theory of Change



History

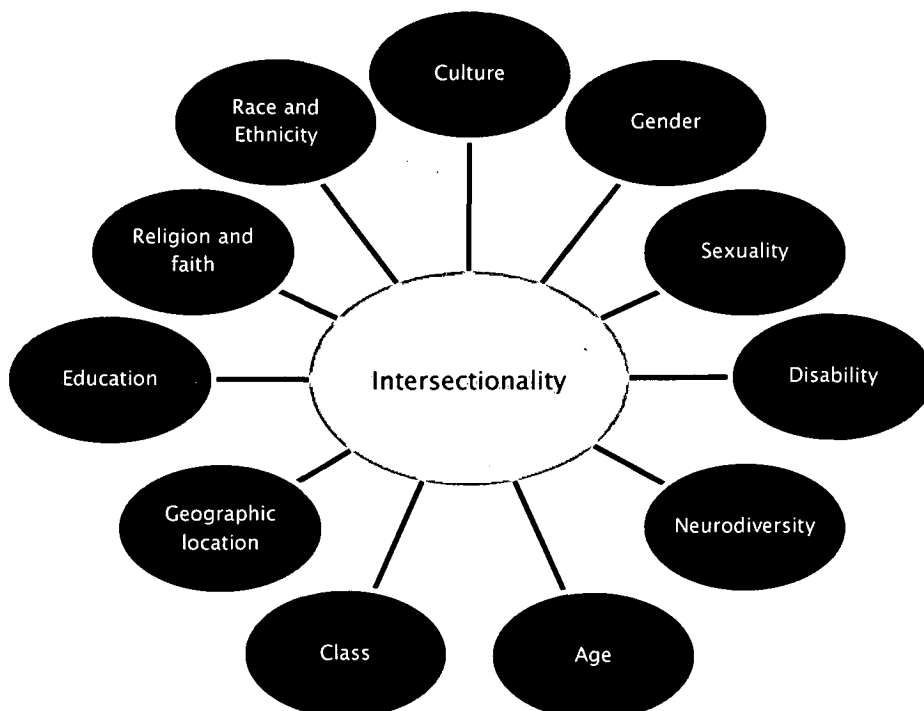
We were founded in 1889 to support people living in London's 'slum' neighbourhoods. As one of the earliest members of the university settlement movement, our innovative work led the Victorian anti-poverty movement, paved the way for the modern welfare state and responded to problems of inequality and social injustice.

The complex issues driving our service users' into deep poverty, crisis and despair

Four or more of the following issues:



Four or more simultaneous and mutually reinforcing social inequities based on their:



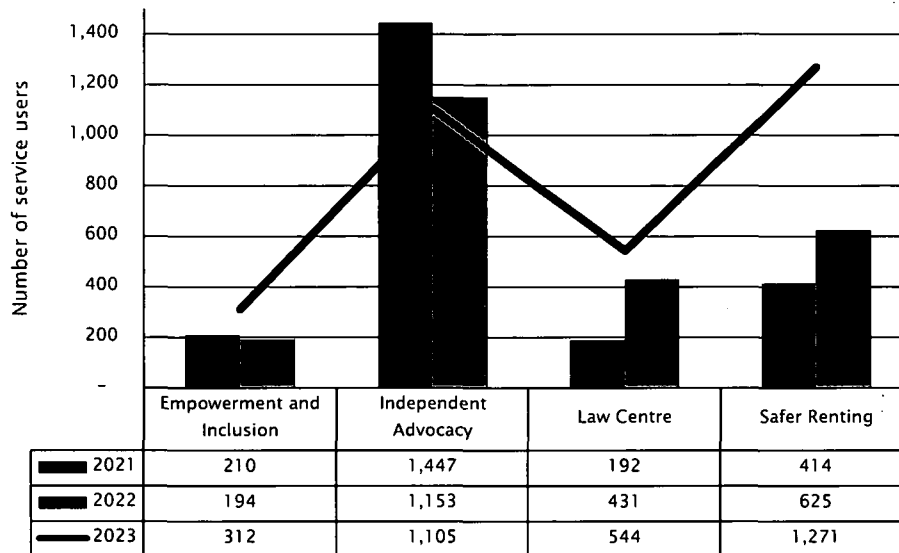
Achievements and performance

Overview

3,232 people accessed our frontline services

(2,403 in 2022 and 2,263 in 2021)

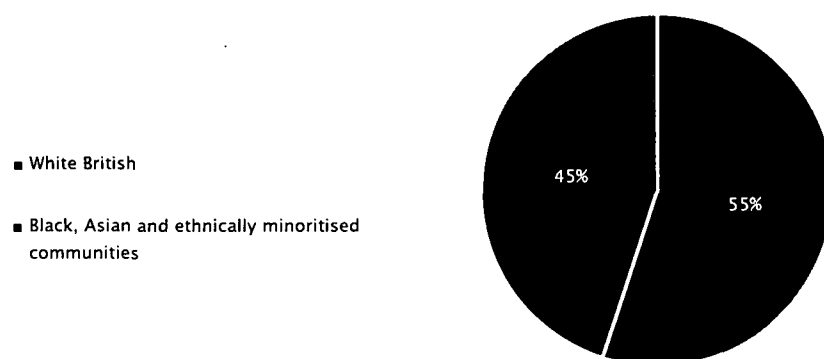
The number of people supported by each of our frontline services



45% of our service users were from Black, Asian and ethnically minoritised communities

(45% in 2022 and 62% in 2021)

During 2023 and 2022 more people who had never experienced crisis before needed our services – with a noticeable increase in service users in low paid employment from white communities

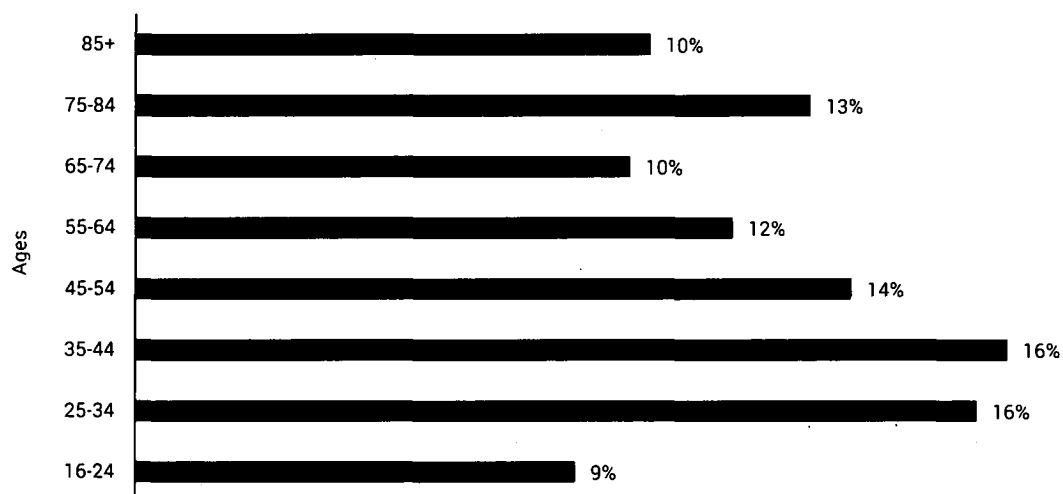


90% of our service users were disabled, neurodiverse and/or lived with a mental, behavioural or physical health condition

(83% in 2022 and 72% in 2021)

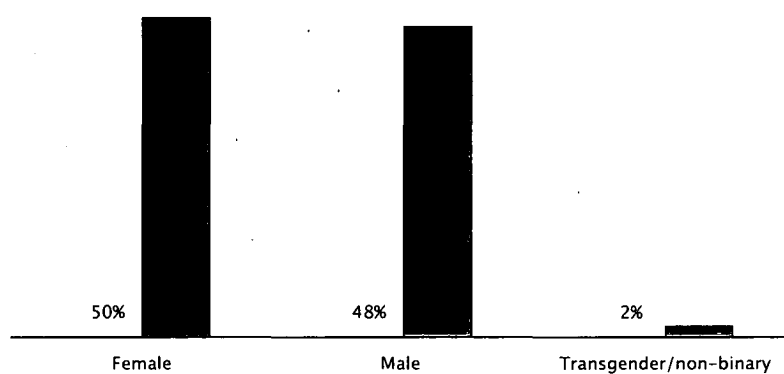
The ages of our service users

(consistent with 2022 and 2021)



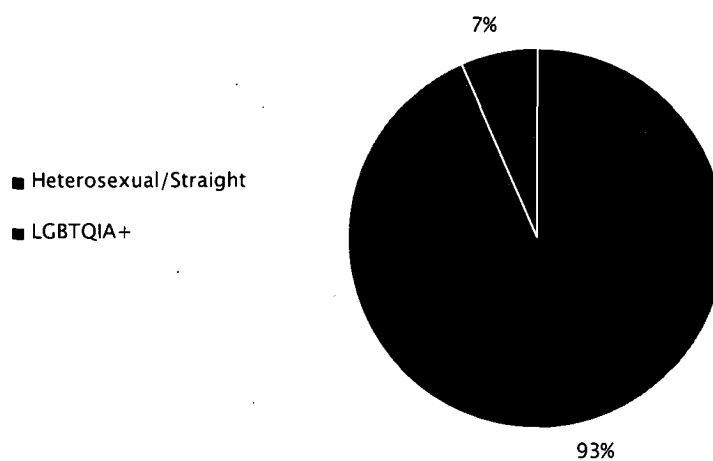
The genders of our service users

(consistent with 2022 and 2021)



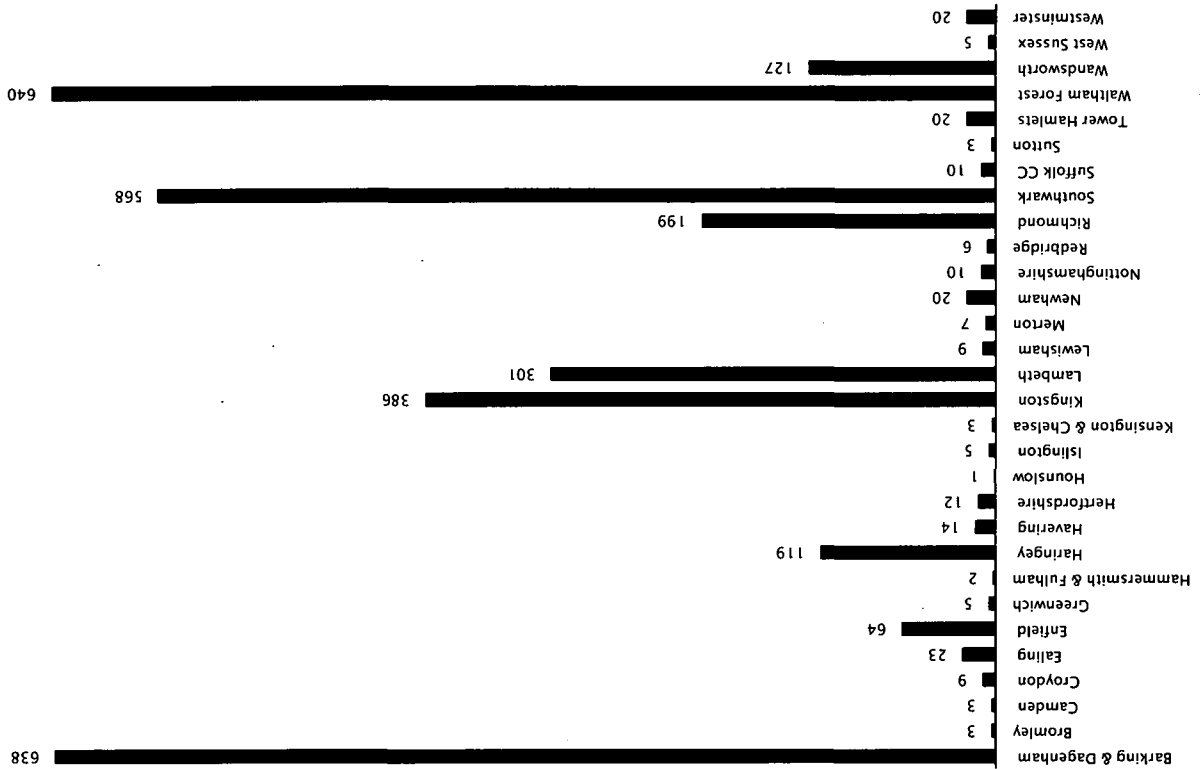
The sexuality of our service users

(consistent with 2022 and 2021)



Barking & Dagenham	✓			Independent Advocacy	Barking & Dagenham
Bromley					
Camden					
Croydon					
Ealing					
Enfield	✓				
Greenwich					
HammerSmith & Fulham					
Haringey					
Havering					
Hertfordshire	✓				
Hounslow					
Islington					
Kensington & Chelsea					
Kingston	✓				
Lambeth		✓			
Lewisham					
Merton					
Newham	✓				
Nottinghamshire	✓				
Redbridge	✓				
Richmond	✓				
Southwark		✓			
Suffolk	✓				
Sutton					
Tower Hamlets					
Waltham Forest	✓				
Wandsworth	✓				
Westminster	✓				
West Sussex					
Law Centre	Safer Renting	Empowerment and Inclusion			

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Research, influencing and thought leadership

Transforming Society

Safer Renting – Protecting tenants from criminal landlords

- We continued work on two existing research projects into various issues in the ‘shadow private rented sector’ and initiated a third.
- Held meetings with the Government’s Department for Levelling Up, Housing and Communities to advise on the drafting of the Renters (Reform) Bill 2023.
- Contributed to:
 - The activities of the Renters’ Reform Coalition by gathering evidence and highlighting the need to tackle illegal evictions both in our own right and through the Coalition.
 - The Renters’ Day of Action in parliament.
 - The Department of Levelling Up, Housing and Communities ‘Decent Homes Standard’ consultation.
 - The London School of Economics ‘Private Rented Sector Advisory Group’.
 - A series of Southwark Council private rented sector forums.
- Made presentations to:
 - An Institute of Government and Public Policy event.
 - Haringey Council’s Scrutiny Committee Evidence Session on landlord licensing.
- Published three new online guides:
 - Safer Renting – How to Rent (without getting scammed)
 - Safer Renting – At a glance checklist
 - Safer Renting/Metropolitan Police Illegal Eviction – notes for responding officers
- Attracted coverage in the national media and specialist legal, academic and housing media including:

iNews	Novara Media
The Independent	Politics Home
The Guardian	BBC News
Vice	Open Democracy

Radical Listening – Involving excluded citizens in conversations about social reform

- We advocated nationally for Radical Listening to be used to reconnect with communities, address complex challenges, tackle unconscious bias, and transform systems through conversational leadership and practice including speaking at roundtables and debates for 10 to 30 leaders at a time – attended by 91 charity and local authority leaders across the UK.
- Contributed an article ‘Radical Listening is the way to radical change’ published in the Better Way publication ‘Building a Bigger We’

Empowerment and Inclusion – Tackling social exclusion

- Our RISE youth empowerment team advocated for better mental health support for young people by contributing to an ‘All in the Mind’ segment on BBC Radio 4
(<https://www.bbc.co.uk/sounds/play/m0016pr0>)
- The Camberwell Incredibles’ created a 3D Map of Southwark to support disabled residents. The maps displayed in Walworth Library since June 2022 and is due to move to a new permanent home in Peckham library in 2023.

Independent advocacy services

Protecting the voices, choices, and rights of adults and children

Our advocates supported and protected the legal rights of people experiencing substantial difficulty engaging with and contributing to decisions about their health and social care.

In compliance with the requirements of the Mental Health Act 1983, Mental Capacity Act 2005, Care Act 2014 and Deprivation of Liberty Safeguards and Community Treatment Orders; we facilitated our service users' active involvement in decision-making so that they:

- Understood information relating to decisions about their lives.
- Could weigh up their options.
- Were able to communicate their views, wishes and feelings.
- Received the treatment, care and support they needed, and without disproportionate restrictions to their freedom of choice and liberty.
- Had access to legal protection and advice.

J's story

J was subject to a Deprivation of Liberty order keeping him under continuous supervision and control. He lived in supported accommodation but his tenancy was ending. Our Independent Mental Capacity Advocate supported J to:

- Demonstrate that he understood the situation and was able to participate in decisions about alternative housing.
- Participate in a capacity assessment that confirmed the ongoing need for continuous supervision and control.
- Consider his options for future accommodation and make a choice.
- Participate in a 6-week review to determine whether the new home met his needs.

At the end of the process J confirmed he was happy in the new home and wanted to continue to live there.

The impact of pandemic recovery on people eligible for statutory advocacy led to a significant increase in the complexity and volume of cases nationally. As a result, though our number of contracts reduced from 4 to 2 in the year, an increase in spot-purchased cases meant our overall service user numbers and delivery hours did not fall commensurately. During the year we:

- Delivered 9,232 hours of statutory and non-statutory advocacy (10,366 in 2022 and 12,002 in 2021).
- Worked with 1,105 service users (1,153 in 2022 and 1,447 in 2021).
- Provided services in 12 local authorities (13 in 2022 and 7 in 2021), 2 under contract in Barking and Dagenham and Kingston upon Thames (4 in 2022 and 2021).
- Successfully resolved 98% of issues through the following eight advocacy specialisms:

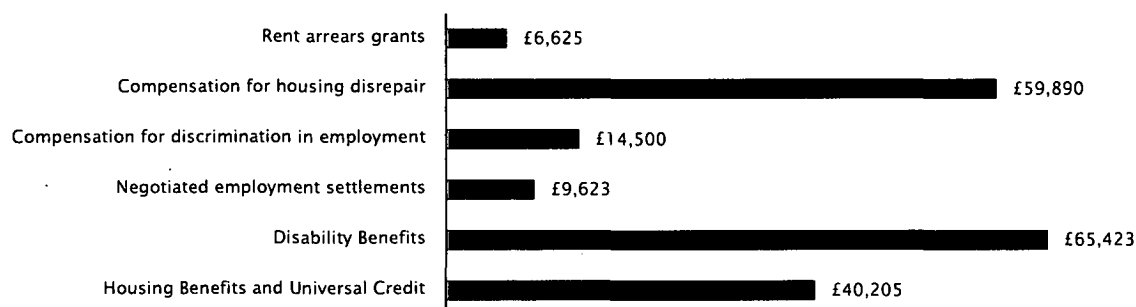
Appropriate Adults	Independent Advocacy under the Care Act
Generic advocacy, Learning Disability	Independent Mental Health Advocacy
Generic advocacy, Mental Health	NHS Complaints Advocacy
Independent Mental Capacity Advocacy	Relevant Person's Representative

Law Centre

Protecting people's housing, jobs, finances, social welfare and legal rights

As a Legal Aid Agency accredited provider and a London Legal Support Trust 'Centre of Excellence'; we provided free, independent and expert legal and crisis navigation services in housing, employment, discrimination and welfare benefit law. During the year we:

- Received the Law Centres Network 2022 award for 'Outstanding Contribution'.
- Expanded our outreach surgeries in Southwark and Lambeth and launched a new collaboration with Brixton Advice Centre to provide online advice and casework clinics in employment law.
- Delivered casework, advocacy and legal representation for 236 clients (357 in 2022 and 157 in 2021) supporting 136 dependents (74 in 2022 and 35 in 2021).
- Delivered legal advice to 172 clients.
- Reached clients living in 17 local authorities.
- Secured £196,266 in legal compensation or out of court settlements for our clients (£74,795 in 2022 and £60,588 in 2021). Financial redress settlements were secured for the following:



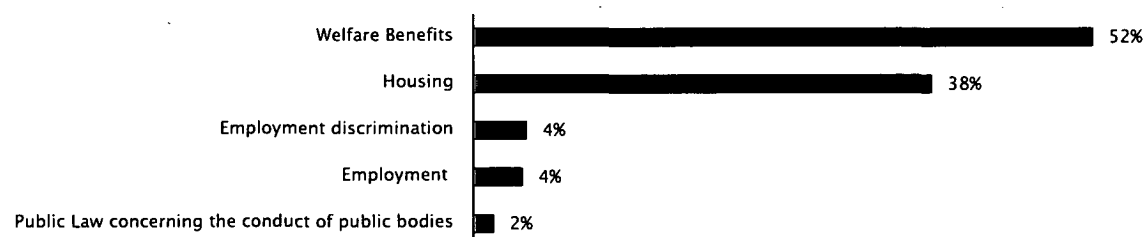
H's story

H was working part time as a catering assistant and supporting her two children alone. She experienced religious harassment at her place of work. The stress and trauma caused by the harassment made H very ill and she was forced to take long-term sick leave.

Initially, H's employer acknowledged the harassment and assured her that steps would be taken to address the issue. However, the employer subsequently claimed that H's allegations were unfounded, leaving her feeling unsupported and vulnerable. H was unable to return to work without the assurance that she would be protected from further harassment. The employer then threatened to dismiss Ms H on the grounds of ill health.

We secured a financial settlement equal to nearly a year's wages for H and she was able to move forward with her life and career.

Our case work and advice activities addressed the following issues:



Safer Renting services

Making private renting safe for all

Our Safer Renting service is commissioned by local authorities to prevent homelessness by intervening in illegal evictions, supporting private renters to negotiate better conditions in their homes, and enabling private renters to leave a criminal landlord on their own terms. During the year we:

- Provided advice and support to 448 vulnerable households (225 in 2022 and 208 in 2021) caring for 823 dependents (401 in 2022 and 206 in 2021).
- Worked in 10 London Boroughs (11 in 2022 and 5 in 2021).
- Secured £195,317 in legal compensation or out-of-court settlements for our clients (£118K in 2022 and £136K in 2021).
- Represented the 'public interest' in an intervention in the Supreme Court appeal hearing of the Rakhusen vs Jepson Rent Repayment Order Claim.
- Continued our community engagement project in partnership with UKIM Masjid Ibrahim & Islamic Centre in Plaistow, Newham to better connect with excluded communities affected by criminal landlords.
- Received the same positive confidential feedback from our service users as in 2022:
 - 93% said we understood their needs well or very well.
 - 93% said we explained their rights and how to protect them well or very well.
 - 93% said they were satisfied with the outcome of their case.

Q's story

When Q, a single adult, was referred to us, there was nothing unusual about it. It was things we see every day: an attempted illegal eviction, harassment, a licensing breach and a befuddling renting set-up.

An unlicensed house in multiple occupation (i.e. a house with more than 3 unrelated adults), a lack of tenancy agreements and payment in cash pointed very firmly in the direction of a property rented by a criminal landlord. In these cases, it's up to us to find the truth and create as much clarity as we can for the tenants whose lives are turned upside down by landlords who are just trying to make some extra money.

Q's landlord wrongly accused her of subletting without his knowledge and repeatedly served her notice to get out of the house. The local authority didn't accept her as 'priority need' so she found herself street homeless.

Q's life had already been pushed to the limit by the pandemic – she had lost her job in retail at the start of the pandemic, and for the first time in her life had been receiving government assistance (Universal Credit) to pay her rent.

We attempted to negotiate with Q's landlord, noting his failure to licence the property meant that Q and her housemates were entitled to apply to the court for a Rent Repayment Order for the previous year's rent.

The Department of Work and Pensions (DWP), however, retrospectively checked Q's Universal Credit claim and asked her to produce her tenancy agreement — or else face a fine of amounting to £1,000 for all the rent she had claimed. We asked the landlord to provide one: he refused (in order to cover up his failure to correctly license the property) and was seemingly content to put Q in jeopardy of paying back a debt for years to come, a debt which she did not owe.

With help from Shelter, we appealed the DWP decision, and won in court meaning Q avoided a life-long debt.

Following negotiations, the landlord also agreed to pay her a sum of £3,500. When we last spoke to Q, she and her cat had just moved into a new property and she had a job interview the next day.

Disabled People's Empowerment services

Enabling disabled children and adults to take control of their lives and futures

The Camberwell Incredibles Summer Parade

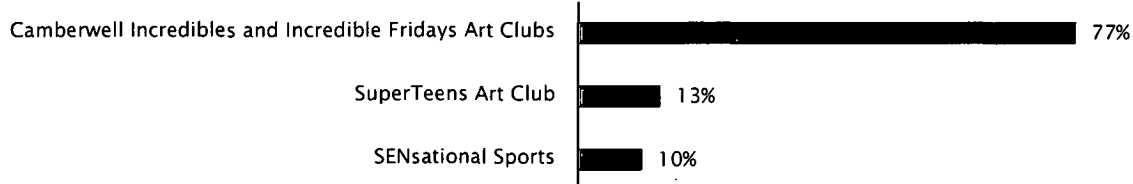
A colourful and riotous Camberwell Incredibles Summer Parade took place on June 21st 2022, the culmination of a term's work creating banners and costumes. This was a collaboration with members of Corali and Thick n Tight Dance Troupes, parading through the streets of Camberwell with families, carers and friends of the group, and cheered on by local people.

Altogether about 70 people took part in the parade, which was seen by approximately 200 local people.

It is rare for people with learning disabilities to come together and celebrate their lives publicly, so this was a special event for everyone involved, giving the participants a sense of achievement and pride and an opportunity to be centre stage for once.

We built the skills and resilience of 35 children and adults living with profound learning disabilities and complex needs through a varied portfolio of services (45 in 2022 and 35 in 2021). We also provided essential respite for 105 parents, siblings and carers during the year (45 in 2022 and 35 in 2021). Our projects included:

- SENSational Sports: For young people, aged 11 to 25 years – weekly swimming (hydrotherapy) and trampolining (rebound therapy).
- Camberwell Incredibles and Incredible Fridays Arts Clubs: For people, aged 19 to 55 years – weekly social, creative, independent living and personal development sessions, including a diversity of trips and community events.
- SuperTeens Arts Club: For children, aged 11 to 25 years – weekly after-school arts sessions and special trips.
- The distribution of service users across the service portfolio was as follows:



P's story

'My brother P has been attending the Camberwell Incredibles for 24 years, the group has a magical dynamic and beautiful connection and through these amazing relationships he feels safe and confident to express himself'

'My brother has been supported through the bereavement of his mother and COVID through having a creative and safe space. These experiences and ideas are valuable and can support other practitioners across the world to try something life changing for the person they support.'

'The creative ventures of the Camberwell Incredibles deserve a worldwide platform that will inspire others during a time when we all need hope and inspiration.'

Sister of Camberwell Incredibles group member

Youth Empowerment services

Investing in young people so they thrive as adults

28 young people aged 16 to 24 years (34 in 2022 and 40 in 2021) participated in our 'RISE' programme's group activities and one-to-one mentoring sessions. We provided advice and guidance to 28 parents and carers. The increased complexity and level of need faced by the year's cohort was unprecedented and clearly reflected the ways in which the Covid-19 pandemic and the subsequent cost of living crisis had devastated the lives of young people. As a result we worked very intensely with fewer participants.

X's story

X is an 18-year-old male who was referred to RISE in April 2022. He was living with an extreme case of anxiety and had been diagnosed with autism; he felt that he wasn't very articulate when expressing his thoughts and needs. He hadn't stepped outside his house by himself since the age of 15 – this had caused natural muscle atrophy from sitting in his room just playing computer games and watching TV. X would also go a couple of days without eating due to erratic sleeping patterns. He did not want to be seen by, or to socialise with, anyone at all. He was incredibly reliant on his mother, which had exhausted her and created stress within the household.

Our Youth Empowerment Coordinator (YEC) initially engaged with X via texts. After multiple cancellations, X took the huge step to meet the YEC in person at Cambridge House. Over time, X opened up about his struggles living with anxiety and autism. He is an incredibly intelligent young man and when he is not gripped by anxiety, he is animated and a great storyteller; his ambition is to become an actor. The YEC created a strong mentoring relationship with X, developing clear goals. So far, successes include:

- Enrolling X in a project at the Young Vic Theatre; X attended weekly in-person sessions, surrounding himself with other young actors and artists
- Attending weekly gym sessions with YEC, and creating a personal training programme
- Going on regular walks with the YEC, becoming accustomed to being out in public
- Creating his own acting profile online so he is able to apply for future work
- Increased confidence when articulating to articulate himself about his anxiety
- Becoming less reliant on his mother concerning travel and other daily duties
- Taking his nutrition seriously and has a newfound appetite
- Improved sleep hygiene

Crisis Mitigation in the Empowerment Services

Access to justice for disabled children and adults

Our Crisis Mitigator worked with 58 people during the year (36 in 2022), supporting disabled and RISE service users and carers to access statutory support and benefits, and challenge reductions in personal budgets.

Crisis Mitigation Case Study

Our Crisis Navigator (CN) made detailed representations to a local housing authority on behalf of a mother who lives on the 15th floor of a tower block with her three children and her mother. One of the children is on the autistic spectrum and has no understanding of heights and does not understand or fear danger. Living on the 15th floor represented a very serious safeguarding risk.

Our CN successfully challenged the mother's 'No Recourse to Public Funds' so that the mother can receive legal services funded by legal aid to address her housing needs.

Events after the year end

There are no significant events after the year end to report.

Operational aims and objectives

To implement our 2022 – 2027 Strategic Plan.

Achieving our priorities in 2022–23

Transforming Lives	
Develop our crisis mitigation and resilience building activities in response to recession impacts on our service users.	Successful
Review the delivery infrastructure of Safer Renting and the Law Centre to increase the reach and impact of services in response to new funding.	Successful
Transforming Society	
Extend our research, influencing and knowledge exchange activities.	Successful
Governance	
Complete sale of 1 Addington Square and establish new office and delivery spaces/venues.	Successful
Publish and begin to implement our corporate strategy for 2022 to 2027.	Successful
Recruit and diversify our trustees in compliance with our equality, diversity and inclusion targets.	Successful
Establish designated reserves for 'Continuity Planning' and future building purchase.	Successful
Benchmark the Chief Executive's pay.	Successful

Our priorities for 2023–24

Transforming Lives	
Implement fundraising strategy to establish our resilience building project.	
Review triage and case management processes.	
Enhance staff training in trauma informed practice and dealing with vicarious trauma.	
Transforming Society	
Extend our research, influencing and knowledge exchange activities.	
Establish trustee working group.	
Upgrade data collection and analysis software.	
Governance	
Review trustee induction and training plan.	
Review detailed theory of change.	
Complete administration restructure.	
Establish role of 'Digital Trustee'	

Financial review

Overview

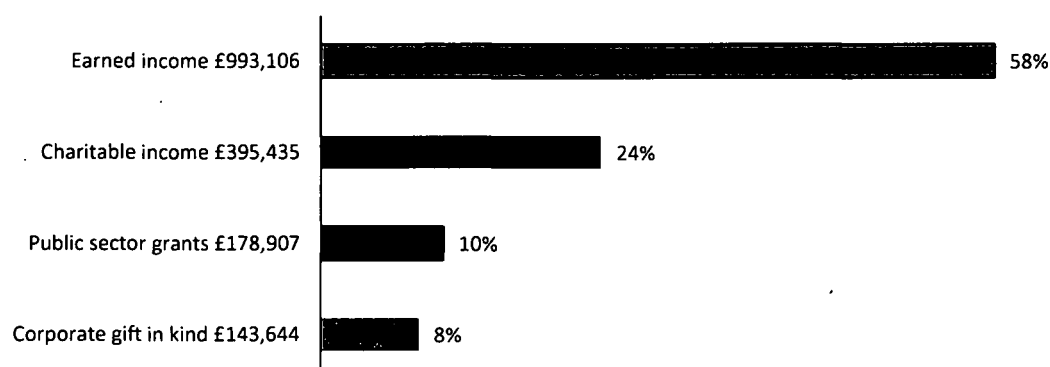
Our financial position improved significantly during the year as a result of us selling our 1 Addington Square property and settling our outstanding SIB loans in full. Without transactions related to the disposal of 1 Addington Square, we incurred an operating deficit of £107,536:

- Income (excluding community hub fees from 1 Addington Square) £1,625,519
- Expenditure (excluding community hub costs, building sale costs, depreciation, losses on disposal of fixed assets, and office relocation) £1,733,055

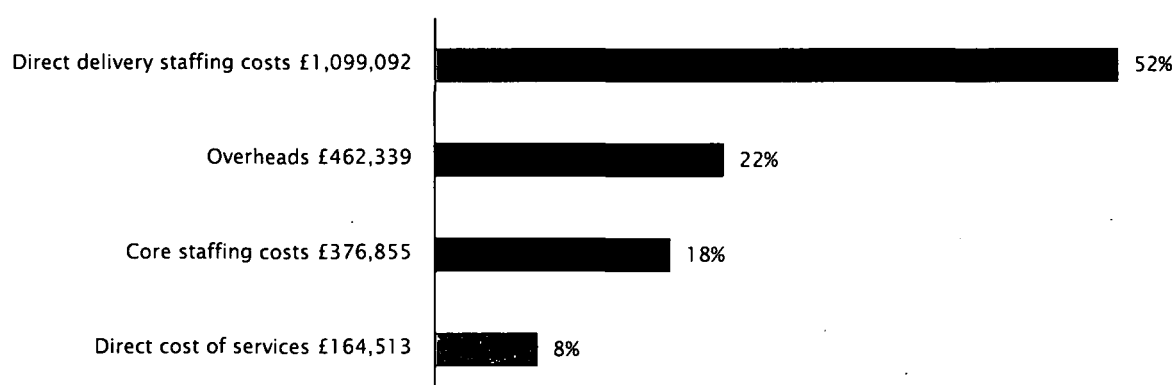
During the year, operating income reduced to £1,711,092 (£1,823,640 in 2022 and £2,141,243 in 2021) and operating expenditure (i.e., excluding depreciation of £3,945) increased to £2,106,744 (£1,825,896 in 2022 and £1,892,589 in 2021). We incurred an overall operating deficit of £426,880 (including losses on the disposal of fixed assets of £31,228) as a result of:

- Inflation increases across all areas of expenditure.
- The loss of income from office and venue hire fees (£238,725).
- Building sale and relocation costs (£239,702)

Total Operating Income £1.7m (£1.8m in 2022 and 2.14m in 2021)



Total Operating Expenditure £2.1m (£1.83m in 2022 and £1.89m in 2021)



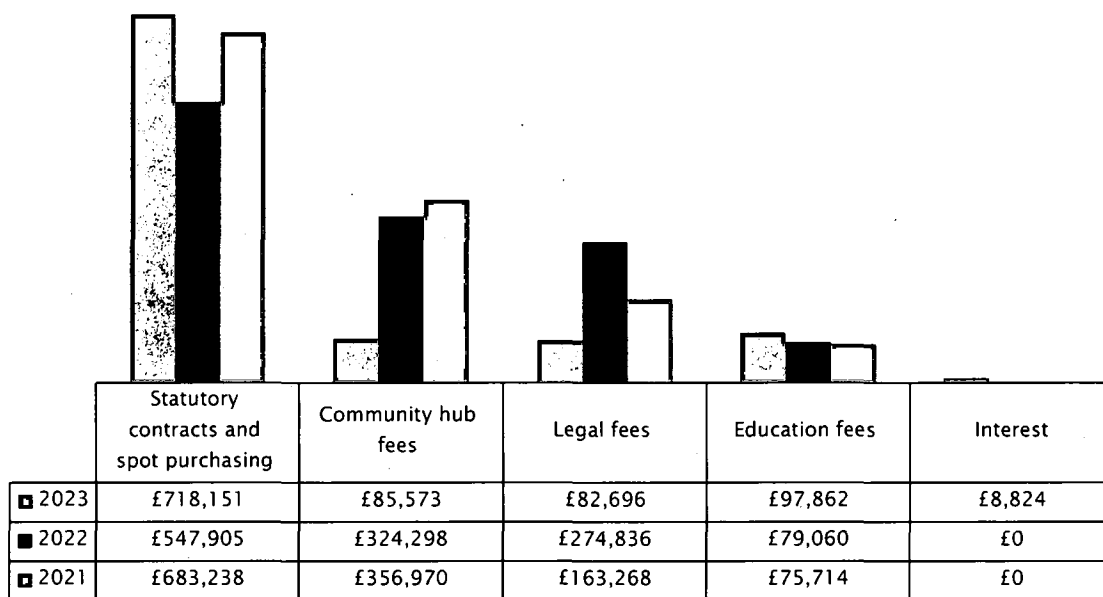
Income

Charitable income was affected by the end of pandemic-support grants and reduced to £395,435 (£440,206 in 2022 and £442,272 in 2021). This was, however, offset by a £143,644 gift in kind from Macfarlanes LLP for pro bono legal services primarily related to the sale of our premises.

Earned income reduced to £993,106 (£1,229,773 in 2022 and £1,279,190 in 2021) primarily because:

- Having sold our property, earned income from community hub license and venue hire fees was reduced.
- The stay on possession hearings during covid has reduced Law Centre income generated through legal aid fees and 'inter partes' costs.

Earned income distribution



Expenditure

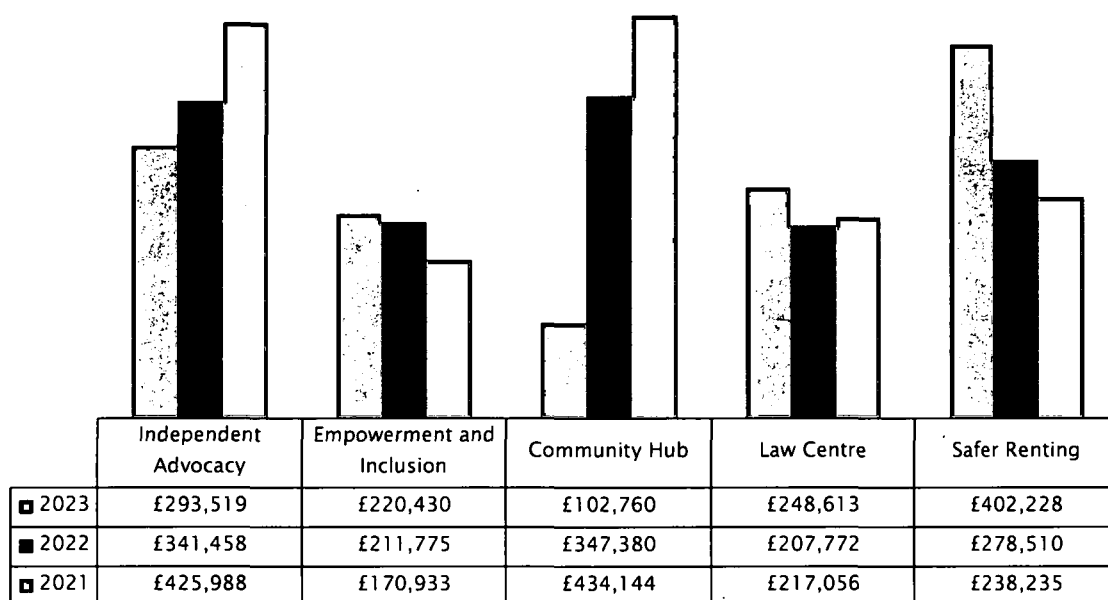
Our total expenditure for the year was £2,106,744 (£1,920,076 in 2022 and £2,048,562 in 2021) with:

- Reductions in expenditure on Independent Advocacy services at the end of contracts, and in community hub costs following the sale of our building.
- All other services increased expenditure in response to new restricted grants and or contracts.
- New costs incurred related to the sale of the building and our relocation to new offices and delivery venues.

Staffing remained our largest cost at £1,475,947 (£1,371,420 in 2022 and £1,433,048 in 2021) i.e., 70% of operating expenditure (75% in 2022 and 76% in 2021).

74% of all staffing costs were related to the direct delivery of services which reflects the people-intensive nature of our frontline services and their reliance on high service user to staff ratios.

Direct service expenditure



Trustees' responsibilities

As trustees, we are also the directors of Cambridge House for company law purposes. We are responsible for preparing this Annual Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires us to prepare annual financial statements which give a true and fair view of the state of Cambridge House's affairs, including our incoming resources and their application, and net income or expenditure. In preparing our financial statements, we are required to:

- Select suitable accounting policies, and apply them consistently.
- Observe the methods and principles in the charities' statement of recommended practice (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 a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of Cambridge House 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 for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as we are aware:

- There is no relevant audit information of which our auditor is unaware.
- Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Trustees are also responsible for the maintenance and integrity of the corporate and financial information included on our website.

We note that, legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from the legislations in other jurisdictions.

Going concern statement

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. Following completion of the building sale and settlement of loans, attention is now focussed on longer term sustainability of the unrestricted funds.

Reserves policy

Trustees reviewed our reserves policy during the year to ensure that we establish:

A designated reserve for Continuity and Business Recovery Planning: £890K – representing circa 6-months of our turnover

- To protect the continuity of the organisation's services for service users in the event of a large variation of income.
- To bridge any potential future cashflow problems, should they arise.
- To provide a buffer to allow contingency actions to be effected.
- To address spending commitments.

A designated reserves for the Future Purchase of Premises: £1.6M

- To provide the funds needed to purchase new office premises and associated capital assets.
- To provide funds for asset management and risks associated with accommodation.

At the end of year we held the following funds:

Total funds of £2,510,464	Free reserves of £501
Restricted funds of £0	Designated reserves – Business Continuity £890K
Funds as fixed assets of £19,963	Designated reserves – Accommodation £1.6M

We review the target level of reserves on an annual basis alongside the operating budget. The assessment takes account of income and expenditure risks within the budget and the need for sufficient liquidity to manage the day-to-day fluctuations in our receipts and payments. Our free reserves and designated reserves are considered in the round when factoring in our target: the current level of reserves is in line with our target.

Budgeting and financial decision-making

We prepare annual budgets for all activities and carefully monitor performance against these to ensure that any activity operating at a deficit and/or behind budget is carefully supervised, and opportunities are taken to mitigate risks and increase unrestricted funds. We use a cloud-based accountancy package that connects to our bank accounts and facilitates real-time scrutiny by trustee bank signatories and staff with profit and loss accountabilities.

Trustees have a Business Continuity and Disaster Recovery Plan and a Financial Emergency Response Plan to protect the interests of our service users, employees, trustees, creditors and stakeholders by outlining the steps that can be taken to avoid and/or manage crises.

A meeting schedule detailing priorities and regulatory deadlines for the Council of Management is published at least 12-months in advance and ensures trustees consider, monitor and/or approve our:

- 3 or 5-year corporate strategy and financial forecasts.
- Annual budget and associated cashflow projections, income analyses, risk register and reserves policy.
- Actual income and expenditure results compared to budget and reforecast income and expenditure projections as the year progresses.
- Quarterly progress and financial management reports that:
 - Update high level risk assessments and risk mitigation actions.
 - Detail performance against contractual and grant funding conditions and key performance indicators, so that trustees can ensure we meet our obligations and any restricted income requirements.
 - Detail quarterly financial information including management accounts, balance sheets, cashflow projections, income analyses (received and projected income and restrictions where appropriate).

The Council's Finance Subcommittee considers financial reports each month to ensure:

- Trustees regularly receive and consider robust and up-to-date financial management information.
- Sources of income are analysed and reviewed so that any dependency on one source of funding (which could leave us vulnerable to increased financial risk) is assessed, and our diversification of income sources is monitored to protect against this.
- Regular review of planned and proposed expenditure, so that opportunities for cost efficiencies or the need to divest are realised.
- Actual results against budget are monitored within 3-weeks of each month-end.

Governance and management

Cambridge House and Talbot Limited is a registered charity (registration number 265103) and is constituted as a company registered in England and Wales and limited by guarantee (registration number 1050006). The company does not have share capital and is limited by the guarantee of the members to a maximum of £1 each. Our company membership and the total number of such guarantees (i.e., our company members) at the year-end was 19 (21 in 2022 and 2021). The organisation's objects and powers are set out in the Articles of Association.

Trustees

Cambridge House is governed by the charity's trustees, who are also the company's directors and are collectively called the Council of Management (the Council). The members of the Council are elected at the company's annual general meeting.

Our Council meets a minimum of six times per year to manage the business of the organisation. It has appointed subcommittees to operate with delegated responsibilities:

- **Finance**
David Goode (Treasurer), Simon Latham (Chair, ex officio), David Coleman (Vice-Chair, ex officio to January 2023), Anu Mensah (to September 2023), Raja S Hussain (Treasurer elect from September 2023), Tara Trousdale (from September 2023) and Felix Adenaike (from September 2023).
- **Governance, Risk and Inclusion**
Clarissa Lyons (Company Secretary), David Coleman (Vice-Chair), Simon Latham (Chair), Amy Fraser (Safeguarding Lead) and Ivan Delany (Digital Lead from September 2023).

Our Council's governance structure is set out in our Governance Manual, which includes our code of governance and enshrines a clear distinction between the role of trustees, the Council, and the Chief Executive. Trustees concentrate on strategic matters, setting overall direction, ensuring clear organisational objectives and holding the Chief Executive to account. This is effected through reporting, both on performance and strategic matters, and formal appraisal of the Chief Executive's performance. The delegated responsibilities and accountabilities of the Chief Executive are set out in our Governance Manual and in their job description.

Trustees have reserved certain powers, which only they can exercise. These include those statutory powers that cannot be delegated, such as policies on risk and reserves, and decisions linked to major policy or programme initiatives, strategic planning, and changes to organisational structure.

Trustee recruitment, induction and training

Our Council completes skills audits to assess the skills of the existing trustees, identify 'skills gaps' and assess any skills being lost by the retirement of a trustee. New trustees are recruited through external advertising, volunteer bureaux, and direct approaches to professional bodies and other voluntary organisations.

The induction process for new trustees is detailed in the Governance Manual and is designed to acquaint them with our purposes, financial position, work programmes, structure, staff and current issues. To ensure continued development, trustees are offered the opportunity to attend training on key areas, such as financial reporting and strategic planning.

Trustee performance review

A review of trustees' individual and collective performance is conducted annually to ensure the effectiveness and inclusiveness of our governance processes. The outcomes of the review process are considered by our Governance, Risk and Inclusion subcommittee alongside the results of regular skills audits so that governance improvement measures can be agreed by the Council of Management.

Trustee terms of appointment

Each year the nearest in number to one third of the elected members of the Council stand down at the annual general meeting and are eligible for re-election. At 31 March 2023 the trustees had served for the following terms:

Role	Name	Length of service in current role
Chair	Simon Latham	3 years, 3 months
Vice Chair	David Coleman	4 years, 3 months – retired January 2023
Company Secretary	Clarissa Lyons	4 years, 3 months
Treasurer	David Goode	5 years, 3 months
Trustee	Amy Fraser	3 years
Trustee	Anu Mensah	3 years – retired September 2023
Trustee	Stephanie Tidball	4 years, 3 months

The appointment terms of trustees are as follows:

- Trustees may serve for three terms of three years, i.e., nine years in total, with possibility of extension to a fourth term of three years subject to a rigorous review of Cambridge House's need:
 - For progressive refreshing of the Council of Management.
 - For governance continuity during periods of change management.
 - To retain diversity in accordance with the organisation's Equality, Diversity and Inclusion policy and strategy.
 - To retain business critical skills and experience.
- Where trustee terms of office have been extended to a fourth term, the reasons for the extension will be explained in future annual reports.

As at March 2023, no trustee terms had been extended.

Equality, diversity and inclusion

Equality, diversity and inclusion are core values of Cambridge House and we believe that:

- They are essential characteristics of a just and democratic society.
- Our society is beautifully diverse, but sadly unequal.
- Over and above the minimum standards required by law, it is our ethical and moral duty to:
 - Champion equality, diversity and people's rights.
 - Challenge discrimination, prejudice and intolerance.
 - Tackle barriers to social inclusion.

To this end, we establish credibility and legitimacy, and build our experiential knowledge by working to ensure our service users 'see themselves' reflected throughout our organisation.

Our Equality, Diversity and Inclusion (EDI) Policy includes an action plan with specific inclusion targets that are monitored annually by the Council. The plan also sets out:

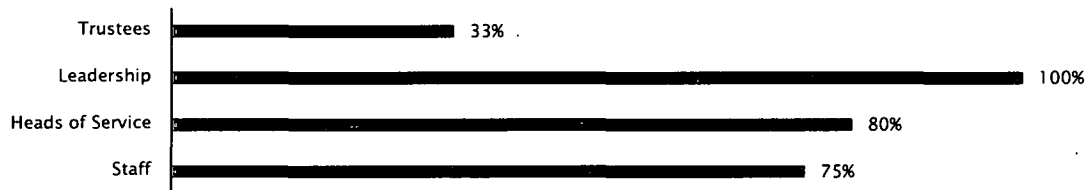
- The requirement that all staff and trustees attend equality, diversity and inclusion training.
- How we will implement targeted recruitment campaigns and connect with specialist organisations in order to engage with under-represented groups.
- The standards of behaviour we require so that our workplace is an environment where people are respected and safe from prejudice, stereotyping, bullying, harassment and discrimination.

Compared to our previous year's results:

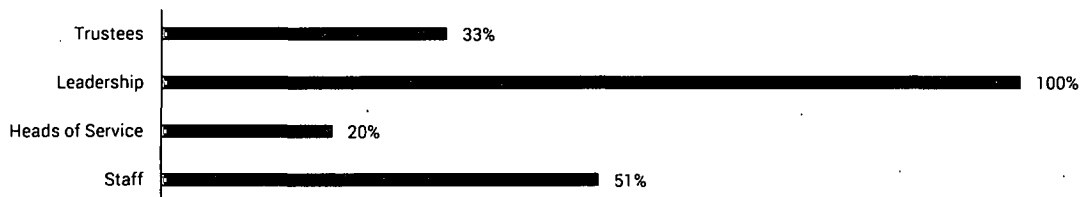
- Trustee diversity has significantly improved following a recruitment process launched in January 2023 and we remain committed to achieving our EDI targets as trustee vacancies arise.
- Staff representation exceeds our EDI targets in the majority of categories though future recruitment campaigns will focus on increasing the representation of LGBTQIA+ people in the Leadership Team as posts become vacant.

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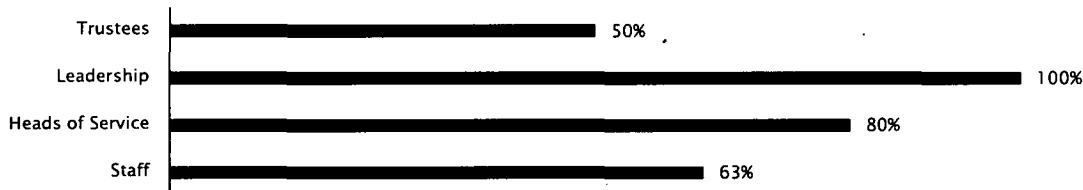
The % of our team who share lived experiences with our service users
Inclusion target 50%



The % of our team from Black, Asian and ethnically minoritised communities
Inclusion target 43%



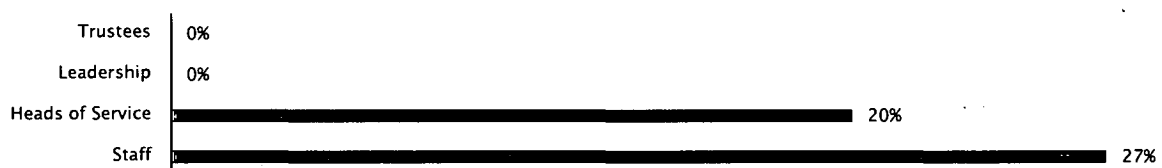
The % of women on our team
Inclusion target 50%



The % of our team who are disabled, neurodiverse and/or live with a mental or physical health condition
Inclusion target 14%



The % of our team from LGBTQIA+ communities
Inclusion target 6%



Quality and impact

We strive to find solutions to identifiable problems in the communities with which we work. Actual and potential service user needs, as well as gaps in service provision, are identified through:

- Analysis of research and demographic reports and data.
- Consultation with actual and potential service users, delivery partners and stakeholders.
- Competitor analyses.
- Policy reviews.
- Participation in professional and knowledge exchange networks.

In addition to confirming that all activities contribute to the delivery of our vision, we secure impact by ensuring that we have:

- Good governance, financial stewardship, risk management, operational and quality assurance capabilities and capacity.
- Been cost effective and can secure enough financial and partnership resources.
- Not duplicated the work of other providers unnecessarily.
- Clear impact evaluation criteria and associated measurable outcomes.
- Independent verification of our quality assurance processes.

Evidencing quality and impact

Our theory of change identifies the causal links between what we do and what we are trying to achieve. It also provides the theoretical framework to help us assess whether what we do is working as planned and how it can be improved. Quantitative and qualitative methods of collecting outcomes and outputs, including feedback from and consultation with service users and stakeholders, enable us to evidence impact. Accredited quality assurance and impact measurement schemes covering all areas of our work, ensure our impact is externally audited and verified.

Legal services

Our Law Centre has been awarded Centre of Excellence status by the London Legal Support Trust and is accredited by Lexcel, the Law Society's annually audited legal practice quality mark for excellence in legal practice management and excellence in client care.

Advocacy services

In 2023–24, our independent advocacy services will renew their Advocacy Quality Performance Mark (QPM) which works in conjunction with the Advocacy Code of Practice to enable providers to demonstrate how they are meeting the different standards set out in the code.

Safer Renting services

Our work supporting the private tenants of 'criminal landlords' is accredited by the Advice Quality Standard by the Advice Service Alliance.

Youth Empowerment and Disabled People's Empowerment services

The evaluation systems and impact measures for our empowerment activities have Project Oracle accreditation. We also use accredited Outcomes Stars to monitor service users' progress towards their personal development goals.

Governance

We are organisational members of the Chartered Institute of Fundraising and have Positive about Disability, Mindful Employer, London Living Wage Employer and Cyber Essentials quality marks.

Fundraising

We rely on fundraising to support all our work and it is important to us that everyone who engages with us has a positive experience. We work diligently to comply with the Fundraising Regulator's Fundraising Code of Practice, and to ensure that we fundraise in a respectful and compelling way that is consistent with our values.

Fundraising activity is carried out in accordance with our Ethical Fundraising and Data Protection Policies to ensure legal and regulatory compliance. They are reviewed regularly to ensure they also reflect best practice.

We are an organisational member of the Chartered Institute of Fundraising and have a published fundraising pledge to donors. Our Ethical Fundraising Policy governs our interactions with third parties, including, but not limited to, corporate and individual donors, local and national governments, other charities and public-sector agencies.

Our fundraising activities and compliance with regulations and best practice are scrutinised by our Council of Management and its Finance Subcommittee. No fundraising complaints have been received.

The Chief Executive and our Fundraising and Development Officers are our primary fundraisers. They are required to demonstrate an understanding of the Fundraising Regulator's Fundraising Code of Practice and make a commitment to uphold its values when they join Cambridge House. We do not engage any third-party fundraisers.

Our relationship with supporters

- We respect the rights of our supporters to clear, truthful information on our work and:
 - Openly report how we spend donated and statutory monies.
 - Are transparent and honest.
 - Do what we say we are going to do.
 - Answer all reasonable questions about our fundraising activities and costs.
 - Abide by the conditions attached to the donations and grants we receive.
 - Respect the privacy and contact preferences of all donors.
 - Respond promptly to requests to cease contact.
- We respond promptly to complaints and act as best we can to address their causes.
- We never accept a donation from someone we believe to be vulnerable or not in an informed position to decide about their donation.
- We never sell donor information to third parties and do our best to keep contact details up to date and accurate.
- We do not use techniques such as telemarketing or door-to-door collections.

- Paid fundraisers, whether staff or consultants, are compensated by a salary or fee. We do not pay finders' fees, commissions or other payments based on either the number of gifts received, or the value of funds raised.

Serious incident reporting

We have procedures for the reporting of serious incidents to the Charity Commission in accordance with the statutory requirement under section 169 of the Charities Act 2011. Trustees confirm that there were no serious incidents or other matters relating to Cambridge House and Talbot Limited during the year that should have been brought to the attention of the Charity Commission.

Safeguarding

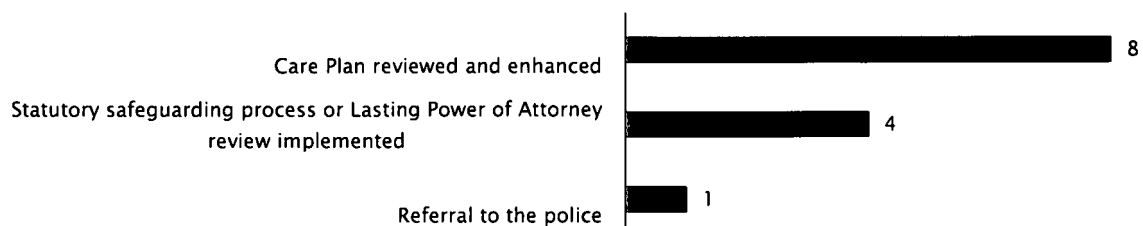
Trustees recognise that being safe and free of abuse is central to ensuring the continued promotion of a person's wellbeing. In this spirit, as outlined in the 'making safeguarding personal' initiative and the Care Act 2014, we have policies and procedures in place to enable us to respond to all concerns of abuse appropriately, operating in line with the Pan London Multi-Agency Safeguarding Policy.

Our own policies and procedures for the safeguarding of children, young people and adults, digital safeguarding and safe recruitment are reviewed and updated annually. Our trustee safeguarding lead is Amy Fraser and our executive leads are the Chief Executive and the Heads of Services for Independent Advocacy and Empowerment and Inclusion.

All our trustees, staff and volunteers receive regularly updated training and enhanced Disclosure and Barring Service checks. Our Council of Management receives quarterly reports on safeguarding matters and alerts.

- Internal alerts concerning the conduct of members of the Cambridge House team
Trustees confirm that there were no allegations made against a trustee, an employee, an intern, or a volunteer during 2023 (0 alerts in 2022 and 2021).
- Internal alerts concerning the conduct of service users
Many of our Empowerment and Inclusion service users have profound and multiple learning disabilities and/or live with mental health conditions. This can sometimes lead to behavioural issues while they participate in Cambridge House activities. We raised 1 such alert during the year (2 in 2022 and 2 in 2021). All led to the development of new support plans with them, their carers (where appropriate) and members of our team.
- External alerts concerning the treatment of Cambridge House service users by third parties
Our service users sometimes report or demonstrate to us that their welfare has been put at risk by third parties. As a result, we raised 13 safeguarding alerts during the financial year (17 in 2022 and 19 in 2021).

Safeguarding alerts raised to improve the treatment of our service users by third parties



Networks and partnerships

We are firmly 'outward looking' and work collaboratively with a diversity of voluntary, community, private and public-sector partners to deliver services and exchange knowledge and information. During the year, we remained members of:

Community Southwark, the umbrella body for the voluntary and community sector, volunteers and social action in Southwark.

The Global Social Economy Forum (GSEF), an international association that brings together local governments and civil society stakeholders committed to supporting the development of the social economy.

Healthwatch Southwark, a consumer network established because of the health and social care reforms of 2012 to champion the views of local people who use health and social care services in Southwark.

The Chartered Institute of Fundraising, the professional membership body for UK fundraising.

The International Federation of Settlements and Neighbourhood Centres, an association of organisations working to strengthen communities around the world.

London Youth, a network of diverse community youth organisations serving young people across London.

Locality, whose stated objective is to develop a network of ambitious and enterprising community-led organisations with a strong, collective voice and to inspire community action so that every neighbourhood thrives.

The National Council for Voluntary Organisations (NCVO), who champion the voluntary sector by connecting, representing and supporting voluntary organisations.

Southwark Legal Advice Network (SLAN), which aims to improve access to quality assured advice services and self-help information in Southwark for people in greatest need.

The Better Way Network, a national network of leaders who want to improve services and build strong communities. Our Chief Executive is a 'Core Group' member and the network's thought leader on radical listening.

Our Chief Executive, Karin Woodley, holds roles as:

- A non-executive director of the Office of the Public Guardian and a member of its Audit and Risk Committee from October 2018.
- Chair of the Race Equality Foundation from May 2022.
- Trustee of the Felix Project from December 2021.
- A non-executive director the National Lottery Community Fund (NLCF) England Committee from May 2023. Cambridge House was in receipt of NLCF funding before Karin was appointed to the NLCF and she will recuse herself if matters are raised in respect of any future funding of Cambridge House.

Our Chair, Simon Latham, was appointed Chief Operating of Bridge House Estates (now City Bridge Foundation) in February 2022. Cambridge House is currently in receipt of a grant from the City Bridge Foundation (CBF) but Simon holds no executive decision-making responsibilities in respect of CBF grant-giving. Simon will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board and has notified his employer of his trusteeship of Cambridge House.

We are also very grateful for the support we receive from Macfarlanes LLP, a London-based law firm, who has been our corporate partner for over 30 years. In addition to providing us with legal services on a pro bono basis:

- Stephanie Tidball, one of our trustees, is Macfarlanes' Head of Coaching and Partner Development.
- David Coleman, our Vice-Chair until January 2023, is a former partner of Macfarlanes.
- Clarissa Lyons, our company secretary, is a former senior charity law solicitor at Macfarlanes.

Public benefit

Trustees have considered the Charity Commission's general guidance on public benefit, and taken it into account when reviewing our aims and objectives, and planning future activities.

Cambridge House provides public benefit by:

- Delivering specialist, personalised and integrated frontline services that help people in crisis and support them to build the resilience they need, both to make recurrence of crisis less likely and to improve the quality of their lives.
- Generating and collating evidence of what delivery strategies are most effective at tackling poverty, social inequity and social injustice at a local and regional level, and establishing opportunities for evidence sharing and knowledge exchange.

We are satisfied that the aims of Cambridge House are carried out wholly in pursuit of the public benefit.

Staffing and remuneration

Cambridge House is accredited by Mindful Employer, Two Ticks Positive about Disabled People and the London Living Wage Foundation. These standards help to ensure our human resources policies:

- Are underpinned by a rigorous assessment methodology and a framework which reflects best workplace practice.
- Promote increased awareness of mental health and disability at work, and provide ongoing support for the organisation in the recruitment and retention of staff.
- Promote equality, diversity and inclusion and ensure that our workforce reflects the communities we serve.

Performance management

We have a performance management and appraisal policy that:

- Promotes a consistent approach to workforce supervision throughout Cambridge House.
- Ensures that supervision is geared to achieving the organisation's objectives.
- Enhances the quality of workforce performance.
- Addresses the personal impact of work on our staff, volunteers and paid interns.

Staff remuneration

We recognise the importance of being transparent and accountable in all aspects of our work, including how we reward and recognise our staff and this is set out in a Staff Remuneration Policy. We are an accredited Living Wage Employer and this means that every employee and intern in our organisation earns at least the London Living Wage as set independently by the Living Wage Foundation.

Trustees are committed to ensuring that we pay our staff fairly and in a way which ensures we achieve the greatest impact in delivering our charitable objectives. In deciding on levels of pay the following factors are considered:

- The mission, aims, objectives and values of Cambridge House.
- The need to recruit, retain, motivate and, where relevant, promote suitably qualified people to exercise their different responsibilities and meet the organisation's needs.
- How any decision might impact on the overall pay policy for all staff.
- A significant increase in responsibilities or major change in job description.
- Our current Strategic Plan and how this might affect future needs.
- Our ability to pay.
- Appropriate available information on pay levels in other charities relative to size, budgets, responsibilities, etc.
- Our track record in recruiting and retaining high-performing staff.
- The likely impact of any decision on our public reputation.

Salaries

At the end of March 2023, we had a staff team of 51 people comprising 35 full-time (32 in 2022 and 41 in 2021) and 17 part-time (22 in 2022 and 13 in 2021) staff representing a fulltime equivalent of 44.2 (47 in 2022 and 49 in 2021).

For Cambridge House to run successfully, a range of specialist skills and disciplines are required, and we need to pay appropriately to ensure that we recruit people with the right experience. It is also important that we develop and retain our staff so that our services benefit from the team's growing knowledge. Many of our team develop expertise that is unique to them in the organisation and could not be quickly replaced and our staff pay scales are set with this in mind.

The salary of the Chief Executive is approved by our Council based on recommendations from our Finance Subcommittee. The Chief Executive requires a breadth and depth of expertise which requires drawing from the best senior level talent in a competitive market. They need to be able to command the respect of their peers, our stakeholders and our service users locally, nationally and internationally, through their experience and their credibility.

The Chief Executive's salary is reviewed to benchmark it against other charities in London relative to size, budgets, responsibilities and the competitiveness of the employment market. At the same time, we seek to keep salary costs under control.

The Chief Executive's salary was increased following a benchmarking exercise during the year having last been reviewed in 2013–14. The Chief Executive was also repaid a 20% temporary salary reduction incurred in 2018–19.

Chief Executive's pay

Name	Title	2022-23	2021-22
Karin Woodley	Chief Executive	£90,000	£78,023

In compliance with our Staff Remuneration Policy, all other staff salaries are set by our Chief Executive and the management team using benchmarking comparisons with charities of our size in London, and considering factors including inflation, Cambridge House's financial position and the other factors mentioned above. Salaries are openly stated in job adverts and we don't offer performance-related pay or a bonus scheme.

Pay awards

- The annual pay increase for the management team and staff was 3.5% in the year (0% in 2022 and 1% in 2021), except for staff being paid the London Living Wage who received a cost-of-living increase of 8% (0.9% in 2022 and 0.9% in 2021).
- A one-off 'energy costs' payment of £300 per person was paid to all staff earning £37,900 or less.

Pay ratio

The remuneration ratio for Cambridge House is considered alongside external market conditions for the specific roles and we aspire to a pay ratio that is less than 3:5.

The ratio of our highest salary (£90,000) to our median salary (£30,061) was 2.99:1 (2.67:1 in 2022 and 2021), which compares very favourably to the charity sector average of 5:1.

Volunteering and employability

Volunteers make a vital contribution to our work by bringing their time, energy and enthusiasm to a range of our activities. We strive to provide them with opportunities to acquire skills and experiences that will help them improve their quality of life, develop their professional knowledge or progress into further education, employment and training.

Most of our volunteers find out about us through online recruitment, personal recommendation and business 'Corporate Social Responsibility' schemes. Our volunteers are not paid for their time, but they are reimbursed for out-of-pocket expenses such as travel. All our volunteers are provided with volunteer agreements which define their goals, our needs, and the level of support or training they will receive.

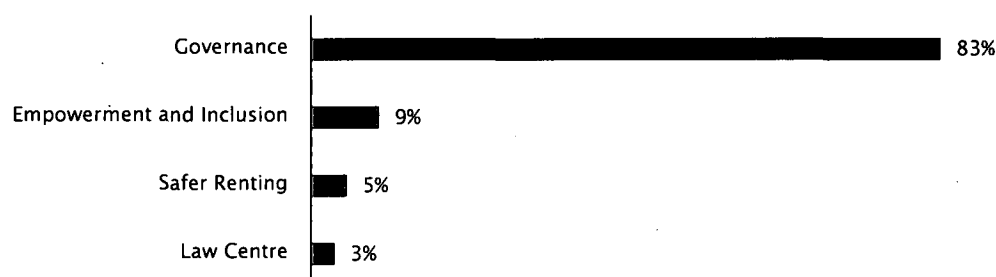
W's story

For the first time in the programme's history, a young RISE 'graduate' became a dedicated volunteer, supporting us every week at group workshops. W participated as a service user the previous year and made amazing progress; he believes strongly in the effectiveness of the RISE programme and its ethos.

W went on to study youth work with London Youth and worked hard on his transition from peer to youth worker. He has been a beautiful bridge between the young people and the staff. Young people respond to him exceptionally well, and he is a strong part of the RISE support system.

Following on from his exceptional contributions as a volunteer, and his own professional development through an array of training, when a RISE vacancy came up, W applied, and he is now employed as one of the new Youth Empowerment Facilitators on the 2023 RISE staff team. Having journeyed from young person on the RISE programme to RISE staff member, he offers invaluable insight to our new cohort of young people and we are very excited to see this develop.

The number of volunteers was 13 during the year (17 in 2022 and 17 in 2021) and the number of voluntary hours contributed increased to 3,318 (3,196 in 2022 and 2,926 in 2021). The financial value of the hours contributed by volunteers, based on the London Living Wage, was £43,625 (£34,767 in 2022 and £31,747 in 2021). The percentage of volunteer time contributed to specific activities during the year is shown in the table below.



Internships

We have a 12-month paid internship programme that has been running since 2013 and offers opportunities for people to develop the skills and experience they need to develop a career. Our interns are externally recruited and receive the London Living Wage. 2 Safer Renting trainee caseworkers progressed into permanent team roles at the beginning of the year (2 in 2022 and 6 in 2021)

Risk management

Trustees regularly review and assess the risks faced by Cambridge House in all areas of our work and plan for the management of those risks. Our Risk Register and Risk Appetite Statement is reviewed annually by the Council to ensure that the material risks to which we are exposed are properly evaluated and managed. The Governance, Risk and Inclusion Subcommittee is responsible for:

- Overseeing risk appetite and risk tolerance appropriate to each service area.
- Considering the risk policy and strategy.
- Ensuring that there are adequate Cambridge House wide processes and systems for identifying and reporting risks and deficiencies, including emerging risks.
- Overseeing compliance with the stated risk appetite and policies and procedures related to risk management governance and the risk controls framework.
- Monitoring the alignment of the risk framework to Cambridge House's corporate strategy, supporting a culture of risk taking within sound risk governance.

Financial risks are supervised and monitored monthly by the Council's Finance Subcommittee and reported to quarterly Council meetings.

Our leadership and management teams ensure that all plans and decisions consider the possibility of negative outcomes, and appropriate mitigating actions are implemented to address residual risks to a level trustees consider acceptable.

We recognise that, to achieve our objectives, the nature of some of our work requires acceptance of some risks which are outside of our control. These are risks which cannot be eliminated, so we ensure they are proactively and clearly monitored.

Trustees consider there to be appropriate systems and controls in place to monitor, manage and mitigate Cambridge House's exposure to risks. These include, among other control mechanisms, maintaining staff awareness of risks by embedding suitable approaches in the budgeting process, a strategy to maintain reserves that support business continuity and disaster recovery, and reviews of key systems and processes by our Governance, Risk and Inclusion Subcommittee.

Our risk assessment and mitigation approach is proactive and:

- Involves the whole organisation in the identification of risks.
- Increases our capability to respond to unforeseen events by integrating risk management with business continuity management.
- Provides a register of prioritised risks, ranked for likelihood and impact with details of the strategic steps we take to mitigate the risks.
- Provides a framework for operational risk management and quarterly reporting by service teams.
- Integrates disaster recovery and crisis management into the deliberations of trustees.
- Reviews, and updates where required, our risk assessment methodology.

Principal Risks and Uncertainties

Our highest risk areas, ranked for likelihood and impact, have been identified as:

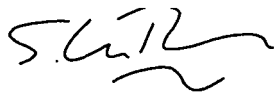
Risks	Mitigation Actions
Failure to generate sufficient income and to manage budget and liquidity effectively.	<ul style="list-style-type: none"> ▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and real-time cash position. ▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place. ▪ Ensure 'full cost recovery' contract pricing and grant applications. ▪ Maintain diversified income base and high levels of unrestricted income to prevent reliance on single sources.
Major unforeseen costs, which create a significant overspend or necessitate significant and unplanned increases in expenditure.	<ul style="list-style-type: none"> ▪ Monthly Finance Subcommittee and quarterly Council of Management scrutiny of financial performance and real-time cash position. ▪ Robust cloud-based accounting system in place. ▪ Prepare 'keep, divest and/or novate' plans as appropriate to reduce impact of loss making and/or unfunded services. ▪ Ongoing monitoring, assessment and evaluation of any emergent factors which have the potential to risk business activities at project and operational levels. ▪ Maintain a designated 'Continuity and Disaster Recovery Reserve'.
Partial or total loss of resources such as staff, equipment, management systems, information or premises, which could reduce service quality and impact, or disrupt our continuity of service.	<ul style="list-style-type: none"> ▪ Business Continuity and Disaster Recovery, and Finance Emergency Response Plans in place. ▪ Career objectives and development objectives discussed as part of the performance management process with a view to supporting succession planning and maintaining a corporate focus on learning and training. ▪ Regularly review Staff Remuneration (including benefits) Policy. ▪ Review staff wellbeing support processes with particular regard to dealing with vicarious trauma.
Competition from other providers resulting in the organisation being unable to sustain its current services.	<ul style="list-style-type: none"> ▪ Regularly update pricing reviews, market comparisons and competitor analyses. ▪ Build strong relationships with commissioners and funders and build cross sector partnerships. ▪ Maintain participation in policy forums and think tanks to support future planning and proofing of services. ▪ Continue to focus on opportunities to innovate and respond to new and emerging needs in our communities. ▪ Continue to monitor and publish our social impact and maintain externally accredited quality assurance processes.

Auditors

Sayer Vincent LLP have indicated their willingness to continue in office and, in accordance with the provisions of the Companies Act 2006, it is proposed that they be re-appointed auditors for 2023–24. A resolution proposing their re-appointment will be submitted to the Annual General Meeting.

This Trustees' Annual Report is approved by trustees in their capacity as company directors and charity trustees.

Signed on behalf of the trustees/directors

A handwritten signature in black ink, appearing to read 'S Latham', with a stylized flourish underneath.

Simon Latham, Chair

30 November 2023

Acknowledgements

Our trustees sincerely thank all our supporters and donors who make our work possible:

Charterhouse-in-Southwark
 City Bridge Foundation
 Elizabeth and Prince Zaiger Trust
 Hertfordshire County Council
 Impact on Urban Health
 Ironmongers' Foundation
 Jack Petchey Foundation
 Kusuma Trust
 Legal Aid Agency
 London Borough of Barking and Dagenham
 London Borough of Croydon
 London Borough of Ealing
 London Borough of Enfield
 London Borough of Greenwich
 London Borough of Hackney
 London Borough of Haringey
 London Borough of Havering
 London Borough of Hounslow
 London Borough of Islington
 London Borough of Kingston upon Thames
 London Borough of Lambeth
 London Borough of Lewisham
 London Borough of Newham
 London Borough of Richmond upon Thames
 London Borough of Southwark
 London Borough of Tower Hamlets
 London Borough of Waltham Forest
 London Borough of Wandsworth
 London Housing Foundation Ltd
 London Legal Support Trust
 London Youth
 Nottinghamshire County Council
 Oak Foundation
 Portal Trust
 Social Investment Business
 Suffolk County Council
 Swan Events
 The Access to Justice Foundation
 The Community Justice Fund
 The Henry Smith Charity
 The Law Centres Network
 The Mayor's Young Londoners Fund
 Trust for London
 Tudor Trust
 United St. Saviours'
 West Berkshire Council
 West Sussex County Council
 Westminster City Council
 Our trustees also thank our many partners – our success relies on collaboration:
 Ann Bernadt Children's Centre
 Ark Walworth Academy
 Blue Elephant Theatre
 Britain Has Class
 British Red Cross
 Cambridge City Council Landlord's Forum
 Caspian Street Allotment
 Centre for London
 Change Grow Live, Southwark
 Chartered Institute for Housing
 Chartered Institute of Legal Executives
 Child and Adolescent Mental Health Services (Southwark)
 City Law School
 City University

Coral
 Crawford Children's centre
 Crisis
 Department for Levelling Up, Housing and Communities
 Dr Jill Stewart
 Dr Julie Rugg
 Dulwich Wood Children's Centre
 Esprima
 Generation Rent
 Global Social Economy Forum
 Hackney Law Centre
 Health Watch Southwark
 Herne Hill Velodrome
 Housing Law Practitioners Association
 HYP Southwark
 InSpire
 International Federation of Settlements
 James Murray MP
 Karen Buck MP
 Kathryn Oliver & Iain Carroll
 Landlord Law Conference
 Leap Confronting Conflict
 Legal Aid Practitioners Group
 Lives Not Knives
 London Borough of Waltham Forest Landlord Forum
 London Legal Support Trust
 London Live
 London School of Economics and Political Science
 London Youth
 LSE Housing and Communities
 Macfarlanes LLP
 McCarthy's Costs
 Mencap
 Metropolitan Police Service
 MyBnk
 National Landlord's Association
 National Practitioners Support Service
 Nell Gwynn Children's centre
 NHS Talking Therapies
 Peckham Pulse
 Professor Matt Egan
 Shelter
 Southwark Foodbank
 Southwark Law Centre
 Southwark Team for Early Psychosis
 Spa School
 St Giles Church, Camberwell
 St Giles Trust
 The Baytree Centre
 The Better Way Network
 The Centre for Housing Policy, University of York
 The Chartered Institute of Environmental Health
 The Greater London Authority
 The Grove Children's Centre
 The Mayor's Private Rented Sector Team
 The Metropolitan Police Service
 The National Residential Landlords Association
 The Renters' Reform Coalition
 The Law Centres Network
 Thick and Tight
 TMC Legal Services Ltd
 Tom Copley, Deputy Mayor for Housing
 Treasure House (London) CIC
 Trinity College Centre, Camberwell
 UK Onward
 UKIM Masjid Ibrahim & Islamic Centre, Newham
 University College London
 Victim Support Southwark
 Walworth Library

Charity reference and administrative information

President

HRH The Duke of Gloucester

Patrons

David Coleman

Dr Rowan Williams

Charles Arthur

Trustees and directors

Simon Latham – Chair

David Coleman – Vice-Chair (Retired January 2023)

David Goode – Treasurer

Clarissa Lyons – Company Secretary

Raja S Hussain – Treasurer elect (Appointed September 2023)

Felix Adenaike (Appointed September 2023)

Shadi Brazell (Appointed September 2023)

Ivan Delany (Appointed September 2023)

Patrick Diamond (Appointed September 2023)

Amy Fraser

Suzanne Hall (Appointed September 2023)

Anu Mensah (Retired September 2023)

Stephanie Tidball

Tara Trousdale (Appointed September 2023)

Executive team

Leadership

Karin Woodley, CBE – Chief Executive

Karen Bayne – Finance Director

Eusebio Barata – Corporate Director (To August 2023)

Heads of Services

Gurminder Birdi – Law Centre

Katie Evans – Administration and Corporate Services (From August 2023)

Jo Hrabí – Empowerment and Inclusion (Maternity Cover to February 2023)

Max Puzey – Independent Advocacy

Roz Spencer – Safer Renting

Rachel Zipfel – Empowerment and Inclusion

Financial adviser

Neal Howard Ltd

Auditors

Sayer Vincent, Invicta House, 108–114 Golden Lane, London EC1Y 0TL

Bankers

Royal Bank of Scotland, London City Office 63 Threadneedle Street, London EC2R 8LA

Registered office

Cambridge House, Unit F, Ground Floor, The Printworks, 22 Amelia Street, London SE17 3PY

Reference and administrative details

Charity number, England and Wales: 265103

Company number: 1050006

VAT Registration Number: 802 6719 39

Independent auditor's report to the members of Cambridge House and Talbot

Opinion

We have audited the financial statements of Cambridge House and Talbot (the 'charitable company') for the year ended 31 March 2023 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023 and of its incoming resources and application of resources, including its income and expenditure for the year then ended
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- Have been prepared in accordance with the requirements of the Companies Act 2006

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on Cambridge House and Talbot Ltd's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the trustees' annual report other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- The information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- The trustees' annual report has 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 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 in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- Adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- The financial statements are not in agreement with the accounting records and returns; or
- Certain disclosures of trustees' remuneration specified by law are not made; or
- We have not received all the information and explanations we require for our audit; or
- The directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the trustees' annual report and from the requirement to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud are set out below.

Capability of the audit in detecting irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We enquired of management which included obtaining and reviewing supporting documentation, concerning the charity's policies and procedures relating to:
 - Identifying, evaluating, and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - Detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected, or alleged fraud;
 - The internal controls established to mitigate risks related to fraud or non-compliance with laws and regulations.
- We inspected the minutes of meetings of those charged with governance.
- We obtained an understanding of the legal and regulatory framework that the charity operates in, focusing on those laws and regulations that had a material effect on the

financial statements or that had a fundamental effect on the operations of the charity from our professional and sector experience.

- We communicated applicable laws and regulations throughout the audit team and remained alert to any indications of non-compliance throughout the audit.
- We reviewed the financial statement disclosures and tested these to supporting documentation to assess compliance with applicable laws and regulations.
- We performed analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud through management override of controls, we tested the appropriateness of journal entries and other adjustments, assessed whether the judgements made in making accounting estimates are indicative of a potential bias and tested significant transactions that are unusual or those outside the normal course of business.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities is available 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 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 those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Noelia Serrano (Senior statutory auditor)

Date : 5 December 2023

for and on behalf of Sayer Vincent LLP, Statutory Auditor
Invicta House, 108–114 Golden Lane, LONDON, EC1Y 0TL

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2023

	Note	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Income from:							
Donations							
Donations and grants	2	25,317	-	25,317	36,909	60,167	97,076
Gifts in Kind – Pro bono services	2	143,644	-	143,644	59,464	-	59,464
Reduction to loans	2	-	-	-	1,625,267	-	1,625,267
Charitable activities							
Advocacy	3	347,230	-	347,230	352,405	-	352,405
Education and Inclusion Services	3	74,991	181,245	256,236	79,060	230,499	309,559
Law Centre	3	209,474	120,905	330,379	274,836	93,599	368,435
Safer Renting	3	244,142	245,375	489,517	195,500	116,698	312,198
Rental and venue hire income		85,573	-	85,573	324,298	-	324,298
Investments		8,824	-	8,824	5	-	5
Other	4	24,372	-	24,372	200	-	200
Total income		1,163,567	547,525	1,711,092	2,947,944	500,963	3,448,907
Expenditure on:							
Raising funds	5	81,384	-	81,384	69,888	-	69,888
Charitable activities							
Advocacy	5	469,001	-	469,001	365,879	60,167	426,046
Education and Inclusion Services	5	164,978	187,237	352,215	41,097	224,507	265,604
Law Centre	5	276,342	120,905	397,247	168,002	93,599	261,601
Safer Renting	5	397,327	245,375	642,702	231,021	116,698	347,719
Community Hub Services	5	164,196	-	164,196	549,218	-	549,218
Total expenditure		1,553,227	553,517	2,106,744	1,425,105	494,971	1,920,076
Net (expenditure) / income before other recognised gains and losses		(389,660)	(5,992)	(395,652)	1,522,839	5,992	1,528,831
(Loss) / gain on disposal of fixed assets		(31,228)	-	(31,228)	290,000	-	290,000
Net movement in funds		(420,888)	(5,992)	(426,880)	1,812,839	5,992	1,818,831
Reconciliation of funds:							
Total funds brought forward		2,931,352	5,992	2,937,344	1,118,513	-	1,118,513
Total funds carried forward	16	2,510,464	-	2,510,464	2,931,352	5,992	2,937,344

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 17a to the financial statements.

Balance sheet

Company no. 1050006

As at 31 March 2023

	Note	£	2023 £	£	2022 £
Fixed assets:					
Tangible assets	11		19,963		4,705,345
			<u>19,963</u>		<u>4,705,345</u>
Current assets:					
Debtors	12	429,409		311,100	
Cash at bank and in hand		2,232,687		96,482	
		<u>2,662,096</u>		<u>407,582</u>	
Liabilities:					
Creditors: amounts falling due within one year	13	(171,595)		(2,175,583)	
Net current assets / (liabilities)			<u>2,490,501</u>		<u>(1,768,001)</u>
Total assets less current liabilities			<u>2,510,464</u>		<u>2,937,344</u>
Total net assets			<u><u>2,510,464</u></u>		<u><u>2,937,344</u></u>
The funds of the charity:	17a				
Restricted income funds			–		5,992
Unrestricted income funds:					
Designated funds		2,490,000		2,500,000	
General funds		20,464		431,352	
		<u></u>	<u>2,510,464</u>	<u></u>	<u>2,931,352</u>
Total unrestricted funds			<u>2,510,464</u>		<u>2,931,352</u>
Total charity funds			<u><u>2,510,464</u></u>		<u><u>2,937,344</u></u>

Approved by the trustees on 30 November 2023 and signed on their behalf by


Simon Latham
Chair

Statement of cash flows

For the year ended 31 March 2023

	2023 £	£	2022 £	£
Cash flows from operating activities				
Net (expenditure) / income for the reporting period (as per the statement of financial activities)	(395,652)		1,528,831	
Depreciation charges	6,456		94,180	
Dividends, interest and rent from investments	(8,824)		(5)	
(Loss) on the disposal of fixed assets	(31,228)		-	
(Increase) in debtors	(118,309)		(17,096)	
(Decrease) in creditors	(2,003,988)		(1,656,550)	
Net cash (used in) operating activities	(2,551,545)		(50,640)	
Cash flows from investing activities:				
Dividends, interest and rents from investments	8,824		5	
Proceeds from the sale of fixed assets	4,700,000		-	
Purchase of fixed assets	(21,074)		-	
Net cash provided by investing activities	4,687,750		5	
Change in cash and cash equivalents in the year	2,136,205		(50,635)	
Cash and cash equivalents at the beginning of the year	96,482		147,117	
Cash and cash equivalents at the end of the year	2,232,687		96,482	

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies

a) Statutory information

Cambridge House and Talbot is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address and principle place of business is Cambridge House, 1 Addington Square, London, SE5 0HF.

b) Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – (Charities SORP FRS 102 second edition 2019), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy or note.

In applying the financial reporting framework, the trustees have made a number of subjective judgements, for example in respect of significant accounting estimates. Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances. The nature of the estimation means the actual outcomes could differ from those estimates. Any significant estimates and judgements affecting these financial statements are detailed within the relevant accounting policy below.

c) Public benefit entity

The charity meets the definition of a public benefit entity under FRS 102.

d) Critical accounting estimates

The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

e) Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

f) Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the income have been met, it is probable that the income will be received and that the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

g) Donations of gifts, services and facilities

Donated professional services and donated facilities are recognised as income when the charity has control over the item or received the service, any conditions associated with the donation have been met, the receipt of economic benefit from the use by the charity of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102), volunteer time is not recognised so refer to the trustees' annual report for more information about their contribution.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)

On receipt, donated gifts, professional services and donated facilities are recognised on the basis of the value of the gift to the charity which is the amount the charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

h) Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

i) Fund accounting

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund.

Unrestricted funds are donations and other incoming resources received or generated for the charitable purposes.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

j) Expenditure and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds relate to the costs incurred by the charity in inducing third parties to make voluntary contributions to it, as well as the cost of any activities with a fundraising purpose
- Expenditure on charitable activities includes the costs of delivering services undertaken to further the purposes of the charity and their associated support costs
- Other expenditure represents those items not falling into any other heading

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

k) Allocation of support costs

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate, based on staff time, of the amount attributable to each activity.

Where information about the aims, objectives and projects of the charity is provided to potential beneficiaries, the costs associated with this publicity are allocated to charitable expenditure.

Where such information about the aims, objectives and projects of the charity is also provided to potential donors, activity costs are apportioned between fundraising and charitable activities on the basis of area occupied by each activity.

▪ Raising Funds	4%
▪ Advocacy	22%
▪ Education and Inclusion Services	17%
▪ Law Centre	19%
▪ Safer Renting	31%
▪ Community Hub Services	8%

Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities.

Notes to the financial statements

For the year ended 31 March 2023

1 Accounting policies (continued)**l) Tangible fixed assets**

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use. Major components are treated as a separate asset where they have significantly different patterns of consumption of economic benefits and are depreciated separately over its useful life.

Where fixed assets have been revalued, any excess between the revalued amount and the historic cost of the asset will be shown as a revaluation reserve in the balance sheet.

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

- Computer and office equipment 4 years

m) Investments in subsidiaries

Investments in subsidiaries are at cost.

n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

o) Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account. Cash balances exclude any funds held on behalf of service users.

p) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

q) 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].

r) Pensions

The charity participates in two sections of The Pensions Trust, a multi-employer pension scheme. One section effectively provides benefits based on final pensionable pay, "The Growth Plan". The assets of this section are held separately from those of the charity. It is not possible to separately identify the assets and liabilities of participating employers on a consistent and reasonable basis and therefore the charity accounts for the scheme as if it were a defined contribution scheme. As a result, the amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

The other section, The Unitised Ethical Plan, is a segregated defined contribution pension scheme. The assets of this section are also held separately from those of the charity. The amount charged to the profit and loss account represents the contributions payable to the scheme in respect of the accounting period.

Notes to the financial statements

For the year ended 31 March 2023

2 Income from charitable donations

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Donations and grants:						
Gifts	3,317	–	3,317	3,469	–	3,469
Grants	22,000	–	22,000	22,000	60,167	82,167
CJRS Income	–	–	–	11,440	–	11,440
	<u>25,317</u>	<u>–</u>	<u>25,317</u>	<u>36,909</u>	<u>60,167</u>	<u>97,076</u>
Gifts in Kind – Pro bono services	143,644	–	143,644	59,464	–	59,464
Reduction to loans	–	–	–	1,625,267	–	1,625,267
	<u>168,961</u>	<u>–</u>	<u>168,961</u>	<u>1,721,640</u>	<u>60,167</u>	<u>1,781,807</u>

3 Income from charitable activities

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
London Borough of Waltham Forest	–	–	–	37,382	–	37,382
London Borough of Barking & Dagenham	133,025	–	133,025	100,098	–	100,098
London Borough of Richmond upon Thames	–	–	–	19,933	–	19,933
London Borough of Kingston upon Thames	133,959	–	133,959	133,960	–	133,960
Other services	80,246	–	80,246	61,032	–	61,032
Sub-total for Advocacy	<u>347,230</u>	<u>–</u>	<u>347,230</u>	<u>352,405</u>	<u>–</u>	<u>352,405</u>
London Borough of Southwark	–	18,347	18,347	–	21,147	21,147
Greater London Authority – Young Londoners Fund	–	18,338	18,338	–	43,610	43,610
London Youth	–	1,500	1,500	–	–	–
Children in Need	–	500	500	–	23,968	23,968
Grant making trusts	–	37,023	37,023	–	33,751	33,751
National Lottery	–	64,937	64,937	–	66,473	66,473
The Henry Smith Charity	–	40,600	40,600	–	41,550	41,550
Other Services	74,991	–	74,991	79,060	–	79,060
Sub-total for Education and Inclusion Services	<u>74,991</u>	<u>181,245</u>	<u>256,236</u>	<u>79,060</u>	<u>230,499</u>	<u>309,559</u>

Notes to the financial statements

For the year ended 31 March 2023

3 Income from charitable activities (continued)

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Access to Justice Foundation	-	73,505	73,505	-	40,000	40,000
City Bridge Trust	-	8,233	8,233	-	41,167	41,167
London Borough of Southwark	126,778	-	126,778	126,778	-	126,778
Legal Aid Agency	60,773	-	60,773	86,277	-	86,277
Other services	21,923	-	21,923	61,781	-	61,781
Grant making trusts	-	39,167	39,167	-	12,432	12,432
Sub-total for Law Centre	209,474	120,905	330,379	274,836	93,599	368,435
London Borough of Waltham Forest	110,687	-	110,687	55,429	-	55,429
London Borough of Haringey	-	-	-	51,000	-	51,000
London Borough of Lambeth	44,000	-	44,000	44,000	-	44,000
London Borough of Ealing	27,500	-	27,500	-	-	-
London Borough of Enfield	10,500	-	10,500	-	-	-
Comic Relief	-	5,457	5,457	-	45,698	45,698
Trust for London	-	50,600	50,600	-	-	-
The Tudor Trust	-	46,000	46,000	-	46,000	46,000
Oak Foundation	-	80,000	80,000	-	-	-
Urban Impact	-	53,318	53,318	-	-	-
Other services	51,455	-	51,455	45,071	-	45,071
Grant making trusts	-	10,000	10,000	-	25,000	25,000
Sub-total for Safer Renting	244,142	245,375	489,517	195,500	116,698	312,198
Total income from charitable activities	875,837	547,525	1,423,362	901,801	440,796	1,342,597

4 Other income

	Unrestricted £	Restricted £	2023 Total £	Unrestricted £	Restricted £	2022 Total £
Miscellaneous Income	24,372	-	24,372	200	-	200
	24,372	-	24,372	200	-	200

Notes to the financial statements

For the year ended 31 March 2023

5a Analysis of expenditure (current year)

	Charitable activities							2023 Total £	2022 Total £	
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £			Support costs £
Staff costs (note 7)	50,933	262,380	202,682	225,457	371,668	36,905	-	325,922	1,475,947	1,333,924
Other staff costs (note 7)	-	26,880	2,428	9,815	8,134	11	-	6,717	53,985	37,496
Activity cost	-	4,259	15,320	13,341	18,619	61,899	-	-	113,438	251,336
Premises cost	-	-	-	-	-	-	-	129,577	129,577	27,841
Office cost	-	-	-	-	3,807	-	4,938	57,943	66,688	55,240
Depreciation	-	-	-	-	-	3,945	-	2,511	6,456	94,180
Audit & accountancy	-	-	-	-	-	-	11,475	7,589	19,064	16,154
Legal & professional	-	-	-	-	-	-	-	187,203	187,203	61,677
Irrecoverable VAT	-	-	-	-	-	-	-	54,386	54,386	32,402
Bad debts written off	-	-	-	-	-	-	-	-	-	9,826
	50,933	293,519	220,430	248,613	402,228	102,760	16,413	771,848	2,106,744	1,920,076
Support costs	29,816	171,828	129,041	145,540	235,467	60,156	-	(771,848)	-	-
Governance costs	634	3,654	2,744	3,095	5,007	1,279	(16,413)	-	-	-
Total expenditure 2023	81,384	469,001	352,215	397,247	642,702	164,196	-	-	2,106,744	
Total expenditure 2022	69,888	426,046	265,604	261,601	347,719	549,218	-	-		1,920,076

Notes to the financial statements

For the year ended 31 March 2023

5b Analysis of expenditure (previous year)

	Charitable activities							2022 Total £
	Raising funds £	Advocacy £	Education and Inclusion Services £	Law Centre £	Safer Renting £	Community Hub Services £	Governance costs £	
Staff costs (note 7)	54,508	311,629	197,168	193,169	252,582	146,151	–	1,333,924
Other staff costs (note 7)	–	24,465	1,218	3,250	2,962	1,268	–	37,496
Activity cost	–	5,364	13,389	11,353	22,556	197,361	–	251,336
Premises cost	–	–	–	–	–	2,631	–	27,841
Office cost	–	–	–	–	410	(31)	1,895	55,240
Depreciation	–	–	–	–	–	94,180	–	94,180
Audit & accountancy	–	–	–	–	–	–	13,175	16,154
Legal & professional	–	–	–	–	–	–	–	61,677
Irrecoverable VAT	–	–	–	–	–	–	–	32,402
Bad debts written off	–	–	–	–	–	–	–	9,826
	54,508	341,458	211,775	207,772	278,510	441,560	15,070	1,920,076
Support costs	14,777	81,273	51,719	51,719	66,496	103,438	–	–
Governance costs	603	3,315	2,110	2,110	2,713	4,220	(15,070)	–
Total expenditure 2022	69,888	426,046	265,604	261,601	347,719	549,218	–	1,920,076

Notes to the financial statements

For the year ended 31 March 2023

6 Net income for the year

This is stated after charging / (crediting):

	2023 £	2022 £
Depreciation	6,456	94,180
(Gain) on revaluation of fixed assets	–	(290,000)
Loss on disposal of fixed assets	31,228	–
Interest payable	–	–
Auditor's remuneration (excluding VAT):		
Audit	11,475	9,975
Other services	3,700	3,350

7 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

Staff costs were as follows:

	2023 £	2022 £
Salaries and wages	1,312,749	1,191,770
Redundancy and termination costs	1,266	891
Social security costs	127,121	108,059
Employer's contribution to defined contribution pension schemes	34,811	33,204
	1,475,947	1,333,924
Agency staff costs	18,376	18,000
Training, expenses and recruitment	35,609	19,496
	1,529,932	1,371,420

The redundancy and termination costs were settled and paid by the balance sheet date.

The following number of employees received employee benefits (excluding employer pension costs and employer's national insurance) during the year between:

	2023 No.	2022 No.
£70,000 – £79,999	–	1
£90,000 – £99,999	1	–

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel, which are the leadership team, were £223,564 (2022: £196,148).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2022: £nil). No charity trustee received payment for professional or other services supplied to the charity (2022: £nil).

No trustees were reimbursed expenses in the year (2022: £nil)

Notes to the financial statements

For the year ended 31 March 2023

8 Staff numbers

The average number of employees (head count based on number of staff employed) during the year was:

	2023 No.	2022 No.
Advocacy	9	11
Education & Inclusion Services	15	15
Law Centre	6	5
Community Hub Services	2	5
Safer Renting	13	10
Support	8	6
	<u>53</u>	<u>52</u>

9 Related party transactions

S Tidball (trustee) is an employee of Macfarlanes LLP. During the year Cambridge House and Talbot received pro bono advice and legal services from Macfarlanes LLP worth an estimated £143,644 (£59,464 in 2022). This has been included in the statement of financial activities under donations.

Simon Latham, Chair of trustees, is an employee of the City of London Corporation and Chief Operating Officer of Bridge House Estates. Cambridge House is currently in receipt of a grant from The City Bridge Trust which is Bridge House Estate's grant-giving body. Simon Latham has notified City of London Corporation of his trusteeship of Cambridge House, holds no decision-making responsibilities in respect of City Bridge Trust grant-giving, and will recuse himself if matters are raised in respect of Cambridge House's grant at any relevant management board.

There are no donations from related parties which are outside the normal course of business and no restricted donations from related parties.

10 Taxation

The charity is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

Notes to the financial statements

For the year ended 31 March 2023

11 Tangible fixed assets

	Freehold property £	Computer equipment £	Total £
Cost or valuation			
At the start of the year	4,700,000	359,588	5,059,588
Additions in year	–	21,074	21,074
Disposals in year	(4,700,000)	–	(4,700,000)
At the end of the year	–	380,662	380,662
Depreciation			
At the start of the year	–	354,243	354,243
Charge for the year	–	6,456	6,456
At the end of the year	–	360,699	360,699
Net book value			
At the end of the year	–	19,963	19,963
At the start of the year	4,700,000	5,345	4,705,345
All of the above assets are used for charitable purposes.			

12 Debtors

	2023 £	2022 £
Trade debtors	264,407	206,042
Prepayments	20,760	3,557
Accrued income	118,066	101,501
Other debtors	26,176	–
	429,409	311,100

13 Creditors: amounts falling due within one year

	2023 £	2022 £
Bank loans	–	2,000,000
Trade creditors	37,612	62,858
Taxation and social security	30,196	14,104
Other creditors	9,639	37,858
Accruals	14,148	14,865
Deferred income (note 14)	80,000	45,898
	171,595	2,175,583

Notes to the financial statements

For the year ended 31 March 2023

14 Deferred income

Deferred income comprises of grant income received in the year for projects to take place in the next financial year.

	2023 £	2022 £
Balance at the beginning of the year	45,898	70,366
Amount released to income in the year	(45,898)	(70,366)
Amount deferred in the year	80,000	45,898
Balance at the end of the year	<u>80,000</u>	<u>45,898</u>

15 Pension scheme

The company participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

The scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Actuarial Standards issued by the Financial Reporting Council, set out the framework for funding defined benefit occupational pension schemes in the UK.

The scheme is classified as a 'last-man standing arrangement'. Therefore the company is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the scheme. Participating employers are legally required to meet their share of the scheme deficit on an annuity purchase basis on withdrawal from the scheme.

A full actuarial valuation for the scheme was carried out at 30 September 2020. This valuation showed assets of £800.3m, liabilities of £831.9m and a deficit of £31.6m. To eliminate this funding shortfall, the Trustee has asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2022 to 31 January 2025:	£3,312,000 per annum (payable monthly)
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Unless a concession has been agreed with the Trustee the term to 31 January 2025 applies.

Notes to the financial statements

For the year ended 31 March 2023

15 Pension scheme (continued)

Note that the scheme's previous valuation was carried out with an effective date of 30 September 2017. This valuation showed assets of £794.9m, liabilities of £926.4m and a deficit of £131.5m. To eliminate this funding shortfall, the Trustee asked the participating employers to pay additional contributions to the scheme as follows:

Deficit contributions – total from all participating employers

From 1 April 2019 to 31 January 2025:	£11,243,000 per annum
	(payable monthly and increasing by 3% each on 1st April)

The recovery plan contributions are allocated to each participating employer in line with their estimated share of the Series 1 and Series 2 scheme liabilities.

Where the scheme is in deficit and where the company has agreed to a deficit funding arrangement the company recognises a liability for this obligation. The amount recognised is the net present value of the deficit reduction contributions payable under the agreement that relates to the deficit. The present value is calculated using the discount rate detailed in these disclosures. The unwinding of the discount rate is recognised as a finance cost.

	2023	2022	2021	2020
	£	£	£	£
Present value of provision	1,583	2,483	12,451	14,753

Reconciliation of opening and closing provisions	2023	2022
	£	£
Provision at start of period	2,483	12,451
Unwinding of the discount factor (interest)	47	72
Deficit contribution paid	(905)	(3,151)
Remeasurements – impact of any change in	(42)	(57)
Remeasurements – amendments to the contribution schedule	–	(6,832)
Provision at end of period	1,583	2,483

Income and expenditure impact	2023	2022
	£	£
Interest expense	47	72
Remeasurements – impact of any change in	(42)	(57)
Remeasurements – amendments to the	–	(6,832)
Contributions paid in respect of future service*	*	*
Costs recognised in income and expenditure	*	*

*includes defined contribution schemes and future service contributions (i.e. excluding any deficit reduction payments) to defined benefit schemes which are treated as defined contribution schemes. To be completed by the company.

Assumptions	2023	2022	2021	2020
	%	%	%	%
Rate of discount	5.52	2.35	.66	2.53

The discount rates shown above are the equivalent single discount rates which, when used to discount the future recovery plan contributions due, would give the same results as using a full AA corporate bond yield curve to discount the same recovery plan contributions.

Notes to the financial statements

For the year ended 31 March 2023

16a Analysis of net assets between funds (current year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	19,963	-	-	19,963
Net current assets	501	2,490,000	-	2,490,501
Net assets at 31 March 2023	20,464	2,490,000	-	2,510,464

16b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated £	Restricted £	Total funds £
Tangible fixed assets	2,205,345	2,500,000	-	4,705,345
Net current assets excluding loans	226,007	-	5,992	231,999
Loans included in current liabilities	(2,000,000)	-	-	(2,000,000)
Net assets at 31 March 2022	431,352	2,500,000	5,992	2,937,344

1.7a Movements in funds (current year)

	At 1 April 2022 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2023 £
Restricted funds:					
<i>Education and Inclusion Services</i>					
BBC Children in Need	5,992	500	(6,492)	-	-
National Lottery	-	64,937	(64,937)	-	-
London Youth CVC Summer Grant	-	1,000	(1,000)	-	-
Jack Petchey Foundation	-	4,800	(4,800)	-	-
London Youth Getting Active	-	500	(500)	-	-
The Mayor's Young Londoners Fund	-	18,338	(18,338)	-	-
The Henry Smith Charity	-	40,600	(40,600)	-	-
United St Saviours	-	22,237	(22,237)	-	-
Portal Trust	-	9,986	(9,986)	-	-
London Borough of Southwark	-	18,347	(18,347)	-	-
<i>Law Centre</i>					
Access to Justice Fund	-	73,505	(73,505)	-	-
London Legal Support Trust	-	39,167	(39,167)	-	-
City Bridge Trust	-	8,233	(8,233)	-	-
<i>Safer Renting</i>					
Tudor Trust	-	46,000	(46,000)	-	-
London Housing Foundation	-	10,000	(10,000)	-	-
Oak Foundation	-	80,000	(80,000)	-	-
Trust for London	-	50,600	(50,600)	-	-
Urban Impact	-	53,318	(53,318)	-	-
Comic Relief	-	5,457	(5,457)	-	-
Total restricted funds	5,992	547,525	(553,517)	-	-
Unrestricted funds:					
Designated funds:					
Continuity Planning fund	900,000	-	-	(10,000)	890,000
Future Purchase of Premises fund	1,600,000	-	-	-	1,600,000
Total designated funds	2,500,000	-	-	(10,000)	2,490,000
General funds	431,352	1,163,567	(1,584,455)	10,000	20,464
Total unrestricted funds	2,931,352	1,163,567	(1,584,455)	-	2,510,464
Total funds	2,937,344	1,711,092	(2,137,972)	-	2,510,464

The narrative to explain the purpose of each fund is given at the foot of the note below.

Notes to the financial statements

For the year ended 31 March 2023

17b Movements in funds (prior year)

	At 1 April 2021 £	Income & gains £	Expenditure & losses £	Transfers £	At 31 March 2022 £
Restricted funds:					
<i>Core:</i>					
The Clothworkers' Foundation	-	3,500	(3,500)	-	-
School for Social Entrepreneurs	-	1,667	(1,667)	-	-
Social Investment Business	-	5,000	(5,000)	-	-
Trust for London	-	50,000	(50,000)	-	-
<i>Education and Inclusion Services</i>					
Charterhouse-in-Southwark	-	10,000	(10,000)	-	-
Van Norden Charitable Trust	-	2,000	(2,000)	-	-
Arnold Clark	-	1,000	(1,000)	-	-
Ironmongers' Foundation	-	3,188	(3,188)	-	-
BBC Children in Need	-	23,968	(17,976)	-	5,992
National lottery	-	66,473	(66,473)	-	-
Kusuma Trust	-	7,911	(7,911)	-	-
Sports England	-	1,090	(1,090)	-	-
The Edward Gostling Foundation	-	3,085	(3,085)	-	-
London Youth CVC Summer Grant Fund	-	3,977	(3,977)	-	-
Jack Petchey Foundation	-	500	(500)	-	-
London Youth Getting Active	-	1,000	(1,000)	-	-
The Mayor's Young Londoners	-	43,610	(43,610)	-	-
The Henry Smith Charity	-	41,550	(41,550)	-	-
London Borough of Southwark	-	21,147	(21,147)	-	-
<i>Law Centre</i>					
Access to Justice Fund	-	40,000	(40,000)	-	-
London Legal Support Trust	-	10,000	(10,000)	-	-
City Bridge Trust	-	41,167	(41,167)	-	-
Law Centre Network	-	2,432	(2,432)	-	-
<i>Safer Renting</i>					
The Austin & Hope Pilkington Trust	-	5,000	(5,000)	-	-
Tudor Trust	-	46,000	(46,000)	-	-
London Housing Foundation	-	20,000	(20,000)	-	-
Comic Relief	-	45,698	(45,698)	-	-
Total restricted funds	-	500,963	(494,971)	-	5,992
Unrestricted funds:					
<i>Designated funds:</i>					
Continuity Planning fund	-	-	-	900,000	900,000
Future Purchase of Premises fund	-	-	-	1,600,000	1,600,000
Total designated funds	-	-	-	2,500,000	2,500,000
General funds	1,118,513	3,237,944	(1,425,105)	(2,500,000)	431,352
Total unrestricted funds	1,118,513	3,237,944	(1,425,105)	-	2,931,352
Total funds	1,118,513	3,738,907	(1,920,076)	-	2,937,344

Notes to the financial statements

For the year ended 31 March 2023

17b Purposes of restricted funds**Restricted donations****Core**

These funds are to overhead and cross service activities in accordance with restrictions agreed with the funder.

Education and Inclusion Services

These funds are to deliver specific youth and disabled people's empowerment services in accordance with restrictions agreed with the funder.

Law Centre

These funds are to deliver specific legal services in accordance with restrictions agreed with the funder.

Safer Renting

These funds are to deliver specific private rented sector tenants services in accordance with restrictions agreed with the funder.

Purposes of designated funds**Continuity Planning fund**

These funds have be designated to protect the continuity of the organisation's services for service users in the event of a large variation of income, to bridge cashflow problems, provide a buffer to allow contingency actions to be effected and address spending commitments and potential liabilities in the event of a winding-up.

Future Purchase of Premises fund

These funds have be designated to provide the funds needed to purchase new office premises capital assets and to provide funds for asset management and risks associated with emergency building repairs.

18 Operating lease commitments payable as a lessee

The charity's total future minimum lease payments under non-cancellable operating leases is as follows for each of the following periods

	Property 2023 £	2022 £
Less than one year	55,000	–
One to five years	120,000	–
	<u>175,000</u>	<u>–</u>

19 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £1.