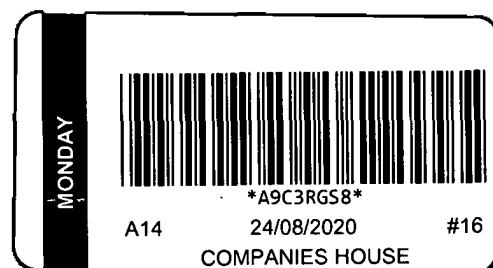


THE SUZY LAMPLUGH TRUST

suzy lamplugh **LIVE**
trust **LIFE**
SAFE



ANNUAL REPORT AND ACCOUNTS
FOR YEAR ENDED 30 NOVEMBER 2019



Charity number 802567
Company number 02417823

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**Our mission is to reduce the risk of violence and aggression
through campaigning, education and support**

ABOUT

Suzy Lamplugh Trust was founded by Diana and Paul Lamplugh following the tragic disappearance of their daughter Suzy, a 25 year old estate agent, in 1986. Since then, the Trust has pioneered personal safety as a life skill and a public policy priority.

VALUES

We are:

- **Committed:** we have been dedicated to improving the personal safety of individuals, across all aspects of their lives, since 1986. We continue to respond to changes in society by growing and developing
- **Independent:** we challenge and influence social and policy change through campaigning and advocacy
- **Expert and informed:** our knowledge and guidance are firmly rooted in the experience of the people we support, educate and train
- **Respectful:** we believe in giving people as much information as possible to make their own choices about their personal safety
- **Not for profit:** we invest our income in our charitable work, to help people live their lives free from the fear of violence and aggression

**Creating a
society in
which
people are
safer – and
feel safer**

CHAIR'S REPORT



I am delighted to have been appointed as Chair of Suzy Lamplugh Trust this year. Having served the Trust as Deputy Chair and a trustee for many years I have seen first-hand the impact it has on the lives of so many people, and I believe we can go even further in the coming years. On behalf of the Trust as well as myself, heartfelt thanks to Sir Ian Johnston for his dedication, commitment and passion as outgoing Chair, and for years previously as a trustee. The Trust owes him a great debt of gratitude.

2019 was a challenging year for the Trust. Chief Executive Rachel Griffin's illness and subsequent death was a tragedy that affected the team on a personal, as well as professional, level. I am extremely proud of how they coped during that difficult time. The Trust benefitted from Rachel's skills and leadership immensely and her legacy will be felt for many years to come. We have appointed, in Suky Bhaker, a hugely talented successor who I am excited to be working with as she plans and shapes the future of the Trust, and to whom we are extremely grateful for her role as Interim Chief Executive in such difficult circumstances.

Despite the challenging circumstances, there were significant successes to celebrate in 2019, and I would like to express our thanks to the many individuals and organisations who supported the Trust through grants, donations, sponsorship, commissioning training or policy work, fundraising or volunteering. Our strength is in our community, which is already large and growing by the day. Some of those successes include:

- Over 6,000 people trained in personal safety at work or stalking, across the UK
- Over 3,000 people supported by the National Stalking Helpline
- Advocacy support provided to over 70 victims of stalking
- Our work on the Multi-Agency Stalking Intervention Programme, with partners from health, criminal justice and voluntary sectors across 3 sites, was recognised through several awards
- We launched Suzy's Charter for Workplace Safety

Covid-19 has brought unexpected challenges in 2020. The Trust responded quickly to implement a remote-working model, ensuring there was no impact on the support provided to stalking victims. Our campaigning activities have continued, with greater use of social media and online methods to lobby and consult. The biggest impact has been on training delivery, with face to face courses currently on hold. However, the use of remote training delivery methods is enabling the Trust to continue to educate and the launch of online personal safety training modules during the summer will help us to reach a wider audience.

There are exciting times ahead for the Trust. The team is growing, thanks to increasing restricted funding, meaning we will be able to support more victims of stalking and increase our campaigning activity. A new permanent Chief Executive, Chair of Trustees and new members of staff and trustee board will mean a refreshed approach as we continue to help create a society in which people are safer - and feel safer - from violence and aggression.

CHRIS SHELLEY

Chair of Trustees

TRUSTEES' REPORT

The trustees, who are also directors for the purposes of company law, present this report and the audited financial statements of the company for the year ended 30 November 2019, which have been prepared in accordance with the Statement of Recommended Practice – Accounting and Reporting by Charities, FRS 102 and the Companies Act 2006. The legal and administrative details set out in page 28 form part of this report.

We review the aims, objectives and activities of the charity each year to ensure they remain focused on the charity's stated purposes. In this report, we describe what the charity has achieved and how it has performed in the reporting period and how each key activity has benefited those groups of people that the charity was set up to help.

**Focused on
increasing
impact and
creating
even more
societal
change**

TRUSTEES' REPORT

Objectives

The purpose of the Suzy Lamplugh Trust, as set out in the governing document, is to:

educate and train members of the public in all aspects of violence and aggression in society with particular reference to their place of work, in methods of security, their personal safety and in managing and avoiding violence, aggression and tension within themselves and others.

We raise awareness of the importance of personal safety and provide solutions that effect change in order to help people to avoid violence and aggression and live safer, more confident lives.

Public Benefit

The activities described in this report provide benefit to the public by using our **mission**, to reduce the risk of violence and aggression, to work towards our **vision**: a society in which people are safer - and feel safer - from violence, aggression, stalking or harassment.

Ultimately, we make a difference to the safety of the people we train, those we educate, those we support and the general public through our campaigning and policy work.

The trustees have referred to the Charity Commission's guidance on public benefit, when reviewing the objectives and activities, and in planning future activities.

We want people to live life to the full

**To achieve
these
objectives,
we
campaign,
educate and
support.**

HIGHLIGHTS



THE NATIONAL
STALKING HELPLINE
HAS SUPPORTED OVER

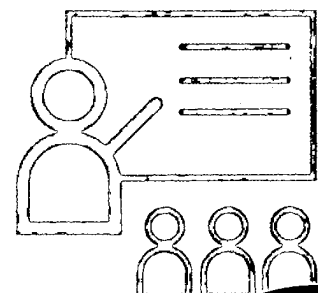
3,000

VICTIMS of stalking

"Very informative
day, great trainer
and I will take a lot
away from this"

Charity

Course: Open Access Stalking
Awareness Training Course



"Excellent course.
Very informative and
enjoyable. I have short
attention span, and yet
I easily held my attention."

Property Management
Course: Full Day Course

WE WORK WITH
ALL SECTORS AND
TRAINED OVER

6,000

DELEGATES IN 2019.



2,033

VOLUNTEER HOURS GIVEN
TO THE SUZY LAMPLUGH
TRUST AND THE NATIONAL
STALKING HELPLINE

"It was the
first time I felt
listened to"

Feedback from the
National Stalking Helpline
(2019)

ACTIVITIES AND WHERE WE WORK



Supporting

We have worked with individuals and organisations across the UK, providing advice and support when they have needed it most



Campaigning

We have lobbied the Government to strengthen laws to better protect everyone in the UK



Educating

We have trained delegates in Personal Safety and Stalking Awareness throughout the UK



Training courses and talks held across the UK during the year

OUR WORK EDUCATE

We work across the **public, private and voluntary sectors**. Our personal safety talks and training courses help delegates assess, mitigate and manage risks in the workplace, as well as across all aspects of their lives. In 2019, we:



Excellent

69% of delegates rated our courses as 'excellent' with 4 or 5 stars (out of 5)



94%

of delegates said they would be doing something different as a result of attending our personal safety course

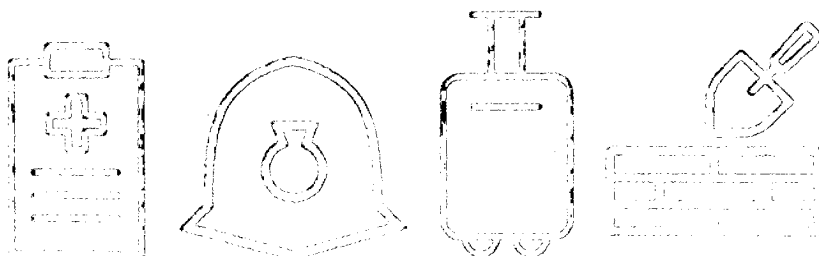
- trained **over 6,000** lone and frontline workers, including Train-the-Trainer (TTT) champions, from sectors including health, education, legal, property and housing, transport, construction, security, policing, charities and local government, across the UK. Our TTT courses upskill personal safety champions to train their colleagues in personal safety strategies and to embed an effective workplace personal safety culture.

- **launched a new** one-day Open Access Personal Safety At Work course in 2019.

- **launched a new** Open Access Stalking Awareness one-day course, suitable for any individual interested in the dynamics and impact of stalking. Feedback from one delegate:

"Very informative day, great trainer and I will take a lot away from this" (course delegate, charity sector, 2019)

- **delivered personal safety policy consultancy support** to several clients, including: FareShare and Network Rail Property. Our work with employers is designed to ensure that where training and revised policy procedures are implemented, a sustainable personal safety culture is established, which can transform the way employers prioritise their workers' personal safety.



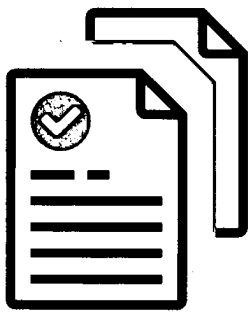
OUR WORK

SUPPORT - STALKING



90%

of victims reported an increase in confidence in taking next steps after contacting the Helpline.



90%

of survey respondents felt that their situation had improved since receiving casework support.

National Stalking Helpline

The National Stalking Helpline responded to 3,283 requests for help via calls and emails, providing invaluable support to victims of stalking. The high demand for our service meant that we were unable to respond to all requests, however, we are continually looking at ways to reach more clients whilst maintaining safe and high quality provision.

Our annual evaluation showed the Helpline had a positive impact on respondents' situation, with the main factor being that they felt supported, believed, and listened to. Service users discussed their positive experience with regards to factors surrounding mental health, with respondents feeling calmer, less alone, and more hopeful after contacting the service.

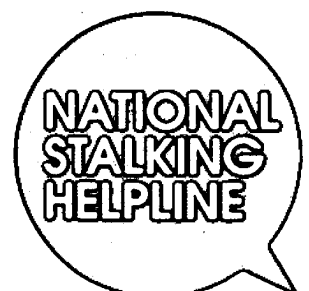
Stalking Advocacy Service

Supported by the Tampon Tax Fund, we offered in depth 1-1 advocacy support to 74 victims of stalking, many of whom were assessed as being at risk of serious harm or homicide. Our annual evaluation demonstrated casework clients' levels of confidence and hopefulness increased significantly. One advocacy client said:

"My caseworker was very knowledgeable and attentive. She cared about what I said, she listened and protected my children and I. If my caseworker had not intervened and worked with other agencies, I don't think I would be alive today. I owe a lot to my caseworker."

London Stalking Support

Additional funding awarded by the Mayor's Office for Policing and Crime in October 2019 will enable the Trust to provide additional support to stalking victims in London and to develop and pilot a trauma-led approach to advocacy support. This funding will also enable development of a new online platform for victims of stalking to access support.



0808 802 0300

OUR WORK

SUPPORT - MASIP

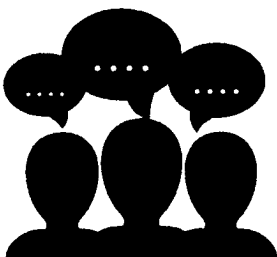
The **Multi-Agency Stalking Intervention Programme (MASIP)** was developed after years of campaigning, funded by the Esmée Fairbairn Foundation, for improved responses to stalking to ensure victim and public safety. Funded by a grant from the Home Office's Police Transformation Fund (£4.1m across all partners), the MASIP two-year pilot operated at sites in Hampshire, Cheshire and London.

The programme involved partners from the health and criminal justice services as well as the voluntary sector. MASIP provided an innovative way for these agencies to work closely together, prioritising preventing reoffending to keep victims safer. The programme reflected the message we have received from victims supported by the National Stalking Helpline over many years, that custodial sentences alone cannot address the fixation and obsession of stalking perpetrators.

Our specialist stalking advocates work with high risk victims of stalking via the London Stalking Threat Assessment Centre (STAC), which is part of MASIP. Our London advocates work in close liaison with health, police and probation colleagues to offer an holistic, multi-agency response to victims of stalking.

One stalking victim supported by an STAC advocate said:

"I felt very alone at times because although I had a great support network of family and friends, stalking is such a relatively 'low profile' and 'new' crime that I struggled to find any support groups or other victims to talk to or get help from, so "my advocate" from the STAC team became my 'go to' for the support I needed during these difficult few months, together with the detective on the case, so I really felt that I had a 'team' to turn to for anything I needed."



OUR WORK

SUPPORT - MASIP

CONTINUED

In addition to provision of advocacy support to stalking victims, Suzy Lamplugh Trust provided overall programme management to MASIP. One area of focus for our programme management of MASIP throughout 2019 was on obtaining evidence to ensure the sustainability of the programme beyond March 2020.

The achievements of MASIP were recognised through several awards and STAC also featured in an ITV documentary in January 2020. We are delighted to have been awarded funding from the Mayor's Office for Policing and Crime, along with our partners, to continue to operate the MASIP model in London for a further year.



OUR WORK

SUPPORT - YOUTH WORK

Keeping Myself Safe

In October 2018, we received funding from The Jack Petchey Foundation for our 'Keeping Myself Safe' project, working with young people who are homeless, or at risk of homelessness or young care leavers. Our project has supported a number of young people to develop their confidence in managing their personal safety. We have provided workshops to young people which have included personal safety training and techniques. Alongside this, the young people have developed a personal safety poster which has been on show in Centrepont centres in London.

Engaging young people has proved challenging and we continue to explore innovative solutions to manage this. Feedback from the young people demonstrates that we have been able to empower them to identify risks and risky behaviours from others as well as feeling equipped with the tools to handle risks to their personal safety.

Revenge Porn Helpline Partnership

Utilising some funding from the Right To Be Safe Appeal, conducted in a previous year, we supported the Revenge Porn Helpline by developing online (printable) resources for students. Based on our experience from the National Stalking Helpline, these resources provide guidance on 'what to look out for' and advice for stalking victims who have contacted the Revenge Porn Helpline.



OUR WORK

CAMPAIGN - STALKING

The Esmée Fairbairn Foundation funded our **Restoring the Balance** campaign. We submitted a written response to the Domestic Abuse bill in April 2019, highlighting the need for stalking to be more explicitly considered, as well as measures to prevent the mis-use of the civil court system by stalkers for vexatious litigation as a means to continue their campaign of stalking against their victim. We spoke on this topic at the Magistrates' Association conference in autumn 2019 and we fed into the Parliamentary briefing produced by Surviving Economic Abuse on a debate on mis-use of the court process by perpetrators. The Esmée Fairbairn Foundation funding was also an enabler of our work on MASIP.

The **Stalking Protection Act**, which Suzy Lamplugh Trust had campaigned for, received Royal Assent in March 2019 and over the summer the Trust worked with the Home Office on the guidance for police forces on implementing **Stalking Protection Orders (SPOs)**, which came into effect in England and Wales in January 2020. SPOs enable early action to be taken when a perpetrator's behaviour suggests stalking is occurring but the police investigation is ongoing. We will continue to educate and campaign to ensure robust police enforcement of SPOs.

At our conference on the health impacts of stalking, during **National Stalking Awareness Week** in April 2019, research undertaken by the National Stalking Consortium was launched, which highlighted the prevalence of symptoms consistent with Post-Traumatic Stress Disorder in victims of stalking and other mental health impacts, for which they are not receiving appropriate mental healthcare.

Our campaigning work on stalking was underpinned by our relationships with a wide range of partner organisations and we continue to provide the secretariat for the **National Stalking Consortium**.



OUR WORK CAMPAIGN - SUZY'S CHARTER FOR WORKPLACE SAFETY

Suzy's Charter for Workplace Safety provides a personal safety framework that can help organisations become fully compliant with excellent personal safety policy and protocols. The personal safety of employees in the workplace can only be effectively achieved and sustained when employers and staff work together to fulfil their responsibilities.

Development of Suzy's Charter was a natural evolution of "Suzy's Code", which was produced for the property management and estate agency sector. In our very successful **2019 'Stay Safe At Work' conference**, supported by the National Business Crime Centre at Scotland Yard (NBCC), we consulted with various stakeholders such as employers, employees, unions and the NBCC to turn Suzy's Code into Suzy's Charter, a personal safety framework that is applicable across all sectors. This outlines simple yet effective steps that employers and employees can take to make their workplaces safer. Suzy's Charter was launched on our annual **National Personal Safety Day** in November 2019.

The agreement of such a wide range of stakeholders on the Charter content was a great achievement. We hope to work with employers across all sectors, encouraging them to sign up to the Charter in order to implement excellent, sustainable personal safety standards, policies and protocols for their employees.



SUZY'S CHARTER FOR WORKPLACE SAFETY

NATIONAL PERSONAL SAFETY DAY
7 November 2019 | Suzy Lamplugh Trust

OUR WORK CAMPAIGN - TAXI AND PRIVATE HIRE VEHICLES

One of our longest-running campaigns has been for national minimum standards for taxi and private hire vehicle (minicab) licensing.

After this long campaign and **our membership of the Ministerial Task and Finish Group** which presented its recommendations in a report to the government, we were delighted with the announcement in February 2019 of the government's commitment to carry out a number of our recommendations including legislation on national minimum standards and the introduction of a national database of drivers to facilitate information sharing between licensing authorities.

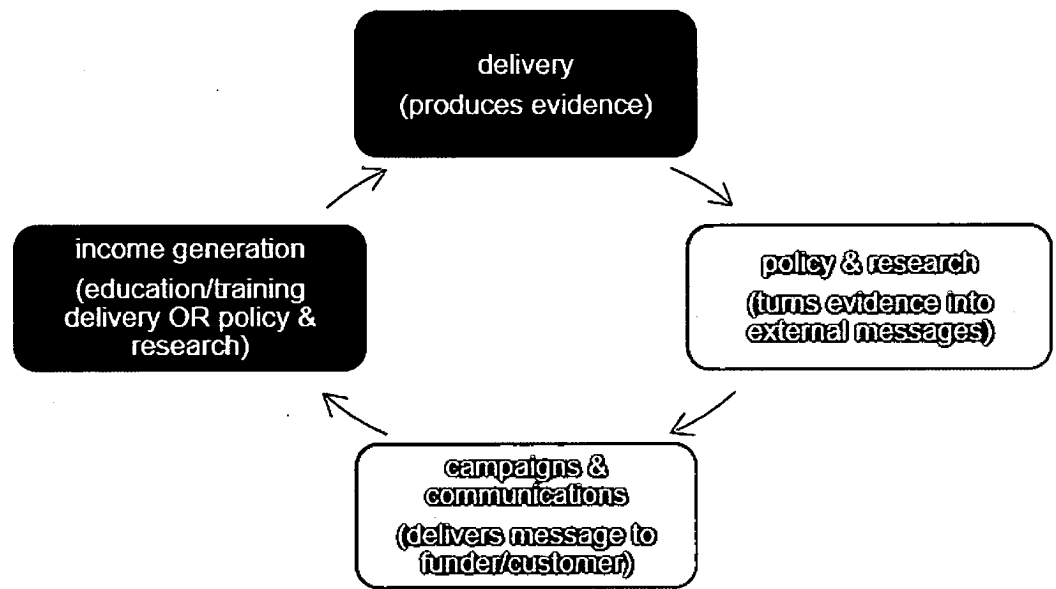
The impact of introducing legislation, which the government committed to, would have meant that national safety standards would be enforceable by all licensing officers, and ultimately improve the personal safety of passengers by ensuring that drivers with violent convictions cannot hold a licence.

We were therefore disappointed to learn later in 2019 that, despite the earlier commitment, the government now plans to only issue statutory guidance. We will therefore continue to campaign for the government to legislate.



FUTURE PLANS

This was the second year of the Trust's current three-year strategic plan. This is based on our model for the sustainable development of our charitable work, which is illustrated below.



This model shows how each of our aims (**campaign, educate and support**) inform each other and strengthen our expertise in each area.

We have been successful in applying this model to our stalking work, but we plan to do more work to create similar 'virtuous circles' for our other priority policy areas:

- personal safety for young people
- safe policy and practice for taxis and minicabs
- personal safety at work

We plan to commence a refresh of the Trust's strategy during 2020.

FUTURE PLANS

CONTINUED

Our plans for developing our work across all our policy strands are outlined below:

Stalking

Subject to funding, we plan to continue to increase the support we provide to victims of stalking, by increasing the number of victims we support via the National Stalking Helpline and through our advocacy service, including development of a trauma-led approach to advocacy support, which is a direct result of listening to the feedback of victims of stalking about how we can better support them.

We will develop online tools to provide additional multi-media guidance to victims of stalking.

We will continue to provide support for high-risk victims in London as part of our work on the Multi-Agency Stalking Intervention Programme (MASIP) and we will continue to lead the delivery of MASIP with our partners in London.

We will continue to build the profile of the work done to support victims of stalking in the voluntary sector, by co-ordinating the National Stalking Consortium and National Stalking Awareness Week.

Thanks to another three-year grant from The Esmée Fairbairn Foundation, which we are delighted to have received, we will continue our work with criminal justice and health professionals to bring about system wide change in the support provided to stalking victims, building on our achievements to date. Due to Covid-19 restrictions, we will be using social media and online methods to lobby, consult and continue our campaigning activities.

FUTURE PLANS

CONTINUED

Personal safety at work - Suzy's Charter

Following the launch of Suzy's Charter for Workplace Safety, we will work with a range of organisations to help them comply with the Charter, thus improving the personal safety of their staff.

Personal safety at work - training

The societal impact created by the Trust has always been key in product development. Our face to face personal safety training sessions drive behavioural change with 94% of delegates telling us they will do something different as a result of undertaking the course. However, we know that the conventional face to face course can present logistical challenges for many organisations and in order to ensure every workforce is able to undertake this training, we have developed and plan to launch online personal safety modules in summer 2020. A range of training packages will allow organisations to consider what works best for them, and how to implement sustainable personal safety policies and protocols to best protect their workforce.

Remote delivery of training talks and courses, along with the online modules, will enable training to continue despite Covid-19 restrictions impacting classroom delivery.

Personal safety for young people

We will complete the 'Keeping Myself Safe' project, funded by The Jack Petchey Foundation, adapting our approach to delivering personal safety workshops for young people in response to Covid-19 restrictions.

Safe policy and practice for taxis and minicabs

We will continue to campaign for legislation on national licensing standards for taxis and minicabs to be implemented.

Personal safety online

We are planning several projects to research and highlight online harmful behaviours and promote solutions to staying safer online

National Personal Safety Day is planned for 10 November 2020

FUTURE PLANS

CONTINUED

By **increasing and diversifying our income streams**, we will generate sufficient funds to give us the flexibility to explore innovative ways of delivering our mission.

The most significant shift in our income profile in the past two years came from the Home Office's Police Transformation Fund grant for MASIP, worth £425,000 to the Trust in the year ended 30 November 2019 (part of a multi-year grant). We are very happy to confirm that funding has now been secured to continue the London arm of this project until March 2021, with Suzy Lamplugh Trust providing project management and advocacy services under a £171,000 grant to the Trust from the London Mayor's Office for Policing and Crime (MOPAC).

We were delighted to be awarded funding of £776,000 from MOPAC in October 2019 for our London Stalking Support service. This grant runs until March 2022 and is enabling us to build on our existing stalking Helpline and advocacy service provision in London including development of online support tools and the introduction of a trauma-based approach to our advocacy work. We are grateful to MOPAC for this award and are looking forward to seeing the impact that this will have on the clients we work with.

Our unrestricted income increased during 2019, enabling the Trust to move from a general funds deficit in 2018 to a surplus for the year ending 30 November 2019. This was thanks to continued growth in demand for our personal safety talks and training courses and growth in personal safety policy development work with client organisations.

The launch of new training products, including online modules, is expected to contribute to these income streams. However, Covid-19 has presented unexpected challenges to running training courses during 2020, and general funds income generation more broadly. We are using alternative delivery methods so that we can continue to educate when face to face classroom training is not an option, but income from training is expected to be significantly below budget for 2020.

FINANCIAL REVIEW

Financial position

The detailed figures for the year ended 30 November 2019 are set out in the financial statements that follow this Trustees' Report.

During the year, the Trust had a surplus of £54,000 in general funds, a deficit of £12,000 in funds designated for particular purposes and a surplus of £6,000 in restricted funds. Total funds at the end of the year subsequently increased by £48,000 to £279,000.

Income

The Trust's principal funding sources are:

- Fees for providing training, talks, and personal safety policy consultancy to businesses, organisations and individuals
- Grants from statutory organisations (including Home Office, Police Transformation Fund and Tampon Tax Fund) that are conditional on providing certain services
- Grants from charitable trusts and foundations that are conditional on providing certain services
- Grants that are given without condition from charitable trusts and foundations and donations from companies, groups and individuals
- Other trading income such as sponsorship.

Total income for the year was £1,212,000 (2018: £1,040,000), consisting of £653,000 (2018: £547,000) restricted or designated for particular purposes and £559,000 (2018: £493,000) for general funds.

Expenditure

Total expenditure for the year was £1,165,000 (2018: £1,082,000), consisting of £660,000 (2018: £547,000) restricted or designated for particular purposes and £505,000 (2018: £535,000) for general funds.

FINANCIAL REVIEW

CONTINUED

Reserves

At 30 November 2019, the funds held by the Trust consisted of:

- £224,000 general funds
- Nil designated funds
- £55,000 restricted funds
- £279,000 total funds

The trustees review the reserves policy at least annually. The policy's overall aim is to maintain a prudent level of reserves to ensure stability and flexibility, as income generation success and funding requirements cannot be fully anticipated when planning a budget.

The trustees have agreed a policy to have an unrestricted reserve fund of three months of all budgeted total operating costs. For the year beginning 1 December 2019 this is £356,000 (2018: £318,000).

At the end of the year, the reserves held, after taking into account restricted funds and the carrying amount of functional fixed assets of £1,000, were £223,000. This equates to a cover of 0.63 of the target (2018: 0.53). Our plans to increase and diversify our income streams, outlined in the Future Plans section of this report, will help towards the reserves target, however, the adverse impact of Covid-19 on general funds income generation means that we are unlikely to achieve this target during the year ending 30 November 2020.

FUNDRAISING COMPLIANCE

Our work to campaign, educate and support in order to improve the lives of people across the UK is only possible because of the generosity of Suzy Lamplugh Trust's supporters, including the general public.

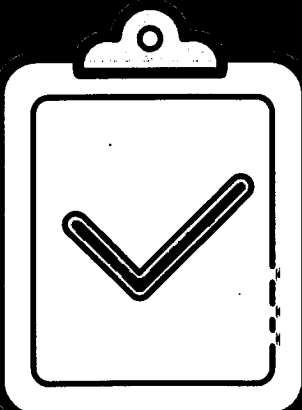
We are committed to being accountable to them and take pride in the standards we uphold in our fundraising practice. At Suzy Lamplugh Trust, we have a broad spectrum of fundraising activity. The majority of our fundraising income currently comes from restricted grants from statutory bodies or trusts and foundations. We also have event participants, community fundraisers and are increasing our social media activity as a way to fundraise.

We also work with a number of corporate supporters, individual donors and supporters, who are invaluable in growing the work of the Trust.

We do not use external fundraisers to work directly with the public on our behalf. However, we occasionally engage professional fundraising consultants on a limited basis to deliver some of this activity, particularly input to restricted grant funding bids. Our consultants are carefully selected and monitored, to ensure they uphold our ethical standards. We also have guidelines around what content can be included in any bid applications to ensure consistency and high standards. The Suzy Lamplugh Trust staff ensure that this is adhered to through our team checking all applications prior to submission.

At Suzy Lamplugh Trust, we aim to communicate with our supporters and members of the public in a way that they welcome, ensuring that we are compliant with data protection regulations. We received no complaints about our fundraising activity during the year.

In 2020 we continue to build on our work from the previous year to ensure that we uphold the highest possible standards. We remain wholly committed to providing an open, positive and rewarding experience for everyone who engages with Suzy Lamplugh Trust.



RISKS

Risk statement

Risk management remains one of the most important responsibilities of the board. We are satisfied that we have appropriate systems and processes in place to identify key risks and to manage them. We do this by the following:

- There is an organisational risk register in place which tracks a range of strategic and operational risks to the Trust.
- Each risk is assigned a leadership team (or board) owner, impact and probability are assessed and actions to mitigate or manage the risk are agreed.
- The leadership team reviews the risk register on a monthly basis and ensures that policies and procedures are in place and are adequate.
- Individual risks are reviewed between the CEO and risk owner.
- On a quarterly basis, sub-committees of the board review the key risks and live issues relevant to that particular sub-committee, for example, Finance or Policy, considering the overall risks and mitigations.
- A summary of key risks and live issues is reviewed by the board on a quarterly basis. The full detail of the risk register is reviewed by the board annually.
- Mitigations are developed and implemented for all risks identified.
- We have policies and procedures for raising complaints and concerns and these are reviewed regularly.
- External subject matter expertise is sought when required to support the update or application of these policies and procedures, for example, expertise on employment law.

In addition, our most significant projects have their own project-specific risk register which is updated on a regular basis and shared with funders of these projects.

RISKS

CONTINUED

Principal risks

To achieve our objectives, it is essential that we manage risks effectively. We have identified the following principal risks:

1) Covid-19 Impacts

Description: Risk that the Trust will not be able to deliver personal safety education or deliver support to victims of stalking due to Covid-19 restrictions, which also have adverse impacts on staff wellbeing and our broader ability to generate general funds income.

Mitigations: Business Continuity Plans activated; remote working model implemented quickly to enable continued support to victims; delivery methods for personal safety and stalking training adapted; additional measures put in place to support staff wellbeing; and applications made to secure additional sources of funding.

2) Loss of knowledge or expertise

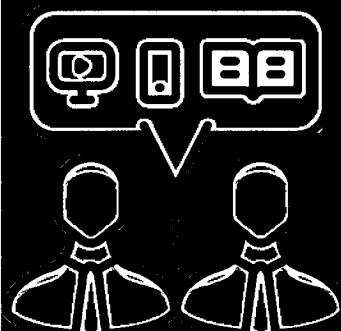
Description: Due to a small team and dependency on a limited pool of expert knowledge, there is a risk around loss of this expertise due to sickness, staff turnover or loss of training consultants.

Mitigations: Robust recruitment, induction and development processes in place; sharing expertise across team members; documenting key processes and deliverables; and broadening our pool of training consultants.

3) Income and cash flow uncertainty

Description: We rely on grants, donations and surplus income from delivery of our training and consultancy work. Renewal of grants can be uncertain and general donations unpredictable.

Mitigations: Our objective is to obtain funding from a wider range of income streams, reducing reliance on any one stream of income or particular funder. We keep our reserves policy under regular review to ensure it meets the evolving needs of the Trust and regularly reforecast income, expenditure and cash flow.



GOING CONCERN

Consideration has been given to the adverse impacts that Covid-19 continues to have on the Trust's ability to generate income from the provision of training courses and talks. Alternative delivery methods for training have been implemented but training income for the year ending 30 November 2020 is expected to be significantly below budget.

The Trust has been successful in securing Covid-19 emergency funding to help meet increased demands for our stalking support services. Additional general funds grants have also been secured, partly offsetting the loss of income from training, fundraising events and sponsorship.

The trustees have reviewed cash flow forecasts to July 2021 and consider that the Trust has sufficient cash available to continue operations during this period and meet liabilities as they fall due. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

REFERENCE INFORMATION

Charity name: The Suzy Lamplugh Trust
Charity registration number: 802567
Company registration number: 02417823

Registered office: The Foundry, 17 Oval Way, London SE11 5RR

Trustees, who are also directors under company law, who served during the year and up to the date of this report were as follows:

Christopher Shelley	Chair
Steve Moffatt FCCA	Treasurer
Jean Mclean	Deputy Chair
Ivan Balhatchet	appointed 27 July 2020
Joanna Conlon	
Peter Dannheisser	
Sir Ian Johnston CBE, QPM	resigned 31 October 2019
Shaila Mahomed	
Emma Short	
Sarah Simpson MBE	resigned 31 January 2020
Lucy Thomas	

Members

Linda Craig	Paul Infield
Sir Ian Johnston CBE, QPM	Hugh Marriage
Lawrie Philpott	Andrew Tappin
Jill Tombs	

Key Management Personnel

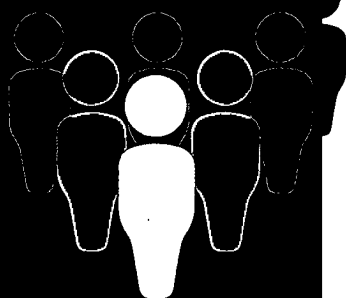
Suky Bhaker	Chief Executive Officer
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Bankers

Unity Trust Bank	9 Brindley Place, Birmingham B1 2HB
National Westminster Bank	PO Box 281, 156 Fleet street, London EC4A 2DX

Auditors

Sayer Vincent LLP	Invicta House, 108-114 Golden Lane London EC1Y 0TL
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STRUCTURE, GOVERNANCE AND MANAGEMENT

Legal structure

The Trust was established in 1986 as an unincorporated charity. It was later incorporated as a charitable company limited by guarantee on 29 August 1989 and was registered in this form with the Charity Commission on 8 January 1990.

The Trust has a wholly owned subsidiary company, SLT Training and Resources Limited, which carried out certain activities on its behalf and donated its profit to the Trust. This company is no longer used and is in the process of being wound up.

Governance

The Trust's governing document is its Memorandum and Articles of Association. The overall governance, finance and operations of the Trust are controlled by the board of trustees, within the regulatory framework set by the Charity Commission and the Companies Act.

The Memorandum and Articles of Association, resolutions and complementary procedures set by the board, are the rules that the Trust operates by, and by which decisions are made.

The trustees are ultimately responsible for the Trust.

Patrons

The trustees can appoint honorary positions, known as patrons. These are figure heads and representatives of the Trust to the wider public.

Members

The governing document requires there to be a small number of members. These are people who as well as having an oversight of the board through the appointment of trustees, have the legal liability (limited to £1 each) if the company was to be wound up and for making decisions about that. They are also responsible for appointing the auditors.

Members meet formally once a year at the annual general meeting (AGM). At this meeting, they formally adopt the annual report and accounts. Members also provide ad hoc advice to trustees and the chief executive (CEO) on matters on which they have expertise, ranging from human relations management and criminal justice policy to the history of the Trust.

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Trustees and directors

The trustees of the charity are also directors of the company (the board). The governing document states that there must be between 4 and 12 trustees in post at any time. Trustees who served during the year are set out on page 27.

The trustees delegate much of the day-to-day management of the Trust to the CEO, but remain ultimately responsible. Their responsibilities are active, not passive, and include:

- regular evaluation of the strategic direction of the Trust and its management policies
- evaluation of outcomes and the effectiveness with which the CEO and management implement them
- monitoring legal compliance
- management of risks related to the Trust's activities

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

Members of the charity guarantee to contribute a amount not exceeding £1 to the assets of the charity in the event of winding up. The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

All trustees give their time voluntarily and receive no benefits from the Trust. Any expenses reclaimed are set out in note 7 to the financial statements.

The board's operations

The board of trustees normally meets four times a year to conduct its business and oversee progress against strategic and operational plans. It is supported by sub-committees of the board:

- Finance Sub-committee – This Sub-committee meets at least four times a year to oversee the Trust's financial operations in more detail and reports to the board after each meeting.
- Policy Sub-committee – This Sub-committee meets twice a year to consider the Trust's stance on key issues of policy.
- Commercial Advisory Group – This group meets quarterly to review progress against development and delivery of commercial strategy.

These sub-committees are supported by the CEO and relevant members of staff.

STRUCTURE, GOVERNANCE AND MANAGEMENT (CONTINUED)

Board recruitment and induction

The board is responsible for ensuring that it is made up of trustees who are collectively able to fulfil the governance function of the board and therefore needs to have a mix of skills, both those which relate to the objectives of the Trust and more generic skills and experience such as legal and financial.

The board regularly undertakes a self-assessed skills audit against the set of skills it has identified as being essential for the governance of the Trust; this enables the board to identify skills gaps, which informs the recruitment process and training needs. Trustees are able to access learning and development opportunities relevant to their trustee position.

Appointment and retirement of trustees

Election, retirement and re-election of trustees are carried out according to the procedures set out in the governing document. Trustees may be recruited by invitation or advertising. Anyone is able to stand for election as a trustee at any time in the year. The board has the power to elect or co-opt a trustee at any time as long as that election does not mean that the total number of trustees exceeds 12. Trustees are appointed at the AGM and at each AGM a third of board members (the longest serving since election or re-election) must resign and may stand for re-election.

Management

The trustees delegate day-to-day running of the charity to the CEO who reports directly to the board. The CEO leads a staff team of 25 salaried staff (17.5 full-time equivalents). The chair, deputy chair and treasurer hold a meeting with the CEO each month.

The Trust also benefits from volunteers who give approximately 170 hours per month to the charity.

Remuneration

The remuneration of the CEO is set by the board and the remuneration of other staff is set by the CEO. In all cases, this is informed by formal and informal benchmarking information from comparable organisations in the voluntary sector, the responsibilities of each individual role and the requirements of the person specification.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also directors of Suzy Lamplugh Trust for the purposes of company law) are responsible for preparing the trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practices).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

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

In so far as the trustees are aware:

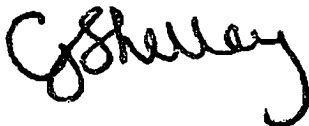
- There is no relevant audit information of which the company's auditor is unaware
- The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information

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

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 30 November 2019 was 17 (2018: 19). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Approved by the trustees on 29 July 2020 and signed on their behalf by

Chris Shelley
Chair of Trustees



INDEPENDENT AUDITOR'S REPORT

Independent auditor's report to the members of Suzy Lamplugh Trust

Opinion

We have audited the financial statements of Suzy Lamplugh Trust (the 'charitable company') for the year ended 30 November 2019 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 30 November 2019 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

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

- The trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- The trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

INDEPENDENT AUDITOR'S REPORT CONTINUED

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. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

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
- 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 trustees 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.

INDEPENDENT AUDITOR'S REPORT CONTINUED

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

INDEPENDENT AUDITOR'S REPORT CONTINUED

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.

Joanna Pittman (Senior statutory auditor)

Date: 10 August 2020

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

The Suzy Lamplugh Trust

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

For the year ended 30 November 2019

	Note	Unrestricted Designated £	General £	Restricted £	2019 Total £	2018 Total £
Income from:						
Donations and legacies	3	8,000	34,384	45,258	87,642	100,120
Charitable activities	4a					
Education		-	505,930	-	505,930	405,546
Campaigning		-	-	22,230	22,230	78,435
Supporting People		-	-	577,879	577,879	434,638
Other trading activities		-	19,037	-	19,037	21,076
Investments		-	108	51	159	241
Total income		8,000	559,459	645,418	1,212,877	1,040,056
Expenditure on:	5					
Raising funds		-	59,561	-	59,561	72,685
Charitable activities						
Education		-	380,352	9,473	389,825	365,295
Campaigning		-	65,654	46,856	112,510	154,821
Supporting People		19,955	-	583,347	603,302	489,311
Total expenditure		19,955	505,567	639,676	1,165,198	1,082,112
Net income /(expenditure) for the year and net movement in funds	6	(11,955)	53,892	5,742	47,679	(42,056)
Reconciliation of funds:						
Total funds brought forward		11,955	169,839	49,757	231,551	273,607
Total funds carried forward		-	223,731	55,499	279,230	231,551

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 18a to the financial statements.

The Suzy Lamplugh Trust

Statement of cash flows

For the year ended 30 November 2019

	Note	2019 £	2018 £
Cash flows from operating activities	19		
Net cash from / (used in) operating activities		194,471	(67,080)
Cash flows from investing activities:			
Dividends, interest and rents from investments		159	241
Purchase of fixed assets		-	(989)
Net cash from / (used in) investing activities		159	(748)
Change in cash and cash equivalents in the year		194,630	(67,828)
Cash and cash equivalents at the beginning of the year		148,990	216,818
Cash and cash equivalents at the end of the year	20	343,620	148,990

The Suzy Lamplugh Trust

Balance sheet


Company no. 02417823

As at 30 November 2019

	Note	2019 £	2018 £
Fixed assets:			
Tangible assets	11	1,068	2,255
Investments	12	–	–
		<u>1,068</u>	<u>2,255</u>
Current assets:			
Debtors	14	158,672	252,990
Cash at bank and in hand	20	343,620	148,990
		<u>502,292</u>	<u>401,980</u>
Liabilities:			
Creditors: amounts falling due within one year	15	(224,130)	(172,684)
		<u>278,162</u>	<u>229,296</u>
Net current assets	17	<u>278,162</u>	<u>229,296</u>
		<u>279,230</u>	<u>231,551</u>
Total net assets		<u>279,230</u>	<u>231,551</u>
Funds:	18a		
Restricted income funds		55,499	49,757
Unrestricted income funds:			
Designated funds		–	11,955
General funds		223,731	169,839
		<u>223,731</u>	<u>181,794</u>
Total unrestricted funds		<u>223,731</u>	<u>181,794</u>
Total funds		<u>279,230</u>	<u>231,551</u>

These accounts have been prepared in accordance with the special provisions applicable to small companies subject to the small companies' regime.

Approved by the trustees on 29 July 2020 and signed on their behalf by



C J Shelley
Chair



A S Moffatt FCCA
Treasurer

1 Accounting policies

a) Statutory information

Suzy Lamplugh Trust is a charitable company limited by guarantee and is incorporated in England and Wales. The registered office address is 17 Oval Way, London, SE11 5RR.

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), 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.

c) Public benefit entity

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

d) Going concern

When assessing the charitable company's ability to continue to adopt the going concern basis of accounting, the trustees have considered all available information about the future at the date they approve the accounts. Consideration is given to information from budgets and forecasts of income, expenditure and cash flows. Attention is given to the available unrestricted reserves, credit facilities and other financial assistance that may be available.

Key judgements that the charitable company has made which have a significant effect on the accounts include estimating cashflows, future income and expenditure. In particular, this has included giving consideration to the adverse impact that Covid-19 continues to have on the charitable company's ability to generate income from the provision of training courses and talks. Alternative delivery methods for training have been implemented but training income for the year ending 30 November 2020 is expected to be significantly below budget. The charitable company has been successful in securing Covid-19 emergency funding to help meet increased demands for our stalking support services. Additional general funds grants have also been secured, partly offsetting the loss of income from training, fundraising events and sponsorship. The trustees have reviewed cash flow forecasts to July 2021 and consider that the charitable company has sufficient cash available to continue operations during this period and meet liabilities as they fall due.

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

e) Income

Income received by way of donations, gifts and sponsorship is included in the SoFA when the charitable company is legally entitled to the income, receipt is probable and the amount can be measured reliably. Intangible income is not included unless it represents goods and services which otherwise would have been purchased. Gifts in kind are valued and brought in as income and the appropriate expenditure if material.

Income from fundraising events is accounted for in the period in which the event occurs.

Income received in advance of the provision of a service such as the delivery of a training course is deferred until the training has been delivered, hence meeting the criteria for income recognition.

f) 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.

g) 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 charitable company 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 undertaken to further the purposes of the charity and their associated support costs

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

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.

1 Accounting policies (continued)

h) Allocation of support costs

All expenditure is accounted for on an accrual basis, and is classified in the SoFA according to the activity to which it relates. 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 is an estimate based on staff time, of the amount attributable to each activity.

	Salary	Overhead
• Raising funds	17%	3%
• Education	44%	41%
• Campaigning	16%	3%
• Supporting people	23%	53%

Direct costs are allocated on an actual basis to the key strategic area of activity.

i) Operating leases

Rental charges are charged on a straight line basis over the term of the lease.

j) Tangible fixed assets

Items of equipment are capitalised where the purchase price exceeds £400. 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.

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 equipment	33%
• Office equipment	15%

k) Investments in subsidiaries

Investments in subsidiaries are at cost.

l) Debtors

Trade and other debtors are recognised at the settlement amounts due for the provision of services delivered. Prepayments are recognised at the amount prepaid or the amount paid in advance.

m) 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.

n) 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.

o) Financial instruments

The charitable company 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.

p) Pensions

Pension contributions paid by the charitable company in respect of employees to a scheme are charged to the SoFA as they become payable, and are allocated to the same funds as the salary costs to which they relate.

q) Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of the charities accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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.

2 Detailed comparatives for the statement of financial activities

	Unrestricted Designated £	General £	Restricted £	2018 Total £
Income from:				
Donations and legacies	8,000	65,860	26,260	100,120
Charitable activities				
Education	-	405,546	-	405,546
Campaigning	-	-	78,435	78,435
Supporting People	-	-	434,638	434,638
Other trading activities	-	21,076	-	21,076
Investments	-	177	64	241
Total income	8,000	492,659	539,397	1,040,056
Expenditure on:				
Raising funds	-	72,685	-	72,685
Charitable activities:				
Education	-	341,618	23,677	365,295
Campaigning	-	89,624	65,197	154,821
Supporting People	4,045	31,307	453,959	489,311
Charitable activities	-	-	-	-
Total expenditure	4,045	535,234	542,833	1,082,112
Net (expenditure) before net gains / (losses) on investments	3,955	(42,575)	(3,436)	(42,056)
Net gains / (losses) on investments	-	-	-	-
Net (expenditure) for the year	3,955	(42,575)	(3,436)	(42,056)
Net movement in funds	3,955	(42,575)	(3,436)	(42,056)
Reconciliation of funds:				
Total funds brought forward	8,000	212,414	53,193	273,607
Total funds carried forward	11,955	169,839	49,757	231,551

3 Income from donations and legacies (current year)

	Unrestricted £	Restricted £	2019 Total £	Unrestricted	Restricted	2018 Total
Donations	42,384	45,258	87,642	48,860	26,260	75,120
Legacies	-	-	-	25,000	-	25,000
	42,384	45,258	87,642	73,860	26,260	100,120

Of the £42,384 (2018: £73,860) shown within unrestricted donations income, £8,000 (2018: £8,000) relates to designated funds.

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

4a Income from charitable activities (current year)

	Unrestricted £	Restricted £	2019 Total £	2018 Total £
Grant agreements for:				
Campaigning: policy work and projects	-	22,230	22,230	78,435
Supporting people: supporting victims of stalking	-	577,879	577,879	434,638
Sub-total for grant agreements	-	600,109	600,109	513,073
Fees from providing education services:				
Providing training courses, talks and consultancy	494,745	-	494,745	395,751
Conferences	11,185	-	11,185	9,795
Sub-total for fees for services provided	505,930	-	505,930	405,546
Total income from charitable activities	505,930	600,109	1,106,039	918,619

The nature of all grants, including government grants received is outlined in note 18a.

4b Income from charitable activities (prior year)

	Unrestricted £	Restricted £	2018 Total £
Grant agreements for:			
Campaigning: policy work and projects	-	78,435	78,435
Supporting people: supporting victims of stalking	-	434,638	434,638
Sub-total for grant agreements	-	513,073	513,073
Fees from providing education services:			
Providing training courses, talks and consultancy	395,751	-	395,751
Conferences	9,795	-	9,795
Sub-total for fees for services provided	405,546	-	405,546
Total income from charitable activities	405,546	513,073	918,619

The nature of all grants, including government grants received is outlined in note 18b.

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

5a Analysis of expenditure (current year)

	Charitable activities					Support costs £	2019 Total £	2018 Total £
	Raising funds £	Education £	Campaigning £	Supporting people £	Governance costs £			
Staff costs (Note 7)	24,020	148,463	76,928	312,839	-	111,537	673,787	683,644
Direct costs	12,636	172,352	12,864	220,288	-	20,118	438,258	330,947
Premises	2,304	8,078	2,060	26,896	-	1,249	40,587	54,805
Depreciation	-	-	-	-	-	1,187	1,187	1,270
Governance: audit and trustees	660	1,788	1,936	5,241	-	1,754	11,379	11,446
	39,620	330,681	93,788	565,264	-	135,845	1,165,198	1,082,112
Support costs: staff costs	18,961	49,076	17,747	25,753	-	(111,537)	-	-
Support costs: overheads	682	9,296	694	11,882	-	(22,554)	-	-
Governance costs	298	772	281	403	-	(1,754)	-	-
Total expenditure 2019	59,561	389,825	112,510	603,302	-	-	1,165,198	1,082,112
Total expenditure 2018	72,685	365,295	154,821	489,311	-	-	-	1,082,112

Of the total expenditure, £525,522 was unrestricted (2018: £539,279) and £639,676 was restricted (2018: £542,833).

Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2018

5b Analysis of expenditure (prior year)

	Charitable activities					Support costs £	2018 Total £
	Raising funds £	Education £	Campaigning £	Supporting people £	Governance costs £		
Staff costs (Note 7)	37,187	127,933	102,594	307,976	-	107,954	683,644
Direct costs	19,914	180,210	29,357	88,625	-	12,841	330,947
Premises	2,408	6,986	6,606	31,401	-	7,404	54,805
Depreciation	27	68	68	841	-	266	1,270
Governance: audit and trustees	732	1,884	897	5,322	-	2,611	11,446
	60,268	317,081	139,522	434,165	-	131,076	1,082,112
Support costs: staff costs	10,795	34,545	15,114	47,500	-	(107,954)	-
Support costs: overheads	1,622	13,669	185	7,646	-	(23,122)	-
Governance costs	-	-	-	-	-	-	-
Total expenditure 2018	72,685	365,295	154,821	489,311	-	-	1,082,112

Of the total expenditure, £539,279 was unrestricted and £542,833 was restricted

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

6 Net income for the year

This is stated after charging / (crediting):

	2019 £	2018 £
Depreciation	1,187	1,270
Operating lease rentals:		
Property	25,606	22,394
Office Equipment	1,910	2,200
Accountant's remuneration (excluding VAT):		
Audit	9,200	9,000
VAT advice	900	-

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

Staff costs were as follows:

	2019 £	2018 £
Salaries and wages	538,875	538,297
Social security costs	50,582	51,162
Employer's contribution to defined contribution pension schemes	21,054	13,943
Temporary staff costs	49,209	65,193
Recruitment costs	14,067	15,049
	673,787	683,644

The total number of people employed, both full and part time, in the course of the year was 34 (2018: 34).

No employee(s) earned more than £60,000 during the year (2018: nil).

The total employee benefits (including pension contributions and employer's national insurance) of the key management personnel were £231,966 (2018: £226,862).

The charity trustees were neither paid nor received any other benefits from employment with the charity in the year (2018: £nil). No charity trustee received payment for professional or other services supplied to the charity (2018: £nil).

Trustees' expenses represents the payment or reimbursement of travel and subsistence costs totalling £nil (2018: £236). No trustees incurred expenses relating to attendance at meetings of the trustees (2018: 2).

8 Staff numbers

The average number of employees (headcount based on average number of staff employed) during the year was 25 (2018: 23) split across the activities of the charitable company as follows:

	2019 No.	2018 No.
Raising funds	0.7	1.1
Campaigning: policy work and projects	3.5	4.4
Education: providing training, talks and consultancy	3.1	3.2
Supporting people: National Stalking Helpline and advocacy	12.7	9.2
Management and administration	5.2	4.8
	25.2	22.7

The number of Full-Time Equivalents was 17.5 (2018: 16.4)

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

9 Related party transactions

Andrew Tappin, a Member of the Trust but not a Trustee, is a Trustee of the Ernest Ingham Charitable Trust which made donations to the charity during the year of £22,230 (2018: £20,000).

10 Taxation

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

11 Tangible fixed assets

	Computer equipment, fixtures & fittings £	Total £
Cost		
At the start of the year	22,754	22,754
Additions in year	–	–
At the end of the year	22,754	22,754
Depreciation		
At the start of the year	20,499	20,499
Charge for the year	1,187	1,187
At the end of the year	21,686	21,686
Net book value		
At the end of the year	1,068	1,068
At the start of the year	2,255	2,255

All of the above assets are used for charitable purposes.

12 Investments

Investments comprise a holding of 100 ordinary shares in SLT Training and Resources Limited, which is stated at cost.

The investment of the charity in its subsidiary company represents the cost of acquisition of the whole of the ordinary share capital of SLT Training and Resources Limited, a company registered in England and Wales.

At 30 November 2019, the aggregate of the share capital and reserves of SLT Training and Resources Limited amounted to £100 (2018: £100).

13 Subsidiary undertaking

The charity has a wholly owned subsidiary, SLT Training and Resources Limited, which is incorporated in the United Kingdom, company number 02104167.

SLT Training and Resources Limited previously accounted for sponsorship, fundraising events, royalties and commissions, and undertook cause related marketing on behalf of the Trust. During the current and previous year the company was dormant. Post year end the company was being struck off.

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

14 Debtors

	2019 £	2018 £
Trade debtors	80,955	108,752
Prepayments	10,024	9,595
Accrued income	65,130	132,179
Refundable deposit	2,563	2,464
	<u>158,672</u>	<u>252,990</u>

15 Creditors: amounts falling due within one year

	2019 £	2018 £
Trade creditors	29,598	31,183
Taxation and social security	81,701	101,317
Other creditors	1,974	3,157
Accruals	84,958	23,121
Deferred income (note 16)	25,899	13,906
	<u>224,130</u>	<u>172,684</u>

16 Deferred Income

Deferred income comprises of training income invoiced in advance of the training being delivered.

	2019 £	2018 £
Balance at the beginning of the year	13,906	20,449
Amount released to income in the year	(13,906)	(20,449)
Amount deferred in the year	25,899	13,906
	<u>25,899</u>	<u>13,906</u>

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

17a Analysis of net assets between funds (current year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	1,068	–	–	1,068
Net current assets	222,663	–	55,499	278,162
Net assets at 30 November 2019	223,731	–	55,499	279,230

17b Analysis of net assets between funds (prior year)

	General unrestricted £	Designated funds £	Restricted funds £	Total funds £
Tangible fixed assets	2,255	–	–	2,255
Net current assets	167,584	11,955	49,757	229,296
Net assets at 30 November 2018	169,839	11,955	49,757	231,551

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

18a Movements in funds (current year)

	At 1 December 2018 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 November 2019 £
Restricted funds:					
<i>Campaigning</i>					
The Ernest Ingham Charitable Trust	5,522	22,230	(25,402)	-	2,350
The Esmée Fairbairn Foundation	21,454	-	(21,454)	-	-
	26,976	22,230	(46,856)	-	2,350
<i>Restricted funds for educating young people</i>					
Right to be Safe Appeal	10,233	51	(1,410)	-	8,874
The Wixamtree Trust	300	-	-	-	300
The Jack Petchey Foundation	10,000	-	(8,063)	-	1,937
	20,533	51	(9,473)	-	11,111
<i>Restricted funds for supporting victims of stalking</i>					
The Home Office	-	67,600	(67,600)	-	-
The Persula Foundation	-	5,000	-	-	5,000
Tampon Tax Fund	2,248	77,556	(79,804)	-	-
Police Transformation Fund for MASIP	-	424,990	(419,369)	-	5,621
London Mayor's Office for Policing & Crime	-	7,734	(7,734)	-	-
Garfield Weston Foundation	-	25,000	(2,083)	-	22,917
Police & Crime Commissioners	-	8,000	(5,000)	-	3,000
February Foundation	-	5,000	(1,000)	-	4,000
Other	-	2,257	(757)	-	1,500
	2,248	623,137	(583,347)	-	42,038
Total restricted funds	49,757	645,418	(639,676)	-	55,499
Unrestricted funds:					
<i>Designated funds:</i>					
Young people's projects	3,955	-	-	(3,955)	-
National Stalking Helpline	8,000	8,000	(19,955)	3,955	-
Total designated funds	11,955	8,000	(19,955)	-	-
General funds	169,839	559,459	(505,567)	-	223,731
Total unrestricted funds	181,794	567,459	(525,522)	-	223,731
Total funds	231,551	1,212,877	(1,165,198)	-	279,230

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

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

18b Movements in funds (prior year)

	At 1 December 2017 £	Income & gains £	Expenditure & losses £	Transfers £	At 30 November 2018 £
Restricted funds:					
<i>Campaigning</i>					
The Ernest Ingham Charitable Trust	-	20,000	(14,478)	-	5,522
The Esmée Fairbairn Foundation	23,712	48,461	(50,719)	-	21,454
	23,712	68,461	(65,197)	-	26,976
<i>Restricted funds for educating young people</i>					
Right to be Safe Appeal	16,481	29	(6,277)	-	10,233
City Bridge Trust	8,700	8,700	(17,400)	-	-
The Wixamtree Trust	300	-	-	-	300
The Jack Petchey Foundation	-	10,000	-	-	10,000
	25,481	18,729	(23,677)	-	20,533
<i>Restricted funds for 'Staying Safe with Other People' project</i>					
The Cotton Trust	1,500	-	(1,500)	-	-
Conway Charitable Foundation	2,500	-	(2,500)	-	-
The Sir James Reckitt Charity	-	2,500	(2,500)	-	-
	4,000	2,500	(6,500)	-	-
<i>Restricted funds for the National Stalking Helpline and Advocacy Service</i>					
The Henry Smith Charity	-	50,000	(50,000)	-	-
The Home Office	-	50,000	(50,000)	-	-
The Esmée Fairbairn Foundation	-	7,169	(7,169)	-	-
The Persula Foundation	-	5,000	(5,000)	-	-
The Lawson Trust	-	5,000	(5,000)	-	-
Eleanor Rathbone Charitable Trust	-	2,000	(2,000)	-	-
The Sylvia and Colin Shepherd Charitable Trust	-	300	(300)	-	-
Helpline Online Appeal	-	2,768	(2,768)	-	-
Tampon Tax Fund	-	100,109	(97,861)	-	2,248
Police Transformation Fund for MASIP	-	227,361	(227,361)	-	-
	-	449,707	(447,459)	-	2,248
Total restricted funds	53,193	539,397	(542,833)	-	49,757
Unrestricted funds:					
<i>Designated funds:</i>					
Young people's projects	8,000	-	(4,045)	-	3,955
National Stalking Helpline	-	8,000	-	-	8,000
Total designated funds	8,000	8,000	(4,045)	-	11,955
General funds	212,414	492,659	(535,234)	-	169,839
Total unrestricted funds	220,414	500,659	(539,279)	-	181,794
Total funds	273,607	1,040,056	(1,082,112)	-	231,551

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

Restricted funds for campaigning

The Ernest Ingham Charitable Trust

Two streams of funding were provided during the year. The first was continuation of a contribution towards the salary of the personal safety senior policy officer, ensuring we continue to be an expert policy voice on personal safety. The second was commencement of a new multi-year funding stream ('Safeguarding the Essentials') which contributes to the salary of the CEO.

The Esmée Fairbairn Foundation

Activity under the 3-year grant from the Esmée Fairbairn Foundation towards the Trust's work to create systemic change for victims of stalking, by highlighting the need for reform to victims' experience of being stalked through the civil and family courts and for more effective interventions into the behaviour of stalking perpetrators, completed during the year. We successfully applied for a further 3-year grant, funding for the first year of which was received after the yearend and was not recognised in 2018-19. This grant commenced in December 2019.

Restricted funds for educating young people

Right to be Safe appeal

Funds from the Right to be Safe appeal continue to be used to develop and deliver youth-facing activities to raise awareness of personal safety amongst young people, including work with the Revenge Porn Helpline. The balance of this fund is carried into 2020.

Wixamtree Trust

£300 remains from a grant from the Wixamtree Trust to be used for a personal safety project with young people in Bedfordshire, based on the Trust's PLAN model of training young people to act as a peer trainers in personal safety.

The Jack Petchey Foundation

Work on the grant to support the 'Keeping Myself Safe' programme for young people, working in locations in London and Essex, commenced in 2018/19 and is planned to complete in July 2020. The second instalment of the grant (£8,000) was paid in January 2020.

Restricted funds for supporting people victims of stalking

National Stalking Helpline

Grants and donations were received towards the operation of the National Stalking Helpline. Some grants are conditional upon certain targets being delivered (for example, from the Home Office) and other grants (for example, The February Foundation), as well as donations from individuals, are given freely for the work of the National Stalking Helpline. Funding from the London Mayor's Office for Policing and Crime toward the London arm of the service commenced in October 2019. The National Stalking Helpline offers high quality, specialist advice and support, including risk management and safety planning, to victims of stalking.

Stalking Advocacy Services

The grant received from the Tampon Tax Fund is the final part of a multi-year grant which contributes to our stalking casework service, delivered alongside the National Stalking Helpline. This service provides specialist advice and advocacy to victims of stalking, providing holistic risk management, safety planning and support, specifically through the criminal justice system, for those victims of stalking who are unable to access support from other services. Funding from the London Mayor's Office for Policing and Crime towards the London advocacy service commenced in October 2019.

Multi-Agency Stalking Intervention Programme (MASIP)

Grants were received from the Police Transformation Fund to provide advocacy support to high risk victims of stalking in London and to coordinate, manage and evaluate a project, across three sites (London, Cheshire and Hampshire), which aims to develop models of perpetrator intervention, to reduce the risk of stalking. The project was launched in March 2018, across the three sites, and was scheduled to run until Feb 2020. An extension of the project until March 2020 was approved.

Purposes of designated funds

The Trustees approved the designation of the remaining funds from previous Leathersellers' Company Charitable Fund grants, along with additional funding received during the year, to fund support to young people through the National Stalking Helpline.

The Suzy Lamplugh Trust

Notes to the financial statements

For the year ended 30 November 2019

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

	2019 £	2018 £
Net income /(expenditure) for the reporting period (as per the statement of financial activities)	47,679	(42,056)
<i>Adjustments for:</i>		
Depreciation charges	1,187	1,270
Dividends, interest and rents from investments	(159)	(241)
(Increase)/Decrease in debtors	94,318	(107,092)
Increase/(Decrease) in creditors	51,446	81,039
	<u>194,471</u>	<u>(67,080)</u>

20 Analysis of cash and cash equivalents

	At 1 December 2018 £	Cash flows £	At 30 November 2019 £
Current account	118,229	225,045	343,274
Savings account	30,761	(30,415)	346
Total cash and cash equivalents	<u>148,990</u>	<u>194,630</u>	<u>343,620</u>

21 Operating lease commitments

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

	Property		Office Equipment	
	2019 £	2018 £	2019 £	2018 £
Less than one year	7,888	7,584	1,560	2,200
One to five years	-	-	2,730	-
	<u>7,888</u>	<u>7,584</u>	<u>4,290</u>	<u>2,200</u>

22 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.