

# **London Emergencies Trust**

Registered charity 1172307 Registered company 09928465

Trustees Report and Accounts

for the year ending 31 December 2017

# FOR THE YEAR ENDED 31 DECEMBER 2017

# Contents

	Page
Company Information	1
Chairman's Report	2-3
Trustees Report	4 - 14
Independent Auditor's Report	14 - 15
Statement of Financial Activities	16
Balance Sheet	17
Cash flow statement	18
Notes to the Financial Statements	19 - 24

#### **COMPANY INFORMATION**

### FOR THE YEAR ENDED 31 DECEMBER 2017

# **Company Information**

Directors and Trustees
Gerald Oppenheim, Chairman
Robert (Robin) Allen
David Farnsworth (resigned 31<sup>st</sup> December 2017)
Bharat Mehta
Geeta Nargund (appointed 21<sup>st</sup> July 2017)
Carole Souter
Thelma Stober
Clare Thomas

<u>Company Secretary</u> James Banks, Chief Executive London Funders

Legal advisors
Farrer & Co LLP
66 Lincoln's Inn Fields
London WC2A 3LH

Wrigleys Solicitors LLP 19 Cookridge Street Leeds LS2 3AG

Auditor haysmacintyre 10 Queen Street Place London EC4R 1AG

Bankers Unity Trust Bank 9 Brindley Place Birmingham B1 2HB

Registered office London Funders Acorn House 314-320 Gray's Inn Road London WC1X 8DP

#### **CHAIRMANS REPORT**

### FOR THE YEAR ENDED 31 DECEMBER 2017

For anyone interested in and involved with humanitarian relief, 2017 was a very challenging year particularly for those caught up in and affected by the many incidents that took place last year in London and Manchester, whether the terrorist events or the fire at Grenfell Tower.

For the London Emergencies Trust (LET) this meant activating the contingency plan which had started to be developed in 2015 at the time of the 10<sup>th</sup> anniversary of the 7 July 2005 London bombings, out of a concern by former London Bombings Relief Charitable Fund (LBRCF) Trustees and others that something similar might happen again given the nature of conflicts taking place around the world. With the support of the Mayor of London and his team, LET activated immediately after the Westminster Bridge attack on 22 March and working with our fundraising partner at the British Red Cross and other generous donors to distribute funds raised to those who lost loved ones or were injured in that attack. At that point nobody anticipated that we would all also need to respond to the attacks at London Bridge, Finsbury Park and Parsons Green as well as the fire at Grenfell Tower whilst supporting colleagues at the We Love Manchester Fund doing the same work after the Manchester Arena attack.

The scale of the response needed far outstripped what the former London Bombings Relief Charitable Fund had undertaken in 2005 and the years following. Taken together, the public response to what happened in London and Manchester was unprecedented in the generous giving that took place in response to charitable appeals or by individuals opening up donation pages on-line to crowdfund.

This presented a huge challenge for LET and its fellow grant-makers as the generosity raised expectations of donors which sometimes did not sit easily with what is possible and permissible in law. LET was able to draw on LBRCF's experience in 2005 (the only similar model there was) but it was sometimes hard to explain that "money in" did not mean "money out", distributed straightaway. Donated funds do have to be moved at some pace, but with care to make sure that within what is available, distribution is as fair as possible and that some checks are carried out before charitable gifts are made. We also had to explain that charitable gifts are just that, an expression of public generosity and a desire to help, they are not compensation for what happened which the state may provide.

The cooperation and collaboration amongst charities is at the heart of LET's model of operation and shows the charity and grant-making sector at its very best, carrying out challenging work alongside and sometimes instead of statutory bodies. At the heart of this for LET was the continuation of the partnership and working relationship with Mike Adamson and his team at the British Red Cross. I thank them for their support and for the way the partnership operates.

Raising funds to cover LET's operating costs was a challenge. I am grateful to all those Trusts and Foundations who support our operations in an approach reflecting the importance of giving a small team the flexibility needed to operate effectively and to allow resources to be used to deliver in the best way for beneficiaries. We could not have operated either without the generosity of organisations providing us with pro bono support services in kind at no cost to LET. I would particularly like to thank Farrer & Co and Wrigleys for legal advice and support, CAN for our office accommodation, City Bridge Trust and Wembley National Stadium Trust for staff support.

My thanks go to my fellow trustees, LET's Director Robert Bell and the staff team past and present without whose time and commitment none of our work would have been possible. Each case was prepared by the staff team with meticulous attention to detail especially those presenting complex circumstances requiring trustees to exercise their discretion in making decisions with enormous care. As matters unfolded in 2017 at times trustees were meeting weekly and speaking frequently in telephone conferences to make sure proper processes were in place to expedite decisions and the flow of funds to those LET exists to benefit. The support and encouragement received from the Mayor of London and his staff at City Hall is also hugely appreciated.

#### CHAIRMANS REPORT

#### FOR THE YEAR ENDED 31 DECEMBER 2017

LET will continue to operate in 2018 to distribute the remaining charitable funds held and to capture what we have learned, to share and disseminate it to improve future preparedness. We will continue to work with the Charity Commission for England and Wales and colleagues across the charity sector to create a structure which can improve responses and resilience in the face of any future critical emergency incidents. To make that a reality, resources must be in place to allow that to happen. Government has a key role to play there; trusts and foundations cannot do that on their own and should not be expected to.

Finally, I would like to record our appreciation for the life and work of the late Dame Tessa Jowell who gave her wholehearted support for the work of LBRCF from 2005 – 2008. She was always ready to assist the 7/7 survivors and was steadfast in her readiness to support them and was a vital part of the planning and preparation for the 10<sup>th</sup> anniversary remembrance service at St. Paul's Cathedral and the Hyde Park Memorial on 7 July 2015. Although she was not able to be part of the response in 2017, I hope the response delivered would have met with her support and encouragement.

Gerald Oppenheim Chair of the LET Trustees May 2018

### 1. Structure, governance and management

The trustees of the London Emergencies Trust (LET, the 'Trust'), who also act as Directors of the Company, present their report and accounts for the year ending 31st December 2017. The Trustees have adopted the provisions of the new Statement of Recommended Practice (FRS 102) issued in 2015.

LET is a self-governing charitable company. LET is governed by its Memorandum & Articles of Association – being incorporated as a company limited by guarantee with charitable objects on 23rd December 2015.

New trustees are appointed by a decision of the board, as and when required, based upon the skills and experience needed. Any new trustee is offered a full induction to the Trust's business by the Chairman and Director, with the opportunity to attend any training required to fill gaps in knowledge.

Trustees hold office for a period of three years, which can be renewed, unless subject to early termination under Article 5.7 of the Trust's Articles of Association.

The objects of the charity are:

- to relieve sickness or disability, whether physical or mental, of victims of emergency incidents and their dependants;
- to relieve financial need among the victims of emergency incidents, including their families and dependants; and
- 3. to support such other exclusively charitable purposes as the Trustees shall consider appropriate.

Trustees meet at least every two months, and as often as weekly at times of emergency incidents. The Trust's Director reports at every board meeting on key activities, presents proposals and strategy matters for discussion. A subcommittee of the board meets as required to make grant decisions on complex grant applications, acting with authority delegated to it by the board.

#### 2. Public benefit

The trustees understand the guidance on public benefit provided by the Charity Commission and confirm that they have complied with the duty in section 17 of the Charities Act 2011. The board considers that its activities, in the provision of financial support through grants for the prevention or relief of poverty, the advancement of health or the saving of lives, and the relief of those in need because of youth, age, ill health, disability, financial hardship or other disadvantage, as defined within the parameters defined by the Trust's Memorandum & Articles of Association, are wholly in keeping with these guidelines.

### 3 Review of activities

- 3.1 London Emergencies Trust (LET) is a registered charity and company limited by guarantee without a share capital, which began operations after the terrorist attack on Westminster Bridge in March 2017.
- 3.2 Many of its trustees and staff were involved in the work of the London Bombings Relief Charitable Fund (LBRCF) a charity set up following the 7/7 attacks in 2005, and which passed public donations to the bereaved and injured as charitable gifts.
- 3.3 Members of the then senior management team at the Greater London Authority were the first interim trustees of the LBRCF under the then Chief Executive Anthony Mayer's chairmanship before the permanent trustees came into place that July. The Fund distributed the near £12m donated and then closed, having carried out the task it was set up to deliver.

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

- 3.4 In 2015 a number of the former LBRCF Trustees set up LET as part of the preparedness for terrorist-related or other incidents which might require charitable gifts to be made to those affected as next-of-kin or injured and requiring hospital treatment.
- 3.5 London Funders (the membership network for funders and investors in London's civil society) agreed to act as Company Secretary to LET and supported the new charity to ensure it had appropriate governance, systems and processes in place as a dormant organisation (or, if possible, registered though inactive) until needed when it could be activated quickly to respond to an emergency, whether terrorist attacks or natural disaster on a widespread basis.
- 3.6 It was agreed that in order for a 'dormant' LET to first become active the Mayor of London would make a statement that there had been such an incident or emergency, and that a charitable appeals fund has been set up, independent of the Mayor, to raise and distribute money to those affected. This happened following the Westminster Bridge attack.
- 3.7 The area of benefit for the Trust was to include the geographic area of Greater London but with flexibility so that it is possible to respond to an incident affecting London and Londoners (as well as people from elsewhere), for example at an airport in the south east of England that is *not* in the administrative area of the 32 London Boroughs and the City of London. In the event of incidents in London and elsewhere in England, LET was to have flexibility of action so that it can respond outside its core area of benefit, for example by collecting funds and distributing them directly to those affected or through other organisations to achieve its objects.

#### Activities in 2017

- 3.8 Since March 2017, LET has been working with the <u>British Red Cross</u> (BRC) and other funders/fundraisers to distribute charitable donations by the public to the bereaved and injured who were caught up in the terror attacks at: <u>Westminster</u>; <u>London Bridge/Borough Market</u>; <u>Finsbury Park</u>; and <u>Parsons Green</u>. Across these four sites LET, by the year end, had distributed £1.83m in respect of 76 victims. LET is also working with colleagues at the We Love Manchester Emergency Fund and helped with advice on setting up that fund after the Manchester Arena attack in May 2017.
- 3.9 Donations following the Westminster attack came from mainly private sources after the BRC launched an appeal. Following the London Bridge/Borough Market attack (which was the third incident, after Manchester) BRC launched the UK Solidarity Fund as the fundraising platform for London Bridge and future terrorist related incidents, so the response to such attacks is now an automatic one not needing the Mayor to declare an incident. The decision as to whether to become involved following an incident is made by LET trustees in conjunction with the BRC.
- 3.10 LET is also the main distributor of public donations to the *bereaved and injured* of the <u>Grenfell Tower fire</u>, working alongside those charities distributing funds to survivors (further details below).
- 3.11 LET's staff team possess the skills of the professional business of grant-making and making sure any donations are properly spent and accounted for. LET also relies on significant pro bono support for example, some staff from other charities have been seconded in to assist; office space and legal services have been donated free of charge. LET has also secured an agreement with a specialist law firm to provide pro bono assistance to families where receipt of grant funding first requires the establishment of a legal trust (e.g. where the grantee is a minor).

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### LET's fundraising policy

3.12 100% of the donated funds raised for each incident are distributed to the bereaved next of kin and injured. None of the funds passed to LET for its grant making to individuals are used to cover its operating costs. Instead, operating costs are raised by fundraising – in the main from charitable trust and foundations. It has been a challenge to secure sufficient operating resources, despite the in-kind support LET has received, but grants from several trusts and foundations have ensured LET is able to continue its work into 2018. The Trust is currently in discussion with a number of funders about further core support for 2018 and 2019.

## LET's approach to the distribution of public donations

- 3.13 LET's overall approach to grant making is informed by the work of the LBRCF, but it retains flexibility to allow it to respond to changing circumstances. Trustees exercise their discretion to vary approaches in the interests of fairness. Each individual funding application is considered in its own right, and applications may require a thorough casework approach and joint working with other agencies to establish veracity. Substantial measures are in place to support speedy, robust decision making and to guard against fraud.
- LET is given funds by organisations which have either raised money through public appeals or wish to contribute to disaster relief by way of a charitable donation or gift. The Trust works with donors to agree who should benefit from funds, but mainly focuses on bereavement and injury since this is where our specialism and experience lies. LET staff work closely with the police and (at Grenfell Tower) social workers who are the main contact point with families and assist us in building up reliable family details. At Grenfell, LET has collaborated with other funders and distributors to make sure that as far as possible all needs are being recognised, with the result that there is some 'balance' in grant funding between those bereaved and injured on the one hand, and those who survived and lost everything on the other.
- In cases of bereavement, LET trustees decided that they wished to be guided in the first instance by English Law intestacy rules (The Intestacy Act 1925) as a means of working out who in a family should be the *recipient* of funds. This is generally either a surviving spouse, children, parents or sibling(s). Trustees exercise their discretion to depart from these otherwise strict rules if there are special circumstances and where an alternative approach is likely to produce a more equitable distribution of grant funding. In some cases, families themselves request that LET pay out funds in another way, and usually LET is happy to do that where it is confident of agreement between family members. In cases of family dispute, LET works closely with the police, social workers, charities supporting families, and law firms. Despite being as flexible and careful as possible, it is inevitable that in some cases there are family members who feel they should have received more, or who are concerned that another relative (and not them) received an award.
- 3.16 Relief funds distributing charitable gifts can never be sure exactly how much money they will have and LET Trustees exercise great care not to over-commit the funds they have available at any given time and to act prudently in accordance with the demands of charity law. As a consequence, it is not possible for LET to know or to communicate to beneficiaries early on details about the final amount of money they should *expect* to receive. Further complicating this is where there is also uncertainty about the number of casualties (fatalities and those hospitalised). This is clearly not ideal for beneficiaries, but there appears to be no alternative in these circumstances.
- 3.17 To accommodate this, like the LBRCF before it, LET endeavours to make the quickest possible 'initial' payment then, as more donations become available, it is able to make further 'top up' payments. Details of these 'top up' payments are then communicated to grantees by those working most closely with them often police family liaison officers and sometimes social workers, and/or directly by LET. In 2017, 'top up' payments were announced and then paid out virtually every month from August onwards.

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

- 3.18 Initial payments are agreed with trustees and funders, and set at relatively low levels (whilst the wider funding 'envelope' remains uncertain). They are designed to allow for quick payments to reach people when the need for funds is great. They are not means tested, but follow simple criteria. The Trust's approach in 2017 has been to make payments in three sets of circumstances: for those bereaved; for those hospitalised for one week or more; for those hospitalised for more than six hours (but less than one week). In each case, documentary proof of eligibility is sought and LET assists applicants with this process for example, by pursuing hospital admission/discharge data with applicant consent.
- 3.19 From May 2017, the *initial* amounts paid out at incidents were: £20,000 per fatality; £10,000 to those hospitalised for one week or more; £3,500 for those hospitalised for six hours or more. Before then, following the Westminster attack, initial payments were slightly lower but quickly reached the above levels. Subsequent 'top up' payments were based on what funds were raised and passed to the LET for distribution.
- 3.20 Over the course of the year payments reached the following levels:
  - Per fatality £100,000 at Grenfell (£75,000 at each of the four terror incidents)
  - For those hospitalised for one week or more £30,000 at Grenfell, (£40,000 at each of the four terror incidents)
  - For those hospitalised for between six hours and three days £3,500

A further category was added to reflect LET's growing understanding of the challenges facing those who were injured and discharged from hospital within a week, but who nevertheless sustained significant injuries, such as stab wounds, during the terrorist incidents.

- For those hospitalised for between four and seven days £10,000
- 3.21 LET has done what it can to try to achieve parity of grant payment levels across all sites, but this has been a challenge because the funds raised for Grenfell and the various terror incidents vary. Outside of London the funds raised/grant payments made in respect of victims of the Manchester Arena attack are significantly higher.
- 3.22 In recognition of the issues families may encounter in receiving and then managing grant income, LET along with other funders and distributors at Grenfell sought to impress upon Ministers and officials from the Ministry of Housing, Communities and Local Government and the Department for Digital, Culture, Media & Sport (DCMS) the need for trusted independent financial advice to be available to grantees, should they wish it. It is gratifying that Citizens Advice Kensington & Chelsea has been funded by DCMS to provide such a service to all those who benefited from charitable grants.

#### Grenfell Tower

- 3.23 LET's role at Grenfell has been to get money to those who lost loved ones and to those who were hospitalised as a result of the fire.
- 3.24 The Trust has been distributing funds raised by BRC and other funders, including the Kensington and Chelsea Foundation (using funds raised by its supporters), London Community Foundation (distributing funds raised through the Evening Standard's Dispossessed Fund) a little more than £8m in total. It works day to day with the Metropolitan Police Service, social workers from the Royal Borough of Kensington and Chelsea (RBKC), and a mix of local organisations supporting Grenfell residents.

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### Grenfell Tower (continued)

- 3.25 Other charitable organisations such as the Rugby Portobello Trust (RPT), distributing funds coming largely from the other major fundraising bodies - have been making grants directly to survivor 'households'. LET and RPT have worked closely together. Information about all of the charities that are providing funds to survivors and the bereaved is compiled by the <u>Charity Commission for England and Wales (CCEW)</u>, which has been publishing a regular update.
- 3.26 Over 2017, questions have been raised about what was reported in the media as the apparent slow pace of distribution, and criticisms have been made about the way significant amounts of money appear to be have been 'held back' and not distributed. These questions are at the heart of the challenges LET has faced in 2017, and we address them in two ways.
- 3.27 First, it is important to understand that the LET's role is different to that of passing funds to survivors. Because the LET's focus is the bereaved and the injured, it has to work at the pace determined by the families, the police, and the availability of information about fatalities and hospital records. This is similar to the way in which the LBRCF worked in 2005 and reflects the lessons learned then. Despite these challenges, the LET was still able to begin making payments to bereaved families within three weeks of the fire, and by eight weeks had made £1.3m worth of awards in 84 cases.
- 3.28 One particular difficulty that the LET has encountered which has delayed some payments has been access to hospital admission/discharge data for those hospitalised following the fire. Despite many efforts on the part of the LET staff and others, there has been little consistency of approach between and within NHS trusts, leading to applicants becoming frustrated at the pace of the LET being able to verify short hospital stays. We are working with UK government departments on ways of improving access to personal data in future, for the purpose of charitable payments
- 3.29 Second, uncertainty about the number of fatalities at Grenfell generated practical challenges about the distribution of public donations. On the basis of initial estimates, LET determined that it had to be prepared to grant fund in respect of up to 100 deaths and held funds accordingly, so that it was always in a position to pay all bereaved families the same amount. This is a relatively complex financial management challenge, and certainly difficult to communicate in a pithy way. When the fatality figure was confirmed as 71, at the end of 2017, those uncommitted funds (around £2m) were distributed evenly amongst those 71 families.
- 3.30 At Grenfell, LET received 141 applications between June and December 2017. By the end of the year LET had made 123 grants worth almost £7m to the families of those who were killed and to those injured. Staff members were working on a small number of remaining fatality cases, involving several families. They are complex, and in these cases, LET is assisting families to set up legal trusts to receive funds (with pro bono legal help).
- 3.31 Eleven applications were rejected as falling outside criteria. Each of these was for short term hospital stays, but we were unable to find evidence of admission / treatment.
- In September 2017, LET agreed with its funding partners to use some of the funds passed to it for the benefit of 'survivor households'. These households already received charitable payments from multiple sources but the LET board wished to offer further support to those displaced, traumatised and who for whatever reason may well have been hospitalised under normal circumstances. Trustees recognised that Grenfell residents may not have sought hospital treatment, choosing to remain on the scene, supporting others or searching for loved ones. Working through RPT and pooling funds with separate allocations by the Kensington and Chelsea Foundation, LET made payments of £5,000 to 140 Grenfell Tower households, and £3,000 to 25 Grenfell Walk households (a total of £773,000). By the end of 2017 it was estimated that, from *all* charitable sources, Tower households had received around £80,000 in grants, and Walk households £30,000.

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### Westminster Bridge

3.33 By the end of the year, LET had distributed £647,500 to those bereaved and hospitalised following the Westminster Bridge attack on 22<sup>nd</sup> March 2017. Payments were made to the families of the five people who died as a result of the attack, and to 16 who were hospitalised.

#### London Bridge / Borough Market

3.34 By the end of the year, LET had distributed £964,000 to those bereaved and hospitalised following the attacks at London Bridge and Borough Market on 3<sup>rd</sup> June 2017. Payments were made to the families of the eight people who died as a result of the attacks, and the 24 people who were hospitalised. LET continues to deal with further cases, mainly relating to hospital stays.

#### **Finsbury Park**

3.35 LET distributed £154,500 to those bereaved and hospitalised as a result of the attack at Finsbury Park on 19<sup>th</sup> June 2017. Grants were made to the family of the one person who died as a result of the attack, and to 10 people hospitalised.

#### Parsons Green

3.36 In 2017, LET distributed £68,500 to 12 people who were hospitalised as a result of the attack at Parsons Green Underground Station on 15<sup>th</sup> September 2017.

#### Trustees

3.36 Gerald Oppenheim OBE (Chair)
Robin Allen QC
David Farnsworth (resigned 31st December 2017)
Bharat Mehta CBE
Geeta Nargund (appointed 21st July 2017)
Carole Souter CBE
Thelma Stober LLM, Cedr

Clare Thomas MBE

## Observers

3.37 Mark Astarita OBE, Zoe Abrams – British Red Cross James Maloney – Farrer and Co. LLP Emma Strain – Great London Authority David Warner / James Banks – London Funders Matthew Patten – Mayor's Fund for London

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### **Staff List**

3.38 Director (from June 2017) - Robert Bell (freelance to September 2017, thereafter on secondment from London Funders)

Head of Operations and Casework (from July 2017) - Angela Monaghan (freelance to September 2017, thereafter on secondment from London Funders)

Head of Operations (March 2017 – July 2017) - Stewart Goshawk (on secondment from Wembley Stadium National Trust)

Communications - Arman Alan Ali (freelance)

Caseworkers -

Julia Mirkin (seconded from City Bridge Trust, June -October 2017));

Amelia Ehren (seconded from City Bridge Trust, July - September 2017)

Administrator - Nicki Smith (seconded from London Funders, October 2017 - January 2018)

#### Acknowledgements

3.39 During 2017 LET relied heavily on the kindness, goodwill and generosity of a number of organisations and individuals, including:

Anne-Marie Piper, Farrer & Co LLP

Arten Llazari

Ascot Racecourse Ltd

**British Red Cross** 

City of London Corporation

Corona Corporate Solutions (formerly Copylogic)

Cripplegate Foundation

Clement James Centre

David Warner, formerly of London Funders

Emma Strain, Greater London Authority

Geraldine Tovey

Goldman Sachs Gives

Goldsmiths Charitable Trust

Grenfell Muslim Response Unit

Guy's & St Thomas' Charitable Trust

Ian Richardson, Jumeirah Lowndes Hotel

Kensington and Chelsea Foundation

London Community Foundation

James Banks, London Funders

Metropolitan Police Service

Morris Charitable Trust

Muslims United for London

Oasis School of Human Relations, Boston Spa

Paul Hamlyn Foundation

Rugby Portobello Trust

Salesforce

Southwark Council

Susie Dye, Trust for London

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### Acknowledgements (continued)

Thomas Mundy, Wrigleys Solicitors LLP Trust for London Victim Support Wembley National Stadium Trust Westminster City Council Westway Trust Zrinka Bralo, Migrants Organise

3.40 Trustees and staff wish to express their particular gratitude to the following organisations, for significant support in kind, without which LET would simply not have been able to achieve what it did in 2017.

CAN (Community Action Network)
City Bridge Trust
Farrer & Co LLP
Wrigleys Solicitors LLP

#### 4 Financial review

The London Emergencies Trust received donations of income from a range of sources and distributed these as grants to those bereaved and hospitalised in the various terrorist incidents that occurred in London during 2017, together with those similarly affected by the Grenfell Tower fire. The total income received during the year was £10,465,878 of which £10,177,223 was for grants distribution, £226,698 for operational expenditure and £61,957 donations in kind. The principal source of income was through the overwhelming public response to the several appeals launched and managed by the British Red Cross (BRC) in response to the various tragedies, most notably their UK Solidarity Fund and the London Fire Relief Fund. These funds are granted by BRC to LET under a memorandum of understanding, which states that LET will be the principal distributor of funds collected by BRC for these purposes. Funds have also been received from a number of charitable trusts and foundations, together with small donations from individuals.

Total expenditure for the year was £9,755,003 (£9,586,500 on grants; £106,546 on operational costs; and donations in kind of £61,957). After the year end, the trustees both continued to receive new applications from potential beneficiaries and agreed further general distributions of awards. By mid-March 2018, these had totalled some £1m, offset only in part by the receipt of additional funds from BRC. The trustees continue to review the funds available to them for distribution, with the aim of getting these out to the beneficiaries in as efficient and equitable manner as possible.

### 5 Staffing and remuneration

LET employs no staff directly. The small core team are employed on the payroll of London Funders (LET's company secretary) and seconded to LET. London Funders manages all payroll issues and invoices LET monthly for these costs. In addition, further staffing capacity was increased temporarily in 2017 through individuals seconded from other organisations (City Bridge Trust and Wembley Stadium National Trust), and through the use of freelancers and temporary staff employed by an external agency. Similarly, for 2017, LET's accommodation was provided pro-bono by City Bridge Trust and the Community Action Network (the latter under a formal occupancy agreement).

In 2017, remuneration levels for staff have been determined by trustees, taking in to account both the typical pay levels of comparable roles in the voluntary sector and the need to attract and retain the services of skilled, experienced staff in emergency situations. In the event that trustees decide not to make LET dormant in 2018, a formal remuneration policy will be agreed by trustees.

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

# 6 Risk management - principal risks and uncertainties

Prior to LET operations commencing in March 2017, trustees agreed a 'start up' risk register that identified principal risks and steps to mitigate those risks. Since then, the register has evolved in line with the rapid growth in activities across five emergencies. The main risks identified relate to: governance; operations; financial management; external events; compliance with law and regulations. Risks and their amelioration are regularly discussed at board meetings, and trustees are satisfied that all the major risks to the work and reputation of the organisation have been identified and appropriate measures put in place to ameliorate these risks. A more comprehensive risk register, reflecting the experience of the last six months, has been produced and will be included in each set of board papers trustees receive, for ongoing scrutiny and assistance.

#### 7 Reserves policy

LET, like its predecessor the London Bombings Relief Charitable Fund (LBRCF) in 2005, was set up with the express intention that it be a time limited response to the extreme and special circumstances of 2017. LBRCF wound up its grant-making activities approximately 18 months after beginning its work, having distributed £12m of donations to those bereaved and injured by the 7/7 bombings. At the time of writing it is envisaged that LET will become dormant in a similar time frame, barring further emergencies, and as a result trustees have not prioritised the maintenance of reserves beyond those sums necessary to fulfil outstanding commercial, legal and compliance obligations into the financial year 2018. In addition, it is the trustees' intention to ensure that the charity, when 'dormant', has sufficient funds in its bank account to allow it to resume work quickly, should it be called to do so. Financial management measures are in place to ensure that the charity's obligations are not overextended. For example, external contracts are all for fixed periods and seconded staff are on fixed term contracts with London Funders. If trustees decide that LET is to continue to operate for longer than the 18 months of its predecessor organisation, a policy for having a minimal level of reserves will be put in place commensurate with LET's longer term existence and activities.

#### 8 Management

LET is managed by a Director, who reports directly to the board of trustees. The Director is line manager to the staff team, and accountable for the day to day operations of the charity. The Chair of the board of trustees and the Director meet regularly to review the performance of the charity and to set key objectives. The Director approves all grants and other operational payments, but each payment is then reviewed and agreed by trustees in a multi-step process designed to support accountability, good financial management and guard against errors.

### 9 Future plans

It is the intention of LET to continue to operate into 2018, for a limited period and depending of the availability of core funding. LET is currently dealing with what are expected to be the final grant applications in respect of Grenfell Tower, and over the next few months will conclude all but the most complex casework. During Spring of 2018, LET will continue to refine and codify its approaches so that if the charity is no longer needed to be operational, it can be made dormant, in the knowledge that it has all the systems, processes and funding in place to be re-activated in the event of a future serious incident. As we do this, we will be ready to deal with other incidents should that be necessary. Staff and trustees will continue to contribute to the various Humanitarian Assistance Groups which LET is involved in, and work closely with BRC and Mayor's Office in identifying systemic improvements in disaster relief responses.

To this end, LET will commission a review/evaluation of its own work during 2017, and play an active role in the various other reviews currently planned or underway, including those initiated by central government departments.

More generally, trustees are keen to ensure that a time sustained heightened security concerns, the skills, experience and relationship capital LET has developed since March (and before as LBRCF) are protected and available promptly should the need arise in future. To this end, LET is in discussions with BRC and others about the best way to achieve this.

#### TRUSTEES REPORT (Continued)

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### 10 Statement of trustees' responsibilities

The trustees are responsible for preparing the Trustees Report and the financial statements. The trustees have chosen to prepare accounts for the charity in accordance with United Kingdom Generally Accepted Accounting Practice (UK GAAP). Company law requires the trustees to prepare such financial statements each financial year which give a true and fair state of affairs of the charity and of the result for that period and comply with UK GAAP and the Companies Act 2006. In preparing these financial statements, the trustees are required to:

- Select suitable accounting policies and apply them consistently
- Observe the methods and principles of the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable accounting standards have been followed
- 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 which disclose with reasonable accuracy at any time the financial position of the charity, for safeguarding the assets, for taking reasonable steps for the prevention and detection of fraud and other irregularities and for the preparation of a Trustees Report which comply with the requirements of the Companies Act 2006.

Signed on behalf of the Board of trustees of the London Emergencies Trust

Gerald Oppenheim Chairman of the Board

Gears Opperhein

25th May 2018

Opinion

We have audited the financial statements of The London Emergencies Trust for the year ended 31 December 2017 which comprise the Statement of Financial Activities, the 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 31 December 2017 and of the charitable company's net movement in funds, including the income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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.

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 charity 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.

Responsibilities of trustees for the financial statements

As explained more fully in the trustees' responsibilities statement set out on page 12, 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <a href="https://www.frc.org.uk/auditorsresponsibilities">www.frc.org.uk/auditorsresponsibilities</a>. This description forms part of our auditor's report.

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE LONDON EMERGENCIES TRUST (Continued)

#### 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.

#### Other information

The trustees are responsible for the other information. The other information comprises the information included in the Trustees 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.

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 Report (which incorporates the Directors' Report) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees Report (which incorporates the Directors' 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 group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Report (which incorporates the Directors' 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 by the charitable company; or
- the charitable company financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit
- 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' report and from the requirement to prepare a strategic report.

David Sewell (Senior Statutory Auditor)

fait Levell

For and on behalf of haysmacintyre, Statutory Auditors

10 Queen Street Place London

EC4R 1AG

Dated: 25 May 2018

# STATEMENT OF FINANCIAL ACTIVITES

# FOR THE YEAR ENDED 31 DECEMBER 2017

			2017 £		2016 £
	Note				
INCOME & ENDOWMENTS FROM:					
		Unrestricted	Restricted	Total	
Donations and legacies					
Operational income	4	75,000	151,698	226,698	-
For distribution in grants	4	-	10,177,223	10,177,223	-
Donations in kind	5	-	61,957	61,957	-
Total Income		75,000	10,390,878	10,465,878	-
EXPENDITURE					
Charitable Activities	6	(35,250)	(9,719,753)	(9,755,003)	*
Total Expenditure		(35,250)	(9,719,753)	(9,755,003)	
Net Movement in Funds		39,750	671,125	710,875	
Fund balances brought forward		-	-		-
Fund balances carried forward		39,750	671,125	710,875	-

The accompanying notes on pages 19-24 form part of these financial statements

### FOR THE YEAR ENDED 31 DECEMBER 2017

	Note	2017 2016
ASSETS Current Assets Debtors - accrued income Cash on deposit	8	25,000 - 1,575,318 - 1,600,318 -
CURRENT LIABILITIES Creditors (Amounts falling due within one year)	9	(889,443)
		710,875
RESERVES Unrestricted funds Restricted funds	11	39,750 671,125
TOTAL FUNDS		710,875

The financial statements have been prepared in accordance with the provisions applicable to the small companies regime and in accordance with the provisions of FRS102 – Section 1A.

Signed on behalf of the Board of trustees of the London Emergencies Trust and authorised for issue by

Gerald Oppenheim

Director and Chairman of the Board

Grawopperhein

25th May 2018

The accompanying notes on pages 19-24 form part of these financial statements

# CASH FLOW STATEMENT 2017

# FOR THE YEAR ENDED 31 DECEMBER 2017

	2017 £	2016 £
Cash flows from operating activities	1,575,318	-
Cash flows from investing activities Dividends and interest		-
Net cash provided by/(used in) investing activities		
Change in cash and cash equivalents in the reporting period  Cash and cash equivalents at the beginning of the reporting period	1,575,318	-
Cash and cash equivalents at the end of the reporting period	1,575,318	-
NOTES TO THE CASH FLOW STATEMENT	2017 £	2016 £
Reconciliation of Net Income to Net Cash Flow from Operating Activities Net income for the reporting period (Increase) in debtors (Increase) in creditors	710,875 (25,000) 889,443	- - -
Net cash provided by operating activities	1,575,318	-
Analysis of Cash and Cash Equivalents	2017 £	2016 £
Cash at bank and in hand	1,575,318	-
	1,575,318	

#### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 DECEMBER 2017

#### 1. Accounting policies

#### i. 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 section 1A of the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

#### ii. Preparation of accounts on a going concern basis

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

#### iii. 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.

### iv. Basic Financial Instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

#### v. Income recognition

All income is recognised once the charity has entitlement to income, it is probable that income will be received and the amount of income receivable can be measured reliably.

#### vi. 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.

#### vii. 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.

#### viii. Funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity. Designated funds are unrestricted funds earmarked by the trustees for particular purposes. Restricted funds are those funds which are to be used in accordance with specific instructions imposed by the donor or trust deed.

#### 2. Taxation

The London Emergencies Trust is a registered charity and is thus exempt from taxation of its income and gains falling within Section 505 of the Income and Corporation Taxes Act 1988 or Section 256 of the Taxable Chargeable Gains Act 1992 to the extent that they are applied to its charitable objectives. No tax charge has arisen in the year.

## 3. Company limited by Guarantee

LET is a company limited by guarantee, each of the eight members being liable for a maximum sum of £1 in the event of the company winding up.

# NOTES TO THE FINANCIAL STATEMENTS (Continued)

# FOR THE YEAR ENDED 31 DECEMBER 2017

# 4. Incoming Resources

LET receives income for both its operational costs and for distribution in grants to those bereaved and hospitalised as a result of both the several terrorist attacks on London during 2017 and from the Grenfell Tower fire. Income received during 2017 is as below:

	Unrestricted	Restricted	Total
For grant distribution			
Westminster	-	671,448	671,448
London Bridge / Borough Market	-	1,171,510	1,171,510
Finsbury Park	-	187,500	187,500
Parsons Green	_	110,000	110,000
Grenfell Tower	-	8,036,755	8,036,755
Sub-Total	-	10,177,223	10,177,223
Operational costs	75,000	151,698	226,698
Donations in kind	-	61,957	61,957
า	Total 75,000	10,390,878	10,465,878

# Grant Distribution - all income is restricted

For distribution to the victims of the Westminster Bridge attack	
City Bridge Trust	50,000
Muslims United for London	28,403
Guy's & St Thomas's CT	12,500
British Red Cross	140,000
British Red Cross UK Solidarity Fund	430,500
Trust for London	10,000
Misc donations	45
Sub Total	671,448
For distribution to the victims of the London Bridge / Borough Market attack	
Guy's & St Thomas's CT	12,500
British Red Cross	479,000
British Red Cross UK Solidarity Fund	680,000
Misc donation	10
Sub Total	1,171,510

# NOTES TO THE FINANCIAL STATEMENTS (Continued)

# FOR THE YEAR ENDED 31 DECEMBER 2017

For distribution to the victims of the			
Finsbury Park attack British Red Cross	105 000		
Morris CT	105,000		
	5,000		
Cripplegate Foundation	10,000		
British Red Cross UK Solidarity Fund	67,500		
Misc donation			
Sub Total	187,510		
For distribution to the victims of the Parsons Green attack			
British Red Cross UK Solidarity Fund	110,000		
Sub Total	110,000		
Grenfell Tower			
London Community Foundation	1,200,000		
British Red Cross	5,600,000		
Saffrey Champness	5,000		
Goldsmiths CT	10,000		
Ascot Racecourse Ltd	19,435		
Kensington & Chelsea Foundation	1,200,000		
YOU Magazine	1,295		
Misc donations	1,025		
Sub Total	8,036,755		
Total income for grants distribution	10,177,223		
Operational costs			
	Unrestricted	Restricted	
City Bridge Trust	75,000	-	
British Red Cross	-	35,000	
Paul Hamlyn Foundation	-	20,000	
Goldman Sachs Gives	-	76,648	
Trust for London	_	20,000	
Misc donation	-	50	
Total	75,000	151,698	

# NOTES TO THE FINANCIAL STATEMENTS (Continued)

# FOR THE YEAR ENDED 31 DECEMBER 2017

#### 5. Donations in kind

During the year, LET received pro-bono support from a number of sources towards the operational costs of the charity. These have been valued as follows:

	£
Staffing - City Bridge Trust / Wembley	30,600
Legal - Farrer & Co	6,407
Legal – Wrigleys	3,500
Office space – City Bridge Trust	600
Office space – CAN	11,750
Equipment – Corona Corporate Solutions	600
Salesforce	7,500
London Funders	1,000
Total	61,957

# 6. Resources expended – charitable activities

During the year, LET expended resources on the operational day-to-day running of the charity and on distributing grants to the bereaved and hospitalised from both the various terror attacks in London during 2017 and from the Grenfell Tower fire. No funds were expended in 2016. During 2017, income was expended as follows:

	Expenditure
	£
Grants Expenditure	
Westminster	647,500
London Bridge / Borough	964,000
Finsbury Park	154,500
Parsons Green	68,500
Grenfell Tower	7,752,000
Sub-Total	9,586,500
Operational Expenditure	106,546
Donations in kind	61,957
Total	9,755,003

# NOTES TO THE FINANCIAL STATEMENTS (Continued)

# FOR THE YEAR ENDED 31 DECEMBER 2017

	Operational Expenditure			
		Unrestricted	Restricted	Total
	Travel	-	158	158
	Staff costs	30,000	46,541	76,541
	Press & PR	-	6,400	6,400
	Equipment	-	240	240
	IT	5,250	1,952	7,202
	Phone	-	407	407
	Print, copy, design	-	847	847
	Staff support	=	619	619
	Insurance	<b>5</b>	150	150
	Legal	-	906	906
	Bank charges	-	2,276	2,276
	Audit	-	10,800	10,800
	Total operational expenditure	35,250	71,296	106,546
				====
7.	Debtors			
			202 IV 12	
		2017	2016	
		£	£	
	Operational grant from City Bridge Trust	25,000	-	
		25,000	-	
8.	Creditors			
0.	Cicultors			
		2017	2016	
	Amounts due within one year:	£	£	
	Audit fee	10,800	-	
	Grants to individuals	878,643	<u>-</u>	
		889,443	_	
		=====	<u>-</u>	
Warner 77				
9.	Net assets between funds			
			Net current	
			assets	
	Unrestricted funds		39,750	
	Restricted funds		671,125	
	Total		710,875	
			-	

# NOTES TO THE FINANCIAL STATEMENTS (Continued)

# FOR THE YEAR ENDED 31 DECEMBER 2017

#### 10. Staff costs

Staffing costs for LET (£76,541) were all covered by income raised, principally, from trusts and foundations specifically for operational costs. No funds donated by the public were used to cover any of this expenditure. The sum of £76,541 includes salary, NI and pension costs incurred in the employment of three members of staff. These individuals were formally employed by London Funders and seconded to LET. London Funders billed LET the full cost of a monthly basis. Other staff members were seconded from City Bridge Trust / Wembley National Stadium Trust, at a value of £30,600.

11. Related party transactions

David Farnsworth was a trustee of LET until 31st December 2017. He is chair of London Funders, which provided company secretarial and covered the costs of associated banking and other services at a donated cost of £1,000, and he is also Chief Grants Officer of City Bridge Trust which supported LET with operating costs (£75,000), funds for distribution to those affected by the Westminster Bridge attack (£50,000), the secondment of staff (£30,600) and two months free office accommodation and IT support for LET staff (£600). Geeta Nargund is a trustee of LET is also a trustee of the British Red Cross, which provided grant income for distribution (£7,612,000) and support for operating costs (£35,000). Bharat Mehta is Chief Executive of Trust for London which provided both core funding for LET operating costs (£20,000) and funds for distribution to the victims of the Westminster Bridge attack (£10.000).

#### 12. Trustees remuneration and expenses

No trustee received any remuneration or claimed any expenses for their services on the board of LET.

#### 13. Analysis of funds

	Opening £	Income £	Expenditure £	Balance £
General funds Restricted funds	-	75,000	35,250	39,750
1. Westminster	-	675,538	651,590	23,948
2. London Bridge / Borough Market	-	1,178,635	971,125	207,510
3. Finsbury Park		188,625	155,615	33,010
4. Parsons Green	-	110,681	69,181	41,500
5. Grenfell Tower	-	8,085,701	7,800,946	284,755
6. Operational costs	, <b>.</b>	151,698	71,296	80,402
Total	-	10,465,878	9,755,003	710,875

#### Purpose of funds

- 1. For grants to the victims of the Westminster Bridge attack
- 2. For grants to the victims of the London Bridge/ Borough Market attack
- 3. For grants to the victims of the Finsbury Park attack
- 4. For grants to the victims of the Parsons Green attack
- 5. For grants to the victims of the Grenfell Tower fire
- 6. For the operational costs of running LET