Turning Tides Homelessness

England & Wales · Charity number 1027832

Details

Other names	WORTHING CHURCHES HOMELESS PROJECTS, WCHP
Status	Registered
Legal form	Charitable company
Company number	02708334
Registered	1993-10-29
Register	View on the Charity Commission register

Contact

Address	Turning Tides Town Hall Chapel Road Worthing West Sussex BN11 1HA
Phone	01903680740
Email	info@turning-tides.org.uk
Website	http://www.turning-tides.org.uk/

Activities

Objects: RELIEF OF POVERTY BY THE PROVISION OF EMERGENCY AND OTHER ACCOMMODATION, ADVICE AND ASSISTANCE FOR PERSONS WHO ARE DEEMED HOMELESS AND/OR IN NEED OF SUCH ACCOMMODATION, ADVICE OR ASSISTANCE

Activities: Relief of poverty by the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and/or in need of such accommodation, advice or assistance.

Classification

- **How:** Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** People With Disabilities, Other Defined Groups

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Geography

- **Area of benefit:** NOT DEFINED, IN PRACTICE WORTHING
- West Sussex

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,717,922	£7,358,224	£7,177,470	166
2024-03-31	£7,125,187	£7,032,337	£6,817,772	166
2023-03-31	£5,968,539	£6,082,906	£6,724,922	157
2022-03-31	£5,632,854	£5,670,847	£6,839,289	155
2021-03-31	£6,050,255	£4,844,570	£6,877,282	134

Trustees

Name	Role	Appointed
Bill Jones		2020-09-28
DUNCAN ANDERSON		2018-09-24
Daniel Keech		2024-02-19
Jonathan Rosser		2024-05-13
Judith Parton		2025-09-15
Martin Quinn		2018-09-24
Neil Ranger		2025-05-12
Nicholas Beverley-Hedger		2023-09-25
Samantha James		2025-05-12
Victoria Kavan		2025-02-17

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Turning Tides Homelessness

England & Wales - Charity number 1027832

Accounts

TURNINGTIDES
ENDING LOCAL HOMELESSNESS

TURNING TIDES HOMELESSNESS

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

Charitable Housing Trust

A Company Limited by Guarantee

Registered as Turning Tides Homelessness

Charity Number: 1027832

Company Limited by Guarantee: 2708334

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Reference and administrative details of the Charity, its Trustees and Advisors

Trustees	Martin Quinn (Chair) Nicholas Beverley-Hedger (Chair Finance and Audit Committee) Duncan Anderson Timothy Cooper (Resigned 30 August 2024) Peter Holloway (Appointed 12 May 2025) Samantha James (Appointed 12 May 2025) Bill Jones Victoria Kavan (Appointed 17 February 2025) Daniel Keech Richenda Kullar (Resigned 12 May 2025) Jane Lodge (Resigned 22 July 2024) Ian Mintram (Resigned 12 May 2025) Neil Ranger (Appointed 12 May 2025) Jonathan Rosser (Appointed 13 May 2024) Marianne Wright (Resigned 19 December 2024)
Company Registered number	2708334
Charity Registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company Secretary	Richenda Kullar (Resigned 12 May 2025)
Chief Executive Officer	John Holmström
Independent Auditors	Lewis Brownlee (Chichester) Limited Appledram Barns Birdham Road Chichester West Sussex PO20 7EQ
Bankers	HSBC Goring Road Worthing West Sussex BN12 4AW

Chair's Statement

This year Turning Tides helped another record number of people to step out of the margins of society and begin to find a pathway out of homelessness – in total 1,065. We have seen people from all walks of life, many of them newly homeless due to the cost-of-living crisis and struggling to process what has happened. Nevertheless, alongside the trauma and hardships we are also humbled and privileged to see the transformations people make when they are given the right support, in the right way, at the right time. This profoundly individual, sensitive, and holistic approach underpins all our work.

A current and major challenge is the increasing complexity of clients with whom we work. This is often associated with the increasing impact of substance use and connected poor mental health. Our prompt and thorough response to this issue is a fine example of the commitment shown by our Team. We are extremely grateful to all of our dedicated staff.

We are delighted to have been shortlisted for the Charity Awards 2025. The Organisation has been shortlisted in the 'Social care, advice & support' category for its Housing First model; which aims to provide clients with a stable home first, alongside person-centred, holistic support with no specified end point.

We were also proud when our Chief Executive, John Holmström, was awarded the High Sheriff of West Sussex's Award for Turning Tides' valuable services to the community.

We are pleased to have covered our costs this year. With a rising need for our services in the communities we serve and uncertainty over future funding, financial challenges are ever present.

If you have supported Turning Tides during the last year – in any way, it might be through donating your time as a volunteer or donating goods or money – we are extremely grateful and would like to thank each of you. Your generosity helps people to find lasting pathways out of the desperation of homelessness. Your support continues to be vital.

Finally, huge thanks and best wishes go to Ian Mintram, who recently stood down as Chair of Trustees after eight outstanding years in the role.

Martin Quinn
Chair of Trustees
July 2025

The Trustees present their annual report together with the audited financial statements for the year 1 April 2024 to 31 March 2025. The Trustees confirm the Annual Report and financial statements of the Charity comply with current statutory requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019). The Charity is considered to be a Charitable Housing Trust as defined by the Housing Association Act 1985.

Since the Charity does not qualify for the small companies' regime, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is included.

About Turning Tides

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services to meet the diverse needs of those who have nowhere to call home.

Approach of Turning Tides

Fundamental to the Charity's approach is understanding every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to produce a safe, positive relationship and environment so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to client need.

Taking a strengths-based and systems approach, Turning Tides also seeks to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers faced by clients are systemic. The Charity listens to their experience and works with colleagues in other related systems such as housing, health, social care, substance use and criminal justice to create a "coalition of the willing" to end local homelessness.

Charitable Objects

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, are to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

Our Vision, Mission and Ambitions

Our Vision

Ending local homelessness in the areas in which Turning Tides operate.

Our Mission

We are a community-led Charity which puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for people experiencing homelessness
- A place of safety, respect and trust
- Kind, generous and warm hearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience.

Our Ambitions

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving charity where people enjoy working and feel empowered to create a bright future for themselves and others.

Services of Turning Tides

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District, Mid Sussex and Crawley.

1065 individual clients accessed the Charity's services in 2024/2025, 409 of which were new clients.

As at the end of March 2025 the Charity had 171 paid staff and 191 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless or insecurely housed can receive practical help such as food, showers and clothing. Specialist staff supporting clients into appropriate accommodation and helping with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach Teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.

- **High Support Residential with 24/7 cover-** 4 projects with 114 beds:
  - Byron Road, Worthing – 16 bed complex-needs project,
  - Recovery Project, Worthing – 31 bed Care Quality Commission ('CQC') registered drug rehabilitation,
  - Manor Road, Worthing – 17 bed complex-needs project,
  - Roffey Place, Horsham – 50 bed complex-needs project.

- **Medium and Low Support Move on Housing** - 17 properties with 114 beds:
  - Worthing ---------- 8 houses---- ---------- (62 beds)
  - Littlehampton ---------- 3 houses ---------- (17 beds)
  - East Clayton---------- 1 house ---------- (5 beds)
  - Horsham---------- 2 houses ---------- (8 beds)
  - Mid Sussex ---------- 3 houses ---------- (22 beds)

- **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services:
  - Social Workers
  - Mental Health Workers
  - Counselling Coordinator
  - Complex Needs Specialists
  - Substance/Alcohol Misuse Workers
  - Lived Experience and Trauma Informed Navigators
  - Housing First Workers.

Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5-year financial Business Plan in March each year. This is accompanied by a detailed Organisational Plan which sets out how the Business Plan will be delivered.

The Organisational Plan has 6 overarching objectives to deliver our four ambitions set in 2019 (please refer to page 6). Progress against the Plan is reviewed quarterly by the Senior Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, Key Performance Indicators (KPIs) are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Senior Management Team and Board of Trustees.

Achievements, Challenges and Performance

Our dedicated staff and volunteers strive to ensure no one faces the trauma of homelessness alone, and during the period of this report they supported a record number of 1065 people.

Our Services

Our drop-in Community Hubs and Outreach Teams have helped 736 people over this period. They also report ever more diversity in the people they see; many having what seemed to be a 'normal' life, with a job and home, only a few months prior to presenting for help. Moreover, some people are homeless and still in employment, using our facilities to maintain some normality and dignity as they try and hold onto work and routine. The cost-of-living crisis is extracting a heavy price from many in our society who have little savings or support on which to lean.

This was the second full year of operation of our high support 50 unit residential project at Roffey Place, near Horsham; a collaborative response between Turning Tides and Horsham District Council based in a rural setting

Working in conjunction with our multi-disciplinary Teams, both our high support accommodation and our low/medium support housing enable residents with complex needs to aspire to their full potential, and move towards independent living.

Challenges

A continuing major challenge is the increasing complexity of clients with whom we work. This is often associated with the increasing impact of substance use and connected poor mental and physical health.

We are a member of the West Sussex Combating Drugs Partnership. An 85% reduction in the amount of heroin coming out of Afghanistan has led to an exponential increase in availability of synthetic opiates which can be anything from 50 to 1000 times more potent than street heroin resulting in a spike in overdoses. Added to this there is an increase in the availability of synthetic drugs over the internet delivered to your door or purchased via QR codes on lamp posts.

Naloxone is a safe medicine that rapidly reverses an opioid overdose. As part of our overall response, we have rapidly distributed it into the community and are ensuring that both clients and trained staff are carrying. We have also installed Naloxone boxes in all our residential and hub services.

Recent Achievements

We have continued to develop a more co-produced and trauma-informed Organisational ethos. This has been supported by the Sussex wide 'Changing Futures' programme; a system change programme for people experiencing multiple disadvantages. This has provided a Trauma Informed Navigator and 2 staff who use their lived experience to build deep connections with our most vulnerable clients and also guide staff and Managers in the co-design and delivery of our services. Through the development of these roles, we have also been able to introduce a peer support training and volunteer programme with funding via the NHS. These voluntary roles have made such a positive difference to the Worthing Hub in the way it feels and the sense of safety and connections the peer support workers bring. In addition, it makes a real difference to their lives giving them a sense of purpose by knowing the difference they make.

Receipt of resettlement funding from the Office for Health Improvement and Disparities (OHID) has been significant as it includes funds for a dedicated Resettlement Manager and a Mental Health Worker to support clients with a history of substance use, including some dual diagnosis clients, to move into their forever homes. It also includes sufficient funding to pay for deposits, cost of removals and money to fit out flats with new carpets, curtains, furnishings, white goods and cookers. This all ensures clients have the greatest opportunity for success. Building trusting relationships with landlords has also been a cornerstone to the success of this Project and much positive feedback has been received.

Our application continues to the Regulator of Social Housing to become a Housing Association. We were invited to submit a Detailed Application following a successful Preliminary Action. The Detailed Application is being assessed at the time of writing.

A successful application would allow access to capital funding for new, better buildings and renew our older housing stock to meet longer term sustainability targets (such as net zero by 2050). Longer term this would place us in a stronger position to apply for revenue funding for new supported housing schemes. In recent years the Government has shown a preference to invest capital/revenue in Registered Providers.

Our Team

We are incredibly grateful to our staff for their huge commitment and dedication throughout the continued challenges faced by the Charity. Operational staff are, understandably, feeling the stretch as they manage an increase in need alongside an increase in complexity and their work is a constant source of pride for the Trustees.

Investing In Our Teams

Once again, we are indebted to our inspirational, generous and caring staff for their continued commitment to the mission and vision of Turning Tides. They are the key to the success of the Charity. They are integral to making Turning Tides a great place to work and through co-production, staff are involved in various initiatives to ensure we continue to improve how we go about our day-to-day work. We value staff input and feedback into everything we carry out, and everyone can have their say through 'Your Voice', our internal staff feedback forum.

We attach great importance to training our people. We have made good progress on compliance and mandatory training and reflective practice for our Operational Teams. We have developed a new range of training which is bespoke to the needs of the Organisation. This includes a wide range of supplementary training alongside an extensive library of online courses and learning to support continual development of skills.

A Staff Conference took place in September 2024, affording an opportunity for all Teams across the Organisation to connect with each other and to understand more about the latest challenges which face our Sector.

Diversity, Equity, and Inclusion

Diversity, Equity and Inclusion continue to be an area of increased focus and activity. We collect data from our staff annually and have discussions with staff in Your Voice meetings – with a group comprising staff from across the Charity. We noted the need for great diversity on our board, and it is more balanced now in terms of age, gender, neuro diversity and lived experience, especially with the recent recruitment of 3 women trustees and a further woman as independent on the Finance and Audit Committee.

Health and Wellbeing

The challenges we all face in our wider lives can have an impact, which sometimes affects our mental health and/or our financial situation. As a person-centred Charity, the health and wellbeing of all our stakeholders including clients, volunteers and staff, is an ongoing priority.

We are pleased staff continue to be offered Medicash. It offers a wide range of training, mindfulness meditations, 24-hour GP service, digital physiotherapy along with the cash plan element with the option of adding family members. We also continue to offer the 24/7 Employee Assistance Programme which offers 1:1 counselling for employees and assistance with any work, personal or family issues.

In addition, Reflective Practice and our internal Counselling Team continue to be key in offering support to our frontline Teams who often deal with trauma, and we are looking to develop this offer in 2025/26.

Volunteers

Volunteers are crucial to the delivery of our services and their support can be transformational for clients. This year 191 volunteers supported our work across the Charity, providing a generous and hugely valuable 10,038 hours of support. We also held many corporate volunteer sessions.

We are in awe of all the wonderful volunteers who give their time so freely to support the people we serve. Without them we could not achieve these amazing outcomes.

Community Support

Turning Tides relies on the support and generosity of its local community, and we are thankful to those who feel able to donate. The Fundraising and Communications Team worked hard to raise £614k in unrestricted income during this year through a combination of new and established events and activities. The Sleepout and Skydive attracted support from clients and volunteers, as well as staff. A new event, the National Three Peaks Challenge, saw 18 fundraisers, including staff and a client, tackling Great Britain's three highest peaks in a 24-hour period – and was our most profitable single fundraising activity of the year. Another new event, sponsored dog walk, brought the year's fundraising calendar to a successful close.

The publication of our 2025 Impact Report highlighted many aspects of the Charity's work. This included the Housing First service, which was also featured in the 2024 Christmas appeal. The combination of these two activities attracted significant additional funds from the community. This income enables the Charity to be agile and responsive and help to protect its independence.

The Team continued to undertake a wide range of speaking engagements and attend networking events across West Sussex to raise awareness of homelessness. Support came from all sectors of society: schools, churches, corporates, social groups, sports clubs and many more. Relationships including those with Worthing Golf Club, Haskins Garden Centre, the Hackett Group and the John Lewis Partnership provided funds to support the Charity's mission, and enabled the building of relationships across the wider community. Individuals also undertook a variety of fundraising challenges to support Turning Tides, including Hercule Van Wolfwinkle whose fundraising and awareness raising continues to be invaluable.

In term of communications, our work continued to attract media attention, with interviews and pieces in BBC South Today, BBC South East Today, Inside Magazine, BBC Sussex and Heart FM. Greatest Hits Radio and BBC Radio Sussex carried interviews with John Holmström on the subject of homelessness at Christmas. The sponsored dog walk attracted a great deal of attention with coverage in the Worthing Herald online, in addition to multiple radio pieces. Littlehampton Community Hub's "Wellbeing Wednesday" was featured in Sussex World.

The Centre for Homelessness Impact mentioned Turning Tides in a blog piece, and included photographs of client Franc, which is aimed at challenging negative images of homelessness. The issue of rural homelessness was also picked up by the National Sun newspaper who carried out an interview with staff at Roffey Place.

Also, throughout this year, the Organisation secured £1.86m through grants and trusts. These applications were doubly challenging, not only due to the cost of living crisis but also because the Charity has expanded to meet the increased need in our community. As our turnover now comfortably exceeds £5m, this limits the scope of grants and trusts open to our application. This income not only ensured our existing services continued to support as many clients as possible, but also led to the development of new services.

Key Performance Indicators

	2022-2023	2023-2024	2024-2025	% Increase or Decrease (23/24 – 24/25)
Pathways out of homelessness:				
Total clients supported	938	1057	1065	+1%
Total new clients supported	372	433	409	-6%
Average length of rough sleeping of new clients (in weeks)	4.5	3.7	3.3	-13%
Number of people rough sleeping at end of Q4 (restated)	34	36	34	-6%
Safeguarding Reports	7	19	18	-5%
High support accommodation:				
Total units of accommodation	100	111	114	+3%
% Occupancy	90%	95%	94%	-1%
Number of new clients taking up residencies	177	172	166	-3%

Average length of stay (in weeks)	26	28	29	+4%
Total move-ons	147	158	179	+13%
% planned departures (restated)	65%	57%	51%	-10%
Low/Medium support housing:				
Total units of accommodation	114	113	114	+1%
% Occupancy	87%	93%	96%	+3%
Number of new clients taking up residencies	88	79	71	-10%
Average length of stay (in weeks)	72	67	72	+7%
Total departures	81	79	65	-18%
% planned departures	67%	62%	66%	+6%
HR:				
Voluntary staff turnover (restated)	17%	30%	20%	-33%
Staff sickness total average % working days lost	3.8%	3.9%	5.6%	+44%
Health & Safety and Maintenance:				
Health & Safety compliance	97%	99%	98%	-1%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 1 day	100%	100%	100%	0%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 7 days	89%	94%	94%	+0%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 28 days	84%	86%	91%	+6%
Complaints:				
Total complaints	21	38	62	+63%

Commentary on KPIs

As demand for our service continues to increase, we have supported more clients than ever before (up 1% on last year). There has been positive progress on pathways out of homelessness with a reduction by 13% to 3.3 weeks for the average length of stay on the streets. Overall numbers rough sleeping were similar, with a small decrease of 6% over the previous 12 months.

Safeguarding notifications have stabilised. We take a rigorous approach through our Social Worker to refer cases where an alert is properly justified. Key to our safeguarding approach is to follow through any referral and be clear the difference we are seeking to achieve. The similar numbers for the current year can largely be explained by this being the second year our high support project, Roffey Place, has operated for the entire year, and due to the increased complexity of the clients we support which include a number of health and social care needs.

Similarly, we are also pleased the actual number of client move-ons out of high support residential services have again increased this year from 158 to 179. Planned departures from high support has reduced in the year from 57% to 51% as we have managed to somewhat maintain the level in a client environment of increasing complexity. Within the sector we have a strict definition of planned departures and most unplanned departure clients are supported into other accommodation.

The actual number of planned departures from low/medium support, often to Social Housing, has fallen a little from 49 to 43 and the percentage of planned departures has risen from 62% to 66%. Notwithstanding the client environment of increasing complexity, we seek to improve these figures with our dedicated Resettlement Manager, together with the receipt of sufficient grant funding to finance these moves.

Voluntary staff turnover has reduced significantly. We have introduced additional staff well-being measures. Health and Safety performance remains very high, and our maintenance response times are strong at 100% for emergency tasks. We have a stable and well led Maintenance Team who have the capability to continue this improvement.

Future Plans

Our core strategy remains to follow the four ambitions set in 2019 (please refer to page 3). The financial health and security of the Charity is a priority. With current levels of funding, it is a major challenge to make ends meet each year. This challenge increases with funding uncertainty and the increasing need for our services as more people fall into homelessness. Short term funding (and lack of Housing Related Support commissioned income, in particular) is an issue for us and the wider homelessness sector.

A Board/Management Strategy Day was held in August 2024 to assess business risks. This provided a detailed review of risks and how we can ensure a robust Business Plan which maintains reasonable reserve levels and manages fluctuating income and retention/development of missional services. Board/Management Strategy Day was held in February 2025 to review the Business Plan.

We are grateful to Worthing Homes to develop two supported housing schemes on our behalf. Skywaves is a 21 studio-flat high-support scheme and multi-agency hub, due to open in August 2025 and Clifton Road is a 13 studio-flat medium support housing scheme which opened in April 2025. We continue to explore other property opportunities.

Our Business Development Strategy also seeks to ensure services are sustainable, and key risks identified at the earliest opportunity and mitigated. We worked hard to bring our existing housing stock up to a good standard and meet the Decent Homes Standards. We received the results of an independent 30-year stock condition survey and updated our asset management plans accordingly.

Supporting and investing in our dedicated Teams will also be paramount. In 2023/24 we undertook an employee Engagement Survey for staff, followed by staff survey conducted by an independent consultant for Board/Senior Management Away Day November 2024. We are using the feedback to make improvements and inform our Strategic Plans and review of our Values.

Turning Tides has a robust approach to compliance and internal controls. This year we delivered a full roll out of our internal Quality Framework and Quality Reviews across all Operational Services; with an emphasis on safety, compliance and best practice.

Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risk and implement risk management strategies. This involves identifying the type of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating each potential risk. This analysis forms the Risk Register. The Risk Register is reviewed on a regular basis by relevant members of the Senior Management Team and the Board of Trustees. The Board of Trustees have responsibility for ensuring risks are identified and appropriate mitigations are in place, as required by the Treatment Plans.

Turning Tides recognise the role of robust KPIs and Organisational Plan together with the Risk Register in mitigating risk. The Terms of Reference of the Finance and Audit Committee (a sub committee of the Board of Trustees) include the detailed review of the KPIs, Organisational Plan and Risk Register on a quarterly basis.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan
There is a risk that lack of capacity at Turning Tides will lead to failures in client service delivery and the ability to deliver the Organisational Plan. This could lead to further stress, attrition and lowering of staff engagement.	Complete succession planning, skills and competency assessment, competency framework, capacity planning at project level, management development and systems and process improvements.
There is a risk that a high level of staff turnover and absenteeism will lead to cultural issues and adverse impact on employee engagement.	Continuous improvement in learning and development. Improved internal communications and a refresh of organisation values.
There is a risk of cyber attacks and data breaches which could lead to penalties and financial losses.	IT risk assessment and review.
There is a risk of missing opportunities for brand expansion and enhanced awareness of . Turning Tides . in the local community and stakeholder engagement. This may lead to a loss of fundraising and support for Turning Tides.	Carry out community engagement and an awareness campaign. Review Communications Strategy including social media.

Financial Review

During 2024/25 Financial Year Turning Tides made a management accounting surplus of £397k which is better than the budgeted surplus of £73k. Careful management of activity and expenditure continued.

The following table shows the reconciliation between statutory accounts and management accounting financial performance.

Reconciliation	2024	2025
	£k	£k
Management accounts surplus	107	397
West Hill, Ravenscourt Trust and other smaller fund movements	(14)	(29)
Depreciation and accounting adjustments	0	(9)
Net statutory surplus before transfers	93	359

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 94% (2024: 93.8%). Bad debts were 1.4% (2024: 2.7%) of rent receivable against a target of 2.5%.

Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Free Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes produce an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding which allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions the wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the Charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can contribute towards the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost

- New opportunities not in the Business Plan
- The level of fixed assets, borrowing and loan repayment risk.

Using the policy described above Trustees, in collaboration with the Chief Executive and Head of Finance, have agreed the following thresholds:

	£
Minimum reserves level	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in Business Plan	£250k
Total	**£750k**
Maximum reserves level	
Double the minimum reserves level (being approximately 3 months operating costs at the time the policy was set)	**£1,500k**

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the Chief Executive and Senior Management Team to agree plans and drive actions which will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed, the Trustees will support the Chief Executive and Senior Management Team to ensure the surplus is explicitly considered. Future plans will utilise the resource to further the Charity's aims, over a defined period, so reserves are brought back within the agreed range.

At the year end, total funds were £7,177k (2024: £6,818k). Free reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,562k (2024: £1,174k) which is at the top of the agreed range and, therefore, we are well positioned to face a period with significant financial challenges ahead.

Ravenscourt restricted funds are being utilised to fund a specific revenue expense over the following 10-15 years. Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds are likely to be utilised to refurbish the property.

Structure, Governance and Management

Turning Tides is a registered Charity and is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2024.

There are currently 10 Trustees out of a maximum possible 12. Regarding recruitment of Trustees, when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

The Board and its sub committees will also conduct regular performance reviews and skills audit of Trustees/Members. In October 2022 it conducted a Board Effectiveness Review. This found the Board was broadly working well but would benefit from more lived experience and diverse membership. Since then the Board has recruited Trustees with a wider range of backgrounds including lived experience. A register of Trustee skills audit is updated as new Trustees join the Board. Skills audit has similarly been undertaken for the Finance and Audit Committee, and register will be updated on any new appointments.

The Board plan a governance review in the Autumn 2025 which will include a review of Committee structure.

The Trustee recruitment process is designed is to find candidates who are fully independent with suitable skills and experience. Positions are advertised widely, and Trustee recruitment will encourage a diversity in applications, and that lived experience is valued. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive and withdraw from any decision making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive and the Senior Management Team.

The Board meets as a full Board at least 4 times a year. The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub committee has clear terms of reference.

- The Finance and Audit Committee meets at least 6 times a year
- The Remuneration Committee meets 2-3 times a year.

These sub committees report to the main Board at each main Board meeting. The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

Public Benefit Statement

Turning Tides' charitable objects are the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos, Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination or none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

Trustees' Responsibilities Statement

The Trustees (who are also the Directors of Turning Tides Homelessness for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP (FRS 102)
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in business.

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

Disclosure of Information to Auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- So far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- The Trustee has taken all steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish the charitable company's Auditors are aware of that information.

Approved by order of the members of the Board of Trustees on
and signed on their behalf by: 22/10/25

Martin Quinn
Chair

Nicholas Beverley-Hedger
Chair of Finance & Audit Committee

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees
As explained more fully in the Trustees' Responsibilities Statement, 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:
- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- auditing the risk of management override of controls including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Sarah Alexander FCCA FCA (Senior Statutory Auditor)
for and on behalf of Lewis Brownlee (Chichester) Limited
Statutory Auditors
Appledram Barns
Birdham Road
Chichester
West Sussex
PO20 7EQ

Date: 5.11.25

TURNING TIDES HOMELESSNESS

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	512,363	-	512,363	487,721
Charitable activities	5				
Byron, Manor, Roffey and Skywaves		2,546,108	-	2,546,108	2,276,377
Recovery Services		1,150,893	-	1,150,893	1,021,990
Move on Housing		1,717,988	-	1,717,988	1,619,729
Homelessness Services		1,489,583	149,312	1,638,895	1,585,687
Central		1,455	-	1,455	3,900
Fundraising events		111,675	-	111,675	107,260
Donated Goods & Volunteering		4,683	17,189	21,872	6,970
Investment income	4	16,673	-	16,673	15,553
Total		7,551,421	166,501	7,717,922	7,125,187
EXPENDITURE ON					
Charitable activities	6				
Byron, Manor, Roffey and Skywaves		2,521,666	-	2,521,666	2,459,945
Recovery Services		1,082,594	29,472	1,112,066	981,584
Move on Housing		870,337	-	870,337	915,885
Homelessness Services		1,525,892	149,312	1,675,204	1,514,748
Central		809,308	-	809,308	848,432
Fundraising events		165,891	-	165,891	185,620
Donated Goods & Volunteering		186,563	17,189	203,752	126,123
Total		7,162,251	195,973	7,358,224	7,032,337
NET INCOME/(EXPENDITURE)		389,170	(29,472)	359,698	92,850
RECONCILIATION OF FUNDS					
Total funds brought forward		6,604,287	213,485	6,817,772	6,724,922
TOTAL FUNDS CARRIED FORWARD		6,993,457	184,013	7,177,470	6,817,772

The notes form part of these financial statements

TURNING TIDES HOMELESSNESS

BALANCE SHEET
31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	11	**5,686,378**	-	**5,686,378**	5,214,074
CURRENT ASSETS					
Debtors	12	**910,787**	-	**910,787**	733,982
Investments	13	**128**	-	**128**	128
Cash at bank and in hand		**1,696,837**	**184,013**	**1,880,850**	1,416,570
		2,607,752	**184,013**	**2,791,765**	2,150,680
CREDITORS					
Amounts falling due within one year	14	**(572,888)**	-	**(572,888)**	(491,783)
NET CURRENT ASSETS		**2,034,864**	**184,013**	**2,218,877**	1,658,897
TOTAL ASSETS LESS CURRENT LIABILITIES		**7,721,242**	**184,013**	**7,905,255**	6,872,971
CREDITORS					
Amounts falling due after more than one year	15	**(727,785)**	-	**(727,785)**	(55,199)
NET ASSETS		**6,993,457**	**184,013**	**7,177,470**	6,817,772
FUNDS	17				
Unrestricted funds				**6,993,457**	6,604,287
Restricted funds				**184,013**	213,485
TOTAL FUNDS				**7,177,470**	6,817,772

The financial statements were approved by the Board of Trustees and authorised for issue on 22/10/25 and were signed on its behalf by:

Martin Quinn - Trustee

Nicholas Beverley-Hedger - Trustee

The notes form part of these financial statements

TURNING TIDES HOMELESSNESS

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	489,492	182,877
Net cash provided by operating activities		489,492	182,877
Cash flows from investing activities			
Purchase of tangible fixed assets		(766,500)	(56,687)
Interest received		16,673	15,553
Net cash used in investing activities		(749,827)	(41,134)
Cash flows from financing activities			
New loans in year		750,000	-
Loan repayments in year		(25,385)	(22,720)
Net cash provided by/(used in) financing activities		724,615	(22,720)
Change in cash and cash equivalents in the reporting period		464,280	119,023
Cash and cash equivalents at the beginning of the reporting period		1,416,570	1,297,547
Cash and cash equivalents at the end of the reporting period		1,880,850	1,416,570

The notes form part of these financial statements

NOTES TO THE CASH FLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	**358,698**	92,850
Adjustments for:		
Depreciation charges	**294,196**	284,133
Interest received	**(16,673)**	(15,553)
Increase in debtors	**(176,805)**	(137,092)
Increase/(decrease) in creditors	**29,076**	(41,461)
Net cash provided by operations	**489,492**	182,877

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/24	Cash flow	At 31/3/25
	£	£	£
Net cash			
Cash at bank and in hand	**1,416,570**	**464,280**	**1,880,850**
	1,416,570	**464,280**	**1,880,850**
Liquid resources			
Deposits included in cash	**-**	**-**	**-**
Current asset investments	**128**	**-**	**128**
	128	**-**	**128**
Debt			
Debts falling due within 1 year	**(25,120)**	**(20,212)**	**(45,332)**
Debts falling due after 1 year	**(23,381)**	**(704,404)**	**(727,785)**
	(48,501)	**(724,616)**	**(773,117)**
Total	**1,368,197**	**(260,336)**	**1,107,861**

The notes form part of these financial statements

1. GENERAL INFORMATION

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. In the event of the company being wound up, the liability is respect of guarantee is limited to £10 per member of the company.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Critical accounting judgements and key sources of estimation uncertainty
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.

Critical accounting estimates and assumptions:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Income tax recoverable is relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

continued...

2. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

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

Tangible fixed assets
The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.
Depreciation is provided on the following bases:

Freehold property	**- 2% straight line**
Freehold land	**- not depreciated**
Option to Buy	**- 2.5% straight line**
Motor vehicles	**- 25% straight line**
Building improvements to leasehold properties	**- 33.3% straight line**

continued...

2. ACCOUNTING POLICIES - continued

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments
Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

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

Cash bank and in hand
Cash at bank and 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.

Liabilities and provisions
Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding discount is recognised in the Statement of Financial Activities as a finance cost.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

continued...

3. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	419,925	484,723
Legacies	92,438	2,998
	512,363	487,721

4. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	16,673	15,553

5. INCOME FROM CHARITABLE ACTIVITIES

	Byron, Manor, Roffey and Skywaves	Recovery Services	Move on Housing	Homelessness Services
	£	£	£	£
Housing Benefit	2,120,639	719,245	1,447,922	-
Housing Support Services	235,932	364,336	-	7,701
Service Charge	115,995	41,812	147,932	25
Grants	60,962	4,165	99,504	1,514,617
Fundraising Events	-	-	-	-
Charitable Trusts	12,580	21,335	22,630	113,882
Other income	-	-	-	2,670
	2,546,108	1,150,893	1,717,988	1,638,895

	Central	Fundraising events	Donated Goods & Volunteering	2025 Total activities	2024 Total activities
	£	£	£	£	£
Housing Benefit	-	-	-	4,287,806	3,936,267
Housing Support Services	-	-	-	607,969	594,631
Service Charge	-	-	-	305,764	289,831
Grants	1,455	-	21,872	1,702,575	1,562,342
Fundraising Events	-	111,675	-	111,675	107,260
Charitable Trusts	-	-	-	170,427	128,212
Other income	-	-	-	2,670	3,370
	1,455	111,675	21,872	7,188,886	6,621,913

Grants received, included in the above, are as follows:

	2025	2024
	£	£
Other grants	1,687,682	1,562,342

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	2025 Totals	2024 Totals
	£	£	£	£
Byron, Manor, Roffey and Skywaves	2,408,425	113,241	2,521,666	2,459,945
Recovery Services	1,051,770	60,296	1,112,066	981,584
Move on Housing	802,984	67,353	870,337	915,885
Homelessness Services	1,542,666	132,538	1,675,204	1,514,748
Central	802,610	6,698	809,308	848,432
Fundraising events	139,632	26,259	165,891	185,620
Donated Goods & Volunteering	187,725	16,027	203,752	126,123
	6,935,812	422,412	7,358,224	7,032,337

7. SUPPORT COSTS

	Management	Governance costs	2025 costs	2024 costs
	£	£	£	£
Byron, Manor, Roffey and Skywaves	77,816	35,425	113,241	113,241
Recovery Services	38,909	21,387	60,296	60,296
Move on Housing	41,689	25,664	67,353	67,353
Homelessness Services	91,711	40,827	132,538	132,538
Central	-	6,698	6,698	6,698
Fundraising events	16,675	9,584	26,259	26,259
Donated Goods & Volunteering	11,117	4,910	16,027	16,027
	277,917	144,495	422,412	422,412

Included in governance costs is auditor's remuneration of £15,000 (2024: £12,000).

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025	2024
	£	£
Depreciation - owned assets	294,196	284,133

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

continued...

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	4,239,034	4,015,661
Social security costs	385,574	353,006
Other pension costs	92,033	89,824
	4,716,641	4,458,491

The average monthly number of employees during the year was as follows:

	2025	2024
Total	166	166

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£70,001 - £80,000	1	1

Remuneration and benefits received by key management personnel amounted to £138,158 (2024: £109,766).

11. TANGIBLE FIXED ASSETS

	Freehold property	Land	Improvements to property	Motor vehicles	Totals
	£	£	£	£	£
COST					
At 1 April 2024	5,318,347	977,124	437,995	147,351	6,880,817
Additions	562,500	187,500	-	16,500	766,500
Disposals	-	-	-	(10,668)	(10,668)
At 31 March 2025	5,880,847	1,164,624	437,995	153,183	7,636,649
DEPRECIATION					
At 1 April 2024	1,374,658	-	184,833	107,252	1,666,743
Charge for year	109,946	-	157,505	26,745	294,196
Eliminated on disposal	-	-	-	(10,668)	(10,668)
At 31 March 2025	1,484,604	-	342,338	123,329	1,950,271
NET BOOK VALUE					
At 31 March 2025	4,396,243	1,164,624	95,657	29,854	5,686,378
At 31 March 2024	3,943,689	977,124	253,162	40,099	5,214,074

Included in cost or valuation of land and buildings is freehold land of £1,164,624 (2024 - £977,124) which is not depreciated.

The properties at West Hill Grinstead, being numbers 20, 22 and 24 are held at valuation at the date that the properties were transferred to the charity.

continued...

12. DEBTORS

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	**540,982**	404,428
Other debtors	**17,425**	10,971
Prepayments and accrued income	**168,130**	129,333
	726,537	544,732
Amounts falling due after more than one year:		
Other debtors	**184,250**	189,250
Aggregate amounts	**910,787**	733,982

The lease premium held on Burgess Hill was surrendered and replaced with a management agreement giving the charity the right to manage the property for a period of up to 40 years for a maximum of £210,000. This will be amortised within the statement of financial activities across the 40 year period.

13. CURRENT ASSET INVESTMENTS

	2025	2024
	£	£
Listed investments	**128**	128

The market value of listed investments at 31 March 2025 was £128 (2024: £128).

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Bank loans and overdrafts (see note 16)	**23,916**	25,120
Other loans (see note 16)	**21,416**	-
Trade creditors	**133,377**	108,208
Other creditors	**22,065**	18,982
Accruals and deferred income	**372,114**	339,473
	572,888	491,783

Deferred income arises from grants received in the financial year that also relate to subsequent financial years. At 31 March 2025 total deferred income was £251,590 (2024: £215,360).

continued...

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Bank loans (see note 16)	-	23,381
Other loans (see note 16)	727,785	-
Accruals and deferred income	-	31,818
	727,785	55,199

16. LOANS

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Bank loans	23,916	25,120
Other loans	21,416	-
	45,332	25,120
Amounts falling between one and two years:		
Other loans - 1-2 years	23,815	-
Amounts falling due between two and five years:		
Bank loans - 2-5 years	-	23,381
Other loans - 2-5 years	74,367	-
	74,367	23,381
Amounts falling due in more than five years:		
Repayable by instalments:		
Other loans more 5yrs instal	629,603	-

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. The bank loan is repayable over a 20 year term at an interest rate of 1.25% above base rate.

The other loan is loan facility agreement with St Andrews Trust. The loan is secured by way of a fixed legal charge dated 21 February 2025 over the freehold property known as 21 Victoria Road, Worthing, BN11 1XB. The loan is repayable over a 25 year term at an interest rate of 2% per annum.

continued...

17. MOVEMENT IN FUNDS

	At 1/4/24 £	Net movement in funds £	Transfers between funds £	At 31/3/25 £
Unrestricted funds				
General fund	6,575,317	389,170	(105,482)	6,859,005
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
Building maintenance fund	-	-	105,482	105,482
	6,604,287	389,170	-	6,993,457
Restricted funds				
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	59,098	(29,472)	-	29,626
	213,485	(29,472)	-	184,013
TOTAL FUNDS	6,817,772	359,698	-	7,177,470

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	7,551,421	(7,162,251)	389,170
Restricted funds			
The Big Lottery funding	166,501	(166,501)	-
Ravenscourt	-	(29,472)	(29,472)
	166,501	(195,973)	(29,472)
TOTAL FUNDS	7,717,922	(7,358,224)	359,698

continued...

17. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/23 £	Net movement in funds £	Transfers between funds £	At 31/3/24 £
Unrestricted funds				
General fund	5,313,171	107,146	1,155,000	6,575,317
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
	5,342,141	107,146	1,155,000	6,604,287
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	73,394	(14,296)	-	59,098
	1,382,781	(14,296)	(1,155,000)	213,485
TOTAL FUNDS	6,724,922	92,850	-	6,817,772

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	6,981,665	(6,874,519)	107,146
Restricted funds			
The Big Lottery funding	143,522	(143,522)	-
Ravenscourt	-	(14,296)	(14,296)
	143,522	(157,818)	(14,296)
TOTAL FUNDS	7,125,187	(7,032,337)	92,850

continued...

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/23	Net movement in funds	Transfers between funds	At 31/3/25
	£	£	£	£
Unrestricted funds				
General fund	5,313,171	496,316	1,049,518	6,859,005
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
Building maintenance fund	-	-	105,482	105,482
	5,342,141	496,316	1,155,000	6,993,457
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	73,394	(43,768)	-	29,626
	1,382,781	(43,768)	(1,155,000)	184,013
TOTAL FUNDS	6,724,922	452,548	-	7,177,470

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	14,533,086	(14,036,770)	496,316
Restricted funds			
The Big Lottery funding	310,023	(310,023)	-
Ravenscourt	-	(43,768)	(43,768)
	310,023	(353,791)	(43,768)
TOTAL FUNDS	14,843,109	(14,390,561)	452,548

Designated Funds
West Hill
Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

continued...

17. MOVEMENT IN FUNDS - continued

PRS and Personalisation Budget
Funding relating to Private Rented Sector and Personlisation retained for the continuation of our work in these areas.

Building maintenance
Funding set aside for planned building projects.

Restricted funds
WSCC PHE Capital Funding Scheme
The Trustees have reviewed the terms of the grant funding provided by West Sussex County Council and have agreed that these funds are not restricted and the balance held has been transferred to unrestricted reserves.

The Big Lottery fund
Funding has been received for the Reaching Communities programme at St Clare's Community Hub and for the Littlehampton Community Hub.

Adur Furniture Network
The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

Ravenscourt
To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker.

18. CONTINGENT LIABILITIES

In the event of the disposal of the property at West Hill, East Grinstead, there may be a requirement to repay the value of the Social Housing Grant, being £186,000, which was awarded to the charity on purchase of the property.

West Sussex County Council provided funding under its PHE Capital Funding Scheme to assist with the purchase of certain properties. Under the terms of the grant agreements there is a potential liability to repay each of the grants if the properties are disposed of within ten years of the grant being provided. The final ten year period comes to an end on 26 April 2027.

19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.

Turning Tides Homelessness

England & Wales - Charity number 1027832

Accounts

TURNINGTIDES
ENDING LOCAL HOMELESSNESS

TURNING TIDES HOMELESSNESS

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

Charitable Housing Trust

A Company Limited by Guarantee

Registered as Turning Tides Homelessness

Charity Number: 1027832

Company Limited by Guarantee: 2708334

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Reference and administrative details of the Charity, its Trustees and Advisors

Trustees	Ian Mintram (Chair) Richenda Kullar (Company Secretary) Duncan Anderson Nick Beverley-Hedger (Appointed 25 Sept 2023) Timothy Cooper (Chair Finance and Audit Committee) Moira James (Resigned 17 July 2023) Bill Jones Daniel Keech (Appointed 19 Feb 2024) Jane Lodge (Resigned 22 July 2024) Alwen Lyons (Resigned 12 Jan 2024) Martin Quinn Jonathan Rosser (Appointed 13 May 2024) David Standing (Resigned 25 Sept 2023) Marianne Wright (Appointed 19 Feb 2024)
Company Registered number	2708334
Charity Registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company Secretary	Richenda Kullar
Chief Executive	John Holmström
Independent Auditors	Sheen Stickland Chartered Accountants 7 East Pallant Chichester West Sussex PO19 1TR
Bankers	HSBC Goring Road Worthing West Sussex BN12 4AW

Chair's Statement

This year Turning Tides helped another record number of people to step out of the margins of society and begin to find a pathway out of homelessness – in total 1,057. We have seen people from all walks of life, many of them newly homeless due to the cost-of-living crisis and struggling to process what has happened. Nevertheless, alongside the trauma and hardships we are also humbled and privileged to see the transformations people make when they are given the right support, in the right way, at the right time. This profoundly individual, sensitive, and holistic approach underpins all our work.

Historically, homelessness generally, and the work of Turning Tides specifically, has been underreported. We are delighted therefore to have achieved national media coverage in both May 2023, when the charity was featured on the BBC's The One Show and again in March 2024 on the BBC's Politics South East Show. We are proud that Turning Tides features as an example of 'best practice.' Importantly, the programmes included interviews with Turning Tides clients. We are increasingly incorporating the experience and perspectives of our clients into our work, for example in our hubs, with very positive results.

A current and major challenge is the increasing complexity of clients we are working with. This is often associated with the increasing impact of substance misuse and connected poor mental health. Our prompt and thorough response to this issue is a fine example of the commitment shown by our team. We are extremely grateful to all of our dedicated staff.

We are pleased that we have been able to cover our costs this year. With a rising need for our services in the communities we serve and uncertainty over future funding, financial challenges are ever present.

If you have supported Turning Tides during the last year – in any way, it might be through donating your time as a volunteer or donating goods or money – we are extremely grateful and would like to thank each of you. Your generosity helps people to find lasting pathways out of the desperation of homelessness. Your support continues to be vital to us.

Ian Mintram
Chair of Trustees
June 2024

The Trustees present their annual report together with the audited financial statements for the year 1 April 2023 to 31 March 2024. The Trustees confirm the Annual Report and financial statements of the Charity comply with current statutory requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019). The Charity is considered to be a Charitable Housing Trust as defined by the Housing Association Act 1985.

Since the Charity does not qualify for the small companies' regime, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is included.

About Turning Tides

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services to meet the diverse needs of those who have nowhere to call home.

Approach of Turning Tides

Fundamental to the Charity's approach is understanding every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to create a safe and positive relationship and environment so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to client need.

Taking a strengths-based and systems approach, Turning Tides also seeks to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers clients face are systemic. The Charity listens to their experience and works with colleagues in other related systems such as housing, health, social care, substance misuse and criminal justice to create a "coalition of the willing" to end local homelessness.

Charitable Objects

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, are to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

Our Vision, Mission and Ambitions

Our Vision

Ending local homelessness in the areas in which Turning Tides operate.

Our Mission

We are a community-led Charity which puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for homeless men and women
- A place of safety, respect and trust
- Kind, generous and warm hearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience.

Our Ambitions

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving charity where people enjoy working and feel empowered to create a bright future for themselves and others.

Services of Turning Tides

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District, Mid Sussex and Crawley.

1057 individual clients accessed the Charity's services in 2023/2024, 433 of whom were new clients.

As at the end of March 2024 the Charity had 170 paid staff and 197 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless or insecurely housed can receive practical help such as food, showers and clothing. Specialist staff support clients into appropriate accommodation and help with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach Teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.

- **High Support Residential with 24/7 cover-** 4 projects with 114 beds:
  - Byron Road, Worthing – 16 bed complex-needs,
  - Recovery Project, Worthing – 31 bed Care Quality Commission ('CQC') registered drug rehabilitation,
  - Manor Road, Worthing – 17 bed complex-needs,
  - Roffey Place, Horsham – 50 bed complex-needs

- **Medium and Low Support Move on Housing** - 17 properties with 113 beds:
  - Worthing ---------- 8 houses (62 beds)
  - Littlehampton ---------- 3 houses (16 beds)
  - Storrington ---------- 1 house (5 beds)
  - Horsham---------- 2 houses (8 beds)
  - Mid Sussex ---------- 3 houses (22 beds)

- **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services:
  - Social Workers
  - Mental Health Workers
  - Counselling Coordinator
  - Complex Needs Specialists
  - Substance/Alcohol Misuse Workers
  - Lived Experience and Trauma Informed Navigators
  - Housing First Workers

Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5-year financial Business Plan every March. This is accompanied by a detailed Organisational Plan which sets out how the Business Plan will be delivered.

The Organisational Plan has 6 overarching objectives to deliver our four ambitions set in 2019 (please refer to page 6). Progress against the Plan is reviewed quarterly by the Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, Key Performance Indicators (KPIs) are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Management Team and Board of Trustees.

Achievements, Challenges and Performance

Our dedicated staff and volunteers strive to ensure no one faces the trauma of homelessness alone and during the period of this report they supported a record number of 1057 people.

Our Services

Our drop-in Community Hubs and Outreach Teams have helped 463 people over this period. They also report evermore diversity in the people they see; many having what seemed to be a 'normal' life, with a job and home, only a few months prior to presenting for help. Moreover, some people are homeless and still in employment, using our facilities to maintain some normality and dignity as they try and hold onto work and routine. The cost-of-living crisis is extracting a heavy price from many in our society who have little savings or support on which to lean.

This was the first full year of operation of our new high support residential project – at 50 rooms it is our largest yet – at Roffey Place, near Horsham and is a collaborative response between Turning Tides and Horsham District Council. In a rural setting, the building has been completely refurbished to a high standard with the support of volunteers and the local community.

Working in conjunction with our multi-disciplinary teams, both our high support accommodation and our low/medium support housing enable residents with complex needs to aspire to their full potential and move towards independent living.

Challenges

A current and major challenge is the increasing complexity of the clients we are working with. This is often associated with the increasing impact of substance misuse and connected poor mental health.

We are a member of the West Sussex Combating Drugs Partnership. An 85% reduction in the amount of Heroin coming out of Afghanistan has led to an exponential increase in the availability of synthetic opiates which can be anything from 50 to 1000 times more potent than street heroin resulting in a spike in overdoses. Added to this there is an increase in the availability of synthetic drugs over the internet delivered to your door or purchased via QR codes on lamp posts.

Naloxone is a safe medicine that rapidly reverses an opioid overdose. As part of our overall response, we have rapidly distributed Naloxone out into the community and are ensuring that both clients and trained staff are carrying it. We have also installed Naloxone boxes in all our residential and hub services.

Recent achievements

We have continued to develop a more co-produced and trauma-informed Organisational ethos. This continues to be supported by the Sussex wide 'Changing Futures' programme. This is a system change programme for people experiencing multiple disadvantages, funded initially by the Department for Levelling Up, Housing and Communities (DLUHC) until November 2024. This provides a Trauma Informed Navigator and 2 staff who use their lived experience to build deep connection with our most vulnerable clients and guide staff and Managers in the co-design and delivery of our services. Through the development of these roles we have also been able to introduce a peer support training and volunteer programme with funding via the NHS. These voluntary roles have made such a positive difference to the Worthing hub in the way that it feels and the sense of safety and connections that the peer support workers bring. In addition, it makes a real difference to their lives giving them a sense of purpose and knowing the difference they are making.

The recent receipt of OHID (Office for Health Improvement and Disparities) resettlement funding has been a real game changer. It includes funds for a dedicated resettlement manager and a mental health worker in supporting clients with a history of substance misuse, including some dual diagnosis clients, to move into their forever homes. It also includes sufficient funding to pay for deposits, the cost of removals and completely fit out flats with new carpets, curtains, furnishings, white goods and cookers. This all ensures that clients have the greatest opportunity for success. Building trusting relationships with landlords has also been a cornerstone to the success of this project and much positive feedback has been received.

A big success during the year has been confirmation from the Regulator of Social Housing that we are through to stage 2, the final stage, of our application to become a Housing Association. This is a massive achievement and over the next few months we will be working hard to complete this.

A successful application would allow access to capital funding for new, better buildings and to renew our older housing stock to meet longer term sustainability targets (such as net zero by 2050). Longer term this would place us in a stronger position to apply for revenue funding for new supported housing schemes. In recent years the Government has shown a preference to invest capital/revenue in registered providers.

Our Team

We are incredibly grateful to our staff for their huge commitment and dedication throughout the continued challenges faced by the Charity. Operational staff are, understandably, feeling the stretch as they manage an increase in need alongside an increase in complexity and their work is a constant source of pride for the Trustees.

Investing in Our Teams

Our Teams continue to be committed to the mission and vision of Turning Tides and are key to the success of the Charity. They are integral to making Turning Tides a great place to work and through co-production, staff are involved in various initiatives to ensure we continue to improve how we go about our day-to-day work. We value staff input and feedback into everything we carry out, and everyone can have their say through 'Your Voice', our internal staff feedback forum.

We attach great importance to training our people and our focus this year has been on compliance and mandatory training and reflective practice for our Operational teams. We also offer a wide range of supplementary training alongside an extensive library of online courses and learning to support the continual development of skills.

Our next annual Staff Conference takes place in September 2024. It is both an opportunity for all teams across the organisation to connect with each other and to understand more about some of the latest challenges that face our sector.

Diversity, Equality, and Inclusion

Diversity, Equity, and Inclusion have also been a significant area of focus. We launched the Diversity Group to ensure we consider these factors in all our work. The group meets quarterly and includes people from across the Charity with a shared goal to bring challenge where needed and ensure we are truly inclusive.

Health and Wellbeing

The challenges we all face in our wider lives can have an impact, sometimes affecting our mental health and/or our financial situation. As a person-centred Charity, the health and wellbeing of all our stakeholders including clients, volunteers and staff, is an ongoing priority.

We are pleased to continue to offer Medicash to staff. It offers a wide range of training, meditations, 24-hour GP service and digital physiotherapy along with the cash plan element which has the option of adding family members. We also continue to offer the 24/7 Employee Assistance Programme which offers 1:1 counselling for employees and assistance with any work, personal or family issues.

In addition, Reflective Practice and our internal Counselling Team continue to be key in offering support to our frontline Teams who are often dealing with trauma, and we are looking to develop this offering further in 2024/25.

Volunteers

Volunteers are crucial to the delivery of our services and their support can be transformational for clients. This year 197 volunteers supported our work across the Charity, providing a generous and hugely valuable 11,060 hours of support. We also held 50 corporate volunteer sessions.

We are incredibly grateful for all the wonderful volunteers who give their time so freely to support the people we serve. Without them we could not achieve these amazing outcomes.

Community Support

Turning Tides relies on the support and generosity of its local community and we are thankful to those who felt able to donate. The Fundraising and Communications Team worked hard to raise £488k throughout this year. This included two specific campaigns, the Hidden Homeless appeal along with our Christmas Appeal which asked for support over the cold winter months. Crucially, our Fundraising income provides additional funds which enable the Charity to be agile and responsive and help to protect its independence.

Alongside our campaigns we ran a series of events and other initiatives, and the whole Team engaged in many speaking engagements as we sought to continue to raise awareness across West Sussex. Support came from all sectors of society: schools, churches, corporates, social groups, sports clubs and many more. People undertook all sorts of fundraising challenges to support us, including Hercule Van Wolfwinkle whose fundraising and awareness raising is invaluable.

In term of Communications, our work with rural and hidden homelessness continued to receive national attention. In April 2023, representatives from Turning Tides, joined a vital roundtable discussion with the Minister for Housing, Homelessness and Communities, calling for action on the rural homelessness crisis. This came about as a result of Turning Tides' involvement in the Rural Homelessness Counts Coalition – an initiative which unites key organisations such as English Rural, The National Housing Federation and the Centre for Homelessness Impact, amongst others. The Coalition's mission is to address the often overlooked, misunderstood, and growing crisis of rural homelessness in England.

This theme was further picked up in May 2023, when the charity was featured on the BBC's The One Show which included an interview with a Turning Tides client, who spoke about his time living in a rural location. In June, pledges made by Prince William about homelessness meant Turning Tides was approached by several radio stations for comment.

The release of the Government's rough sleeping figures in February 2024 saw Turning Tides again called on for comment and interview in a range of publications and broadcast media including BBC South East and BBC News Digital. The BBC Politics Show South East in March 2024 featured a Turning Tides client, a resident of Roffey Place Horsham.

The art group which meets regularly at the St Clare's hub in Worthing featured in several pieces in Worthing's Inside Magazine over the year, and there was also media coverage of the annual sleepout.

Also, throughout this year, the Business Development Team secured £2.44m through grants and trusts. These applications were doubly challenging, not only due to the cost of living crisis but also because the Charity has expanded to meet the increased need in our community. As our turnover now comfortably exceeds £5m, this can limit the scope of grants and trusts open to our application.

Income from the Business Development Team not only ensured our existing services continued to support as many clients as possible, but also led to the development of new services.

Key Performance Indicators

	2021-2022	2022-2023	2023-2024	% Increase or Decrease (22/23 – 23/24)
Pathways out of homelessness:				
Total clients supported	883	938	1057	+13%
Total new clients supported	351	372	433	+16%
Average length of rough sleeping of new clients (in weeks)	6.6	4.5	3.7	-18%
Number of people rough sleeping at end of Q4 (restated)	28	34	36	+6%
Safeguarding Reports	20	7	19	+171%
High support accommodation:				
Total units of accommodation	92	100	111	+11%
% Occupancy	94%	90%	95%	+5%
Number of new clients taking up residencies	125	177	172	-3%
Average length of stay (in weeks)	26	26	28	+8%
Total move-ons	133	147	158	+7%
% planned departures (restated)	62%	65%	57%	-8%
Low/Medium support housing:				
Total units of accommodation	115	114	113	-1%
% Occupancy	89%	87%	93%	+6%
Number of new clients taking up residencies	67	88	79	-10%
Average length of stay (in weeks)	75	72	67	-7%
Total departures	64	81	79	-2%
% planned departures	80%	67%	62%	-5%
HR:				
Voluntary staff turnover (restated)	34%	17%	30%	+13%

Staff sickness total average % working days lost	5.1%	3.8%	3.9%	+0.1%
Health & Safety and Maintenance:				
Health & Safety compliance	99%	97%	99%	+2%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 1 day	100%	100%	100%	0%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 7 days	88%	89%	94%	+5%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 28 days	65%	84%	86%	+2%
Complaints:				
Total complaints	32	21	38	+81%

Commentary on KPIs

As demand for our services continues to increase, we are pleased that we have been able to support more clients than ever before (up 13% on last year) and with it more new clients (up 16% on last year). There has been positive progress on pathways out of homelessness with a reduction by 18% to 3.7 weeks for the average length of stay on the streets. Overall numbers rough sleeping were similar, with a small increase of 6% over the previous 12 months.

Safeguarding reports have increased significantly, reflecting our rigorous approach through our Social Worker to refer cases where an alert is properly justified. Key to our safeguarding approach is to follow through any referral and be clear the difference we are seeking to achieve with a report. The increase (from 7 to 19) in the current year can largely be explained by this being the first year that our high support project, Roffey Place, has operated for the entire year and due to the increased complexity of the clients that we support which include a number of health and social care needs.

Similarly, we are also pleased that the actual number of client move-ons out of high support residential services have again increased this year from 147 to 158. On the face of it planned departures from high support have reduced in the year from 65% to 57%. However, last year's figures include the successful one-off planned departure of some thirty clients following the closure of our Lyndhurst Road residential project. Taking this into account, we have managed to maintain the underlying level of planned departures from high support at around 57% in a client environment of increasing complexity. Within the sector we have a strict definition of planned departures and most unplanned departure clients are supported into other accommodation.

The actual number of planned departures from low/medium support, often to Social Housing, has fallen a little from 54 to 49 and the percentage of planned departures has fallen from 67% to 62%. Notwithstanding the client environment of increasing complexity, we are seeking to improve these figures through the appointment of a dedicated Resettlement Manager together with the receipt of sufficient grant funding to finance these moves.

Voluntary staff turnover has returned to the levels of two years ago. We are seeking to reduce this by introducing additional staff well-being measures. Health and Safety performance remains very high, and our maintenance response times are strong at 100% for emergency tasks. We have a stable and well led Maintenance Team who have capability to continue this improvement.

The 81% increase in complaints this year has, as expected, coincided with our introduction of a new, more accessible, Complaints Procedure for clients and members of the public. Feedback can now be provided directly via an online form on our website. In addition, the new procedure is advertised across all Turning Tides services with QR codes that provide clients with direct access to the form. An associated feedback log enables greater analysis which will be used both to make service improvements and to communicate with all clients annually via Impact reporting.

Future Plans

Our core strategy remains to follow the four ambitions set in 2019 (please refer to page 6). The financial health and security of the Charity is a priority. With current levels of funding, it is a major challenge to make ends meet each year. This challenge increases with funding uncertainty and the increasing need for our services as more people fall into homelessness. Short term funding (and lack of Housing Related Support commissioned income, in particular) is an issue for us and the wider homelessness sector.

A Board/Management Strategy Day was held in June 2023. This provided a detailed review of risks and how we can ensure a robust Business Plan which maintains reasonable reserve levels and manages fluctuating income and retention/development of missional services.

Pending a successful outcome to the final stage of our Housing Association application, we are grateful to Worthing Homes for developing two supported housing schemes on our behalf. Skywaves is a 21 studio-flat high-support scheme and multi-agency hub, and Clifton Road is a 13 studio-flat medium support housing scheme. Both are due to open in early 2025. We are also exploring other property opportunities.

Our Business Development Strategy will also seek to ensure services are sustainable and key risks identified at the earliest opportunity and mitigated against.

We have worked hard to bring our existing housing stock up to a good standard and meet Decent Homes Standards. We have received the results of an independent 30-year stock condition survey and have updated our asset management plans accordingly.

Supporting and investing in our dedicated teams will also be paramount. In 2023/24 we have undertaken an employee engagement survey and are using the feedback to make improvements.

Turning Tides have a robust approach to compliance and internal controls which has this year led to a full roll out of an internal Quality Framework and Quality Review across all Operational Teams, with an emphasis on safety, compliance and best practice. Results of these quality reviews will be included within an annual impact report provided to all clients later this year.

Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating each potential risk. This analysis forms the Risk Map. The Risk Map is reviewed on a regular basis by relevant members of the Management Team and the Board of Trustees. The Board of Trustees have responsibility for ensuring risks are identified and appropriate mitigations are in place, as required by the Risk Action Plans.

Turning Tides recognise the role of robust KPIs and Organisational Plan together with the Risk Map in mitigating risk. The Terms of Reference of the Finance Committee (a subcommittee of the Board of Trustees) were broadened to a Finance and Audit Committee, to include the detailed review of the KPIs, Organisational Plan and Risk Map on a quarterly basis.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan	Status
Loss or reduction of services due to instability of short term funding leading to poorer client outcomes and staff retention issues.	Maintain investment in resources to seek additional long term commissioned funding. Plan and communicate effective staffing resources.	
Reduced ability to meet mission due to increased system changes and internal pressures	Ensure that system change and leadership initiative proposals are thoroughly tested prior to implementation. Provide on-going support post implementation.	
Inability to attract and retain experienced staff due to internal and external pressures	HR strategy to focus on recruitment, employee engagement to include improved induction and staff wellbeing to include reflective practice.	
Reduction in missional activities due to less public giving through fundraising as a consequence of the cost of living crisis	Adopt an agile fundraising and communications strategy. On-going investment in community engagement.	

Financial Review

During 2023/24 Financial Year Turning Tides made a small management accounting surplus of £107k which is marginally better than the budgeted surplus of £95k. Careful management of activity and expenditure continued. This was the first full year of operation of our latest residential accommodation at Roffey Place with it reaching its full capacity of fifty bed spaces.

The following table shows the reconciliation between statutory accounts and management accounting financial performance.

Reconciliation	2023	2024
	£k	£k
Management accounts surplus/(deficit):	(47)	107
West Hill, Ravenscourt Trust and other smaller fund movements	(67)	(14)
Net statutory (deficit) before transfers	(114)	93

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 93.8% (2023: 88.3%). Bad debts were 2.7% (2023: 1.6%) of rent receivable against a target of 2.5%.

Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Free Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes produce an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding which allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the Charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can contribute towards the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost
- New opportunities not in Business Plan
- The level of fixed assets, borrowing and loan repayment risk.

Using the policy described above Trustees, in collaboration with the Chief Executive and Head of Finance, have agreed the following thresholds:

	£
Minimum reserves level	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in Business Plan	£250k
Total	**£750k**
Maximum reserves level	
Double the minimum reserves level (being approximately 3 months operating costs)	**£1,500k**

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the Chief Executive and Senior Management Team to agree plans and drive actions which will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed the Trustees will work with the Chief Executive and Senior Management Team to ensure excess is explicitly considered and included within future plans to further the Charity's aims such that, over a defined period, reserves are brought back within the agreed range.

At the year end, total funds were £6,818k (2023: £6,725k). Free reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,174k (2023: £1,041k) which falls comfortably within the agreed range.

Ravenscourt restricted funds are being utilised to fund a specific revenue expense over the following 10-15 years. Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds are likely to be utilised to refurbish the property.

Structure, Governance and Management

Turning Tides is a registered Charity. Turning Tides is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2024.

There are currently 11 Trustees out of a maximum possible 15. Regarding recruitment of Trustees, when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

The Board and its Sub-Committees will also conduct regular performance reviews and skills audit of trustees/members. In October 2022 it conducted a Board Effectiveness Review. This found the Board was broadly working well but would benefit from more lived experience and diverse membership.

Positions are advertised widely, and Trustee recruitment will encourage a diversity in applications and that lived experience is valued. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive and withdraw from any decision-making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive and the Senior Management Team.

The Board meets as a full Board at least 4 times a year. The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub-committee has clear terms of reference.

- The Finance and Audit Committee meets at least 6 times a year
- The Remuneration Committee meets 2-3 times a year.

These sub committees report to the main Board at each main Board meeting. The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

Public Benefit Statement

Turning Tide's charitable objects are the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination, or have none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

Trustees' Responsibilities Statement

The Trustees (who are also the Directors of Turning Tides Homelessness for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Disclosure of information to auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved by order of the members of the Board of Trustees on

and signed on their behalf by:

Ian Mintram
Chair

Timothy Cooper
Chair of Finance & Audit Committee

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charitable company') for the year ended 31st March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 31st March 2024 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of 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.

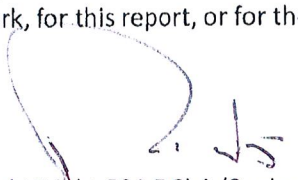
Our responsibilities for the audit of the financial statements
Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue a Report of the Independent Auditors that includes our opinion. 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:
- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- auditing the risk of management override of controls including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Wright FCA DChA (Senior Statutory Auditor)
for and on behalf of Sheen Stickland
Chartered Accountants
Statutory Auditors
7 East Pallant
Chichester
West Sussex
PO19 1TR

Date: 26th August 2024.

Turning Tides Homelessness

Statement of Financial Activities
for the Year Ended 31st March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	487,721	-	487,721	556,365
Charitable activities	5				
Byron, Manor, Lyndhurst and Roffey		2,276,377	-	2,276,377	1,394,864
Recovery Services		1,021,990	-	1,021,990	915,481
Move on Housing		1,619,729	-	1,619,729	1,447,245
Homelessness Services		1,442,165	143,522	1,585,687	1,521,854
Central		3,900	-	3,900	6,723
Fundraising events		107,260	-	107,260	122,512
Donated Goods & Volunteering		6,970	-	6,970	-
Investment income	4	15,553	-	15,553	3,495
Total		6,981,665	143,522	7,125,187	5,968,539
EXPENDITURE ON					
Charitable activities	6				
Byron, Manor, Lyndhurst and Roffey		2,459,945	-	2,459,945	1,463,684
Recovery Services		967,288	14,296	981,584	744,945
Move on Housing		915,885	-	915,885	1,036,464
Homelessness Services		1,371,226	143,522	1,514,748	1,350,105
Central		848,432	-	848,432	1,036,243
Fundraising events		185,620	-	185,620	262,369
Donated Goods & Volunteering		126,123	-	126,123	189,096
Total		6,874,519	157,818	7,032,337	6,082,906
NET INCOME/(EXPENDITURE)		107,146	(14,296)	92,850	(114,367)
Transfers between funds	18	1,155,000	(1,155,000)	-	-
Net movement in funds		1,262,146	(1,169,296)	92,850	(114,367)
RECONCILIATION OF FUNDS					
Total funds brought forward		5,342,141	1,382,781	6,724,922	6,839,289
TOTAL FUNDS CARRIED FORWARD		6,604,287	213,485	6,817,772	6,724,922

The notes form part of these financial statements

Balance Sheet
31st March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	11	5,214,074	-	5,214,074	5,441,520
CURRENT ASSETS					
Debtors	12	733,982	-	733,982	596,890
Investments	13	128	-	128	128
Cash at bank and in hand		1,203,085	213,485	1,416,570	1,297,547
		1,937,195	213,485	2,150,680	1,894,565
CREDITORS					
Amounts falling due within one year	14	(491,783)	-	(491,783)	(469,555)
NET CURRENT ASSETS		1,445,412	213,485	1,658,897	1,425,010
TOTAL ASSETS LESS CURRENT LIABILITIES		6,659,486	213,485	6,872,971	6,866,530
CREDITORS					
Amounts falling due after more than one year	15	(55,199)	-	(55,199)	(141,608)
NET ASSETS		6,604,287	213,485	6,817,772	6,724,922
FUNDS	18				
Unrestricted funds				6,604,287	5,342,141
Restricted funds				213,485	1,382,781
TOTAL FUNDS				6,817,772	6,724,922

The financial statements were approved by the Board of Trustees and authorised for issue on ..... and were signed on its behalf by:

I. Mil 20/8/2024
.....
Ian Mintram - Trustee

.....
Timothy Cooper - Trustee

The notes form part of these financial statements

Turning Tides Homelessness

Cash Flow Statement
for the Year Ended 31st March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	182,877	(128,338)
Net cash provided by/(used in) operating activities		182,877	(128,338)
Cash flows from investing activities			
Purchase of tangible fixed assets		(56,687)	(430,246)
Interest received		15,553	3,495
Net cash used in investing activities		(41,134)	(426,751)
Cash flows from financing activities			
Loan repayments in year		(22,720)	(22,545)
Net cash used in financing activities		(22,720)	(22,545)
Change in cash and cash equivalents in the reporting period		119,023	(577,634)
Cash and cash equivalents at the beginning of the reporting period		1,297,547	1,875,181
Cash and cash equivalents at the end of the reporting period		1,416,570	1,297,547

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 31st March 2024

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	92,850	(114,367)
Adjustments for:		
Depreciation charges	284,133	167,236
Interest received	(15,553)	(3,495)
Increase in debtors	(137,092)	(170,532)
Decrease in creditors	(41,461)	(7,180)
Net cash provided by/(used in) operations	182,877	(128,338)

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank and in hand	1,297,547	119,023	1,416,570
	1,297,547	119,023	1,416,570
Liquid resources			
Deposits included in cash	-	-	-
Current asset investments	128	-	128
	128	-	128
Debt			
Debts falling due within 1 year	(23,913)	(1,207)	(25,120)
Debts falling due after 1 year	(47,308)	23,927	(23,381)
	(71,221)	22,720	(48,501)
Total	1,226,454	141,743	1,368,197

The notes form part of these financial statements

1. GENERAL INFORMATION

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. In the event of the company being wound up, the liability is respect of guarantee is limited to £10 per member of the company.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Critical accounting judgements and key sources of estimation uncertainty
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.

Critical accounting estimates and assumptions:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Income tax recoverable is relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

continued...

2. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.
Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.
All expenditure is inclusive of irrecoverable VAT.

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

Tangible fixed assets
The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.
Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- not depreciated
Option to Buy	- 2.5% straight line
Motor vehicles	- 25% straight line
Building improvements to leasehold properties	- the shorter of the duration of the lease or 33.3% straight line

continued...

2. ACCOUNTING POLICIES - continued

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments
Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

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

Cash bank and in hand
Cash at bank and 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.

Liabilities and provisions
Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding discount is recognised in the Statement of Financial Activities as a finance cost.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

continued...

3. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	484,723	422,692
Legacies	2,998	126,253
Grants	-	7,420
	487,721	556,365

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Government grants	-	7,420

4. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	15,553	3,495

5. INCOME FROM CHARITABLE ACTIVITIES

	Byron, Manor, Lyndhurst and Roffey	Recovery Services	Move on Housing	Homelessness Services
	£	£	£	£
Housing Benefit	1,909,307	615,942	1,411,018	-
Housing Support Services	235,932	350,998	-	7,701
Service Charge	114,204	46,300	129,327	-
Grants	11,189	(1,500)	70,701	1,471,082
Fundraising Events	-	-	-	-
Charitable Trusts	5,745	10,250	8,683	103,534
Other income	-	-	-	3,370
	2,276,377	1,021,990	1,619,729	1,585,687

	Central	Fundraising events	Donated Goods & Volunteering	2024 Total activities	2023 Total activities
	£	£	£	£	£
Housing Benefit	-	-	-	3,936,267	2,795,032
Housing Support Services	-	-	-	594,631	581,930
Service Charge	-	-	-	289,831	191,507
Grants	3,900	-	6,970	1,562,342	1,600,347
Fundraising Events	-	107,260	-	107,260	122,512
Charitable Trusts	-	-	-	128,212	117,351
Other income	-	-	-	3,370	-
	3,900	107,260	6,970	6,621,913	5,408,679

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	2024 Totals	2023 Totals
	£	£	£	£
Byron, Manor and Lyndhurst and Roffey	2,378,963	80,982	2,459,945	1,463,684
Recovery Services	940,124	41,460	981,584	744,945
Move on Housing	860,271	55,614	915,885	1,036,464
Homelessness Services	1,420,061	94,687	1,514,748	1,350,105
Central	840,720	7,712	848,432	1,036,243
Donations, Legacies and Fundraising Events	164,491	21,129	185,620	262,369
Donated Goods & Volunteering	114,691	11,432	126,123	189,096
	6,719,321	313,016	7,032,337	6,082,906

7. SUPPORT COSTS

	Management	Governance costs	2024 costs	2023 costs
	£	£	£	£
Byron, Manor, Lyndhurst and Roffey	60,952	20,030	80,982	62,177
Recovery Services	30,411	11,049	41,460	26,428
Move on Housing	32,614	23,000	55,614	36,415
Homelessness Services	72,900	21,787	94,687	59,860
Central	7,712	-	7,712	7,073
Fundraising events	13,522	7,607	21,126	14,287
Donated Goods & Volunteering	8,808	2,624	11,432	7,105
	226,919	86,097	313,016	213,355

Included in governance costs is auditor's remuneration of £12,000 (2023: £12,000).

continued...

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation - owned assets	284,133	167,236

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2024 nor for the year ended 31st March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2024 nor for the year ended 31st March 2023.

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	4,015,661	3,630,327
Social security costs	353,006	331,277
Other pension costs	89,824	81,439
	4,458,491	4,043,043

The average monthly number of employees during the year was as follows:

	2024	2023
Total	166	157

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
	1	1

Remuneration and benefits received by key management personnel amounted to £123,258 (2023: £127,567).

continued...

11. TANGIBLE FIXED ASSETS

	Freehold property £	Land £	Improvements to property £	Motor vehicles £	Totals £
COST					
At 1st April 2023	5,318,347	977,124	381,308	147,351	6,824,130
Additions	-	-	56,687	-	56,687
At 31st March 2024	5,318,347	977,124	437,995	147,351	6,880,817
DEPRECIATION					
At 1st April 2023	1,269,844	-	34,500	78,266	1,382,610
Charge for year	104,814	-	150,333	28,986	284,133
At 31st March 2024	1,374,658	-	184,833	107,252	1,666,743
NET BOOK VALUE					
At 31st March 2024	3,943,689	977,124	253,162	40,099	5,214,074
At 31st March 2023	4,048,503	977,124	346,808	69,085	5,441,520

Included in cost or valuation of land and buildings is freehold land of £977,124 (2023 - £977,124) which is not depreciated.

The properties at West Hill Grinstead, being numbers 20, 22 and 24 are held at valuation at the date that the properties were transferred to the charity.

12. DEBTORS

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	404,428	279,426
Other debtors	10,971	13,702
Prepayments and accrued income	129,333	109,512
	544,732	402,640
Amounts falling due after more than one year:		
Other debtors	189,250	194,250
Aggregate amounts	733,982	596,890

The lease premium held on Burgess Hill was surrendered and replaced with a management agreement giving the charity the right to manage the property for a period of up to 40 years for a maximum of £210,000. This will be amortised within the statement of financial activities across the 40 year period.

continued...

13. CURRENT ASSET INVESTMENTS

	2024	2023
	£	£
Listed investments	128	128

The market value of listed investments at 31 March 2024 was £128 (2023: £128).

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts (see note 16)	25,120	23,913
Trade creditors	108,208	73,221
Other creditors	18,982	21,129
Accruals and deferred income	339,473	351,292
	491,783	469,555

Deferred income arises from grants received in the financial year that also relate to subsequent financial years. At 31 March 2024 total deferred income was £215,360 (2023: £115,349).

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 16)	23,381	47,308
Accruals and deferred income	31,818	94,300
	55,199	141,608

16. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	25,120	23,913
Amounts falling due between two and five years:		
Bank loans - 2-5 years	23,381	47,308

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. The bank loan is repayable over a 20 year term at an interest rate of 1.25% above base rate.

continued. .

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024	2023
	£	£
Within one year	174,981	127,458
Between one and five years	136,637	183,943
	311,618	311,401

18. MOVEMENT IN FUNDS

	At 1.4.23	Net movement in funds	Transfers between funds	At 31.3.24
	£	£	£	£
Unrestricted funds				
General fund	5,313,171	107,146	1,155,000	6,575,317
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
	5,342,141	107,146	1,155,000	6,604,287
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	73,394	(14,296)	-	59,098
	1,382,781	(14,296)	(1,155,000)	213,485
TOTAL FUNDS	6,724,922	92,850	-	6,817,772

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	6,981,665	(6,874,519)	107,146
Restricted funds			
The Big Lottery funding	143,522	(143,522)	-
Ravenscourt	-	(14,296)	(14,296)
	143,522	(157,818)	(14,296)
TOTAL FUNDS	7,125,187	(7,032,337)	92,850

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	5,363,184	(50,913)	900	5,313,171
Designated fund - West Hill, East Grinstead	56,140	(34,616)	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
	5,426,770	(85,529)	900	5,342,141
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	-	1,155,000
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	900	-	(900)	-
Ravenscourt	102,232	(28,838)	-	73,394
	1,412,519	(28,838)	(900)	1,382,781
TOTAL FUNDS	6,839,289	(114,367)	-	6,724,922

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,750,831	(5,801,744)	(50,913)
Designated fund - West Hill, East Grinstead	-	(34,616)	(34,616)
	5,750,831	(5,836,360)	(85,529)
Restricted funds			
The Big Lottery funding	167,708	(167,708)	-
Ravenscourt	-	(28,838)	(28,838)
Nationwide Community Grants	50,000	(50,000)	-
	217,708	(246,546)	(28,838)
TOTAL FUNDS	5,968,539	(6,082,906)	(114,367)

continued ..

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	5,363,184	56,233	1,155,900	6,575,317
Designated fund - West Hill, East Grinstead	56,140	(34,616)	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
	5,426,770	21,617	1,155,900	6,604,287
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	900	-	(900)	-
Ravenscourt	102,232	(43,134)	-	59,098
	1,412,519	(43,134)	(1,155,900)	213,485
TOTAL FUNDS	6,839,289	(21,517)	-	6,817,772

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	12,732,496	(12,676,263)	56,233
Designated fund - West Hill, East Grinstead	-	(34,616)	(34,616)
	12,732,496	(12,710,879)	21,617
Restricted funds			
The Big Lottery funding	311,230	(311,230)	-
Ravenscourt	-	(43,134)	(43,134)
Nationwide Community Grants	50,000	(50,000)	-
	361,230	(404,364)	(43,134)
TOTAL FUNDS	13,093,726	(13,115,243)	(21,517)

Designated Funds

West Hill

Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

continued...

18. MOVEMENT IN FUNDS - continued

PRS and Personalisation Budget
Funding relating to Private Rented Sector and Personlisation retained for the continuation of our work in these areas.

Restricted funds
WSCC PHE Capital Funding Scheme
The Trustees have reviewed the terms of the grant funding provided by West Sussex County Council and have agreed that these funds are not restricted and the balance held has been transferred to unrestricted reserves.

The Big Lottery fund
Funding has been received for the Reaching Communities programme at St Clare's Community Hub and for the Littlehampton Community Hub.

Adur Furniture Network
The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

Dr Chester's Charity
The Trustees shall apply the income of the charity in relieving either generally or individually persons resident in Borough of Worthing who are in conditions of need, hardship or distress by making grants of money or providing or paying for items, services or facilities calculated to reduce the need, hardship or distress of such persons.

Ravenscourt
To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker.

Nationwide Community grants
A grant received to fund the development of a trauma informed accommodation service at Roffey Place.

19. CONTINGENT LIABILITIES

In the event of the disposal of the property at West Hill, East Grinstead, there may be a requirement to repay the value of the Social Housing Grant, being £186,000, which was awarded to the charity on purchase of the property.

West Sussex County Council provided funding under its PHE Capital Funding Scheme to assist with the purchase of certain properties. Under the terms of the grant agreements there is a potential liability to repay each of the grants if the properties are disposed of within ten years of the grant being provided. The final ten year period comes to an end on 26 April 2027.

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2024.

Turning Tides Homelessness

England & Wales - Charity number 1027832

Accounts

TURNINGTIDES
ENDING LOCAL HOMELESSNESS

TURNING TIDES

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

Charitable Housing Trust

A Company Limited by Guarantee

Registered as Turning Tides Homelessness

Charity Number: 1027832

Company Limited by Guarantee: 2708334

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Reference and administrative details of the Charity, its Trustees and Advisors

Trustees	Ian Mintram (Chair) Richenda Kullar (Company Secretary) Duncan Anderson Timothy Cooper Moira James Bill Jones Jane Lodge Alwen Lyons Martin Quinn David Standing
Company Registered number	2708334
Charity Registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company Secretary	Richenda Kullar
Chief Executive	John Holmström
Independent Auditors	Sheen Stickland Chartered Accountants 7 East Pallant Chichester West Sussex PO19 1TR
Bankers	HSBC Goring Road Worthing West Sussex BN12 4AW

Chair's Statement

The latest Government statistics in the annual autumn snapshot count reveal rough sleeper numbers increased nationally over the last year by 26%. This is reflected locally. For example, in Worthing there are over 200 single people in Council temporary accommodation – a threefold increase from prior to the pandemic and rough sleeping at levels not seen for 5 years.

Turning Tides recently featured as an example of 'best practice' in ground-breaking research by the Universities of Kent and Southampton. The research looks specifically at the issues around homelessness in rural areas, in particular how homelessness in rural settings is undercounted, underreported and underfunded. This is certainly true in West Sussex; homelessness is often hidden, out of sight and mind.

This year we helped a record number of people to step out of the margins of society and begin to find a pathway out of homelessness – in total 938. We have seen people from all walks of life, many of them newly homeless due to the cost of living crisis and struggling to process what has happened. Nevertheless, alongside the trauma and hardships we are also humbled and privileged to see the transformations people make when they are given the right support, in the right way, at the right time. This profoundly individual, sensitive, and holistic approach underpins all our work.

Despite the huge challenges we face, triumphs can be found in this report. For example, we are so grateful to all those involved in the complex and rapid refurbishment of our newest and largest project to date - Roffey Place. Unique in Sussex, Roffey Place is nestled in the Horsham countryside and offers 24-hour wrap-around support to 50 people with complex needs. We also launched our innovative double-decker bus, a Mobile Community Hub, which delivers support to people in remote locations.

However, these are just two examples. The reality is all our dedicated staff and volunteers have rallied to give everything they are able to the increasing numbers of people who need support. This is a huge achievement while also managing a deficit budget and a constricting financial landscape.

You will see in this report the financial challenges are indeed pressing. Even more so as they sit alongside a rising need for our services in the communities we serve and uncertainty over future funding.

If you have supported Turning Tides during the last year – in any way – we are extremely grateful to you. If you are thinking about supporting Turning Tides, you have our word we will put your generosity to work helping people to find lasting pathways out of the desperation of homelessness. Your support has never been more appreciated, or more vital.

I. Mintram

Ian Mintram
Chair of Trustees
June 2023

The Trustees present their annual report together with the audited financial statements for the year 1 April 2022 to 31 March 2023. The Trustees confirm the Annual Report and financial statements of the Charity comply with current statutory requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019). The Charity is considered to be a Charitable Housing Trust as defined by the Housing Association Act 1985.

Since the Charity does not qualify for the small companies' regime, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is included.

About Turning Tides

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services in order to meet the diverse needs of those who have nowhere to call home.

Approach of Turning Tides

Fundamental to the Charity's approach is understanding every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to create a safe and positive relationship and environment so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to client need.

Taking a strengths-based and systems approach, Turning Tides also seeks to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers clients face are systemic. The Charity listens to their experience and works with colleagues in other related systems such as housing, health, social care, substance misuse and criminal justice to create a "coalition of the willing" to end local homelessness.

Charitable Objects

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, are to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

Our Vision, Mission and Ambitions

Our Vision

Ending local homelessness in the areas in which Turning Tides operate.

Our Mission

We are a community-led Charity which puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for homeless men and women
- A place of safety, respect and trust
- Kind, generous and warm hearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience.

Our Ambitions

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving charity where people enjoy working and feel empowered to create a bright future for themselves and others

Services of Turning Tides

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District, Mid Sussex and Crawley.

938 individual clients accessed the Charity's services in 2022 /2023, 372 of which were new clients.

As at the end of March 2023 the Charity has 164 paid staff and 398 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless or insecurely housed can receive practical help such as food, showers and clothing. Specialist staff supporting clients into appropriate accommodation and helping with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach Teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.

- **High Support Residential with 24/7 cover-** 4 projects with 110 beds:
    - Byron Road, Worthing – 15 bed complex-needs project,
    - Recovery Project, Worthing – 28 bed Care Quality Commission ('CQC') registered drug rehabilitation,
    - Manor Road, Worthing – 17 bed complex-needs project,
    - Roffey Place, Horsham – 50 bed complex-needs project

- **Medium and Low Support Move on Housing** - 20 properties with 114 beds:
    - Worthing ---------- 12 houses (62 beds)
    - Littlehampton ---------- 3 houses (16 beds)
    - Storrington ---------- 1 house (5 beds)
    - Horsham---------- 2 houses (8 beds)
    - Mid Sussex ---------- 2 houses (23 beds)

- **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services:
    - Social Workers
    - Mental Health Workers
    - Counselling Coordinator
    - Complex Needs Specialists
    - Substance/ Alcohol Misuse Workers
    - Lived Experience and Trauma Informed Navigators
    - Housing First Workers

Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5-year financial Business Plan every March. This is accompanied by a detailed Organisational Plan which sets out how the Business Plan will be delivered.

In 2019 the following four ambitions were set:

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be innovative and deliver good value in order to win new resources
- To grow a thriving charity where people enjoy working and feel empowered to create a bright future for themselves and others
- To be led by our clients' and communities' expertise and experience.

The Organisational Plan has 6 overarching objectives to deliver these ambitions. Progress against the Plan is reviewed quarterly by the Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, Key Performance Indicators (KPIs) are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Management Team and Board of Trustees.

Achievements, Challenges and Performance

The period of this report includes some significant challenges in the homeless sector, and a wider landscape that has brought deep uncertainty. The year opened with the war in Ukraine which,

understandably, refocused a lot of community support. We are also still dealing with the aftermath of Covid-19, national workforce shortages and an escalating cost of living crisis; a crisis that is rendering more people homeless at the very point public finances and community have less money to give to charity. We see, and feel, the pressure of this dilemma keenly. Our dedicated staff and volunteers strive harder than ever to ensure no one faces the trauma of homelessness alone and during the period of this report they supported a record number of 938 people.

Our Services

Not surprisingly our drop-in Community Hubs and Outreach Teams have seen a particular increase in need, helping 663 people over this period. They also report evermore diversity in the people they see; many having what seemed to be a 'normal' life, with a job and home, only a few months prior to presenting for help. Moreover, some people are homeless and still in employment, using our facilities to maintain some normality and dignity as they try and hold onto work and routine. The cost-of-living crisis is extracting a heavy price from many in our society who have little savings or support on which to lean.

Alongside these new presentations of people, who are often bewildered and unprepared for the experience of being homeless, our staff and volunteers also report an increase in the complexity of people who have lived with long-term disadvantages. A traumatic personal history finds many triggers in the current environment, so we are consistently striving to work in a trauma- informed way, fostering the safety and trust needed for healing and transformation.

We opened an innovative new residential project – our largest yet – in advance of the harsh winter months. Roffey Place welcomed first residents in December 2022 and is a collaborative response between Turning Tides and Horsham District Council. The building has been completely refurbished to a high standard with the support of volunteers and the local community, and consists of 42 rooms in the main building, some of which are self-contained flats, and 8 rooms in a gatehouse adjoining the main building.

Unique in Sussex, Roffey Place now offers 50 bed spaces with a range of holistic support services on site, all in a beautiful rural setting with open space and further opportunities for development. This is one of our high support projects and is intensively staffed and managed to support individuals with particularly complex needs. The project is also able to accommodate residents with dogs and other pets.

This valuable new asset provides support to residents for between 6 to 9 months, enabling people to aspire to their full potential and move towards independent living.

Other areas of work have also developed to meet the growing need in our local community. During the Summer we launched our Mobile Community Hub, a refurbished double-decker bus complete with kitchen, shower, toilet and digital suite. This important new initiative is now accessible in rural areas where people sleeping rough are often hidden away. Our Housing First projects have also gone from strength to strength, helping people with complex needs to work towards and sustain independent living.

This year has seen important steps forward to generate a more co-produced and trauma-informed Organisational ethos. This has been supported by Sussex wide 'Changing Futures' programme. This is a system change programme for people experiencing multiple disadvantage, funded by the Department for Levelling Up, Housing and Communities (DLUHC) until March 2024. This provides 2 staff who use their lived experience to build deep connection with our most vulnerable clients and guide staff and Managers in the co-design and delivery of our services. It also provides us with a role to develop our trauma informed practice throughout the Organisation.

The areas of work detailed above provide a snapshot of some newer services and are by no means comprehensive. Our staff and volunteers across the Charity are now delivering vital support in over 30 diverse projects. They have all worked tirelessly throughout this period to support hundreds of people across West Sussex.

Challenges

The general context for homelessness has become more challenging. For example, in Worthing the number of single people placed in Council temporary accommodation has increased from around 75 before the pandemic to over 200, with three quarters placed out of area. This creates stress for the individuals disconnected from local services and their family and friends. It also creates stress on outreach staff to travel long distances to support clients.

In this context it was very disappointing we were unable to find replacement provision (despite best efforts) to our Lyndhurst Road high support project which closed in September 2022. This 34 bed high support scheme was instrumental to reduce rough sleeping in the area when it opened 5 years ago. We knew always it was going to be a short term (approximately 5 years). We are very grateful to Roffey Homes for the free use of the building during this time.

Not surprisingly we have seen an increase in rough sleeping levels to previous high levels. We have recently also seen an increase in drug related violence due to developments in County Lines activity. The need for robust, effective, services and more local housing is greater than ever.

We are doing our best to respond. We are particularly proud how the Lyndhurst Team managed the closure with no evictions to the street followed up by quickly mobilising Manor Road from a medium support service to high 24/7 support service. Our long-term plan to replace Lyndhurst Road is looking good with the Skywaves project, a 21 studio flat/hub high support service due for completion end of 2025.

Our Team

We are incredibly grateful to our staff for their huge commitment and dedication throughout the continued challenges faced by the Charity. Operational staff are, understandably, feeling the stretch as they manage an increase in need alongside an increase in complexity and their work is a constant source of pride for the Trustees.

Investing in Our Teams

Our Teams continue to be committed to the mission and vision of Turning Tides and are key to the success of the Charity. They are integral to making Turning Tides a great place to work and through co-production, staff are involved in various initiatives to ensure we continue to improve how we go about our day to day work. We value staff input and feedback into everything we carry out, and everyone has the opportunity to have their say through 'Your Voice', our internal staff feedback forum.

We attach great importance to training our people and our focus this year has been on compliance and mandatory training. We also offer a wide range of supplementary training to all our Teams alongside an extensive library of online courses and learning to support the continual development of skills.

In February we held our annual Staff Conference; the focus of this was connecting our Teams again after Covid-19 and integration of trauma informed practices.

Diversity, Equality, and Inclusion

Diversity, Equity, and Inclusion have also been a significant area of focus. We launched Diversity Group to ensure we consider these factors in all our work. The group includes people from across the Charity with a shared goal to bring challenge where needed and ensure we are truly inclusive. Annual monitoring will commence in 2023 to support us measure our success in this area.

Health and Wellbeing

The challenges we all face in our wider lives can have an impact, sometimes affecting our mental health and/or our financial situation. As a person-centred Charity, the health and wellbeing of all our stakeholders including clients, volunteers and staff, is an ongoing priority.

We are pleased to offer Medicash to staff. It offers a wide range of training, meditations, 24-hour GP service, digital physiotherapy along with the cash plan element with option of adding family members. We also continue to offer the 24/7 Employee Assistance Programme which offers 1:1 counselling for employees and assistance with any work, personal or family issues.

In addition, Reflective Practice and our internal Counselling Team continue to be key in offering support to our frontline Teams who are often dealing with trauma, and we are looking to develop this offering further in 2023/24.

Volunteers

Volunteers are crucial to the delivery of our services and their support can be transformational for clients. This year 398 volunteers supported our work across the Charity, providing a generous and hugely valuable 13,562 hours of support, an increase of 37% compared to last year. This increase in volunteer support within Turning Tides is largely due to Roffey Place opening; we have been amazed by the support of the local community who have been integral in both mobilising the service rapidly and providing ongoing support to our residents.

We also held 31 corporate volunteer sessions at Roffey Place, with teams from many businesses and organisations coming together to clear the site, clean, decorate, put together furniture and tend the extensive gardens within the 6 acres of land at the service. This collaboration helped us achieve opening the service before Christmas to prevent rough sleeping during the coldest months.

We are incredibly grateful for all the wonderful volunteers who give their time so freely to support the people we serve. Without them we could not achieve these amazing outcomes.

Community Support

Turning Tides relies on the support and generosity of its local community and the period of this report has given us much about which to be grateful. Not surprisingly, increased economic hardship has decreased the level of grass-roots community giving, which makes us doubly thankful for those who felt able to make a donation. The Fundraising and Communications Team worked hard to raise £582.5k throughout this year. Crucially this income provides completely unrestricted funds which enable the Charity to be agile and responsive, and also protect its independence.

The fundraising included three specific campaigns, the first to urgently request support for our frontline services which face a significant funding deficit, the second to support refurbishment of Roffey Place, and finally our Christmas Appeal asked for support over the cold winter months.

Alongside these campaigns we ran a series of events and other initiatives, and the whole Team engaged in many speaking engagements as we sought to raise awareness across West Sussex. Support came from all sectors of society: schools, churches, corporates, social groups, sports clubs and many more. Individuals expressed their generosity through one off as well as regular giving and people undertook all sorts of fundraising challenges to support us, including Hercule Van Wolfwinkle whose fundraising and awareness raising is invaluable.

Also, throughout this year, the Business Development Team secured £1.7m through grants and trusts. These applications were doubly challenging, not only due to the cost of living crisis but also because the Charity has expanded to meet the increased need in our community. As our growth and turnover increased above £5m, this can limit the scope of grants and trusts open to our application.

Income from the Business Development Team not only ensured our existing services continued to support as many clients as possible, but also led to the development of new services, including Roffey Place, and the Lived Experience and Trauma Informed Navigators previously mentioned.

Overall, and encouragingly, the number of supporters has increased even though the level of financial giving has decreased. Generating solidarity and goodwill is a crucial part of our work. Indeed, while the need to raise funds is urgent, our community-based activities and campaigns are also directly linked to the mission of the Charity - to challenge the stigma and systems which feed into homelessness and instead foster positive change within our communities to reduce homelessness.

On this note, the year also saw some impactful work to raise awareness of homelessness in a number of forums. Our Communications Team successfully engaged regional and national media to tell a range of stories, including: our 30th Anniversary and the need to protect our frontline services; outreach work and our double-decker Mobile Community Hub; Roffey Place and its unique role in Sussex; and some broader awareness raising around the specific challenges of homelessness in rural areas. The work of Turning Tides featured as 'best practice' examples in ground-breaking research published this year by the Universities of Kent and Southampton. The research explored underfunded and underreported nature of rural homelessness alongside other key challenges in rural settings. Turning Tides subsequently secured coverage in widespread national publicity to support this story and we are now part of a Rural Homelessness Counts Coalition working to create a change in policy and approach to this little-known issue.

KPIs

	2020-2021	2021-2022	2022-2023	% Increase or Decrease (21/22 – 22/23)
Pathways out of homelessness:				
Total clients supported	841	883	938	+6%
Total new clients supported	459	351	372	+6%
Average length of rough sleeping of new clients (in weeks)	5.8	6.6	4.5	-32%
Number of people rough sleeping at end of Q4 (restated)	16	28	34	+21%
Number of new clients taking up high support residencies with Turning Tides	118	125	177	+42%
Average length of stay in high support projects (in weeks)	29.3	25.5	25.6	0%
Total high support move-ons	107	133	147	+11%
% planned high support departures	66%	62%	62%	0%
Safeguarding alerts	22	20	7	-65%
Accommodation:				
Total high support units of accommodation (restated)	91	92	100	+9%
Total medium and low support units of accommodation (restated)	110	115	114	-1%
% Occupancy high support accommodation (restated)	94.8%	94.4%	89.9%	-5%
% Occupancy medium and low support accommodation (restated)	89.4%	82.5%	86.9%	+5%
HR:				
Voluntary staff turnover (restated)	14.9%	29.8%	15.2%	-49%
Staff sickness total average % working days lost	3.2%	6.4%	3.8%	-41%
Health and Safety & Maintenance				
Health and Safety compliance	97%	99%	97%	-2%

% Targeted response time achieved of emergency maintenance tasks (days) – target of 1 day	Data not available	100%	100%	0%
% Targeted response time achieved of urgent maintenance tasks (days) – target of 7 days	Data not available	88%	89%	+1%
% Targeted response time achieved of routine maintenance tasks (days) – target of 28 days	Data not available	65%	84%	+29%

Commentary on KPI's

There has been positive progress on pathways out of homelessness with a reduction by 32% to 4.5 weeks for the average length of stay on the streets. There was an increase ease of 42% of placements into our high support residential projects. However, overall numbers rough sleeping have increased by 21% over the previous 12 months. This reflects wider increases in homelessness levels in the system and means scale of task facing the Charity has also increased.

We have not made progress to improve planned departures from high support and remains at 66%. We have a strict definition of planned departures and most unplanned departure clients are supported into other accommodation. Only 5% of the departures led to a return to rough sleeping. The lack of progress is against a backdrop of high levels of staff turnover, closure of Lyndhurst Road mid-year and disruption to training through Covid period. These are now stabilised and with ongoing efforts to become more trauma informed we are working hard to improve this rate.

The main reason for reduction in Safeguarding alerts is we have more rigorous approach through our Social Worker to refer cases where an alert is properly justified. Key to our safeguarding approach is to follow through any referral and be clear the difference we are seeking to achieve with an alert. We monitor incidents and have seen a reduction from 525 to 381 over the year.

There is a very pleasing 51% reduction in staff turnover to 15.2% and so met target of 15% we set ourselves. We were affected as wider labour market by post Covid staff churn; so this is a good result and brings us within sector averages. We had target to reduce staff sickness from 5.1% to 3.5%. We made good progress against this at 3.5%

Health and Safety performance remains very high. The Quality Reviews introduced will help strengthen our Health and Safety practice and test accuracy of our compliance reporting. We are at 100% for gas safety checks.

Our maintenance response times are strong at 100% for emergency tasks and 89% for urgent. Routine tasks have improved from 65% to 84%. We have a stable and well led Maintenance Team who have capability to continue this improvement.

Future Plans

Our core strategy remains to follow the four ambitions set in 2019 (please refer to page 6). The financial health and security of the Charity is a priority. With current levels of funding, it is a major challenge to make ends meet each year. This challenge increases with funding uncertainty and the increasing need for our services as more people fall into homelessness. Short term funding (and lack of Housing Related Support commissioned income, in particular) is an issue for us and also the wider homelessness sector.

A Board/Management Strategy Day was held in June 2023. This provided a detailed review of risks and how we can ensure a robust Business Plan which maintains reasonable reserve levels and manages fluctuating income and retention/development of missional services.

We will continue with our plans to register as a Housing Association. This will allow access to capital funding for new, better buildings and renew our older housing stock to meet longer term sustainability targets (such as net zero by 2050). Longer term this will place us in a stronger position to apply for revenue funding for new supported housing schemes. In recent years the Government has shown preference to invest rough support capital/revenue in registered providers.

Pending our Housing Association application, we are very grateful to Worthing Homes to develop two supported housing schemes on our behalf. Skywaves is a 21 studio-flat high-support scheme and hub, due to open end of 2025 and Clifton Road is a 13 studio-flat low-to-medium move-on supported housing scheme, which will open end of 2024. We are exploring other property opportunities.

Our Business Development Strategy will also seek to ensure services are sustainable and key risks identified at the earliest opportunity and mitigated against.

We have worked hard to bring our existing housing stock up to a good standard and meet Decent Homes Standards. We will have the results of an independent 30-year stock condition survey by Autumn 2023 to inform our asset management plans, and in particular how we will meet the sustainability standards.

Supporting and investing in our dedicated teams will also be paramount. In 2023/24 we will commence an employee engagement survey.

Plans are also underway for a full roll out of a Quality Framework and Quality Review across all Operational Teams, with an emphasis on safety, compliance and best practice.

Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating each potential risk. This analysis forms the Risk Map. The Risk Map is reviewed on a regular basis by relevant members of the Management Team and the Board of Trustees. The Board of Trustees have responsibility for ensuring risks are identified and appropriate mitigations are in place, as required by the Risk Action Plans.

Turning Tides recognise the role of robust KPIs and Organisational Plan together with the Risk Map in mitigating risk. The Terms of Reference of the Finance Committee (a subcommittee of the Board of Trustees) were broadened to a Finance and Audit Committee, to include the detailed review of the KPIs, Organisational Plan and Risk Map on a quarterly basis.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan	Net Risk
Failure to maintain consistent staffing levels of good quality due to inability to attract and retain high quality staffing.	The HR strategy has included new recruitment initiatives, learning and development programmes, salary reviews and well-being activities. These measures have led to lower staff turnover and vacancy rates.	
Reduction in service capacity/organizational wellbeing due to ineffectual financial performance.	A Financial Improvement Plan was actioned and has led to break even future budgets based on current levels of funding.	
Loss of financial donations/grants cost of living crisis/austerity	Detailed business development plan created to closely match short term funded roles with when income required. Good successes on applications. Good media coverage for fundraising leading to healthy donations levels.	
Organisational instability due to lack of succession planning of key positions.	Succession planning is being built into workforce planning reviews.	

Financial Review

During 2022/23 Financial Year Turning Tides made a small management accounting deficit of £47k which is £234k better than budgeted deficit of £281k. Overall, operational activities broadly broke even which was in line with budget. In a year of significant change, there was careful management of activity and expenditure with an effective Financial Improvement Plan to reduce overhead costs and targeted prioritisation which included moving resources between planned maintenance and the significant building work required to open the new project at Roffey Place.

Roffey represents the vast bulk of the £430k of fixed asset additions during the year and the associated reduction in cash levels.

The following table shows the reconciliation between statutory accounts and management accounting financial performance.

Reconciliation	2022	2023
	£k	£k
Management accounts surplus/(deficit):	77	(47)
West Hill, Ravenscourt Trust and other smaller fund movements	(115)	(67)
Net statutory (deficit) before transfers	(38)	(114)

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 88.3% (2022 = 87.1%). Bad debts were 1.6% (2022 = 1.6%) of rent due against a target of 2.5%.

Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Free Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes produce an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding which allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the Charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and in particular how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can actually contribute towards the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost
- New opportunities not in Business Plan
- The level of fixed assets, borrowing and loan repayment risk.

Using the policy described above Trustees, in collaboration with the Chief Executive and Head of Finance, have agreed the following thresholds:

	£
Minimum reserves level	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in Business Plan	£250k
Total	**£750k**
Maximum reserves level	
Double the minimum reserves level (being approximately 3 months operating costs)	**£1,500k**

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the Chief Executive and Senior Management Team to agree plans and drive actions which will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed the Trustees will work with the Chief Executive and Senior Management Team to ensure excess is explicitly considered and included within future plans to further the Charity's aims such that, over a defined period, reserves are brought back within the agreed range.

At the year end, total funds were £6,725k (2022: £6,839k). Free reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,041k (2022 £1,552k) which falls comfortably within the agreed range.

Ravenscourt restricted funds are being utilised to fund a specific revenue expense over the following 10-15 years. Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds are likely to be utilised fully during 2023-24 to refurbish the property fully.

Structure, Governance and Management

Turning Tides is a registered Charity. Turning Tides is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2020.

There are currently 10 Trustees out of a maximum possible 15. With regard to recruitment of Trustees, when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees in order to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

The Board and its Sub-Committees will also conduct regular performance reviews and skills audit of trustees/members. In October 2022 it conducted a Board Effectiveness Review. This found the Board was broadly working well but would benefit from more lived experience and diverse membership.

Positions are advertised widely, and Trustee recruitment will encourage a diversity in applications and that lived experience is valued. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive and withdraw from any decision-making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive and the Senior Management Team.

The Board meets as a full Board at least 4 times a year. The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub-committee has clear terms of reference.

- The Finance and Audit Committee meets monthly
- The Remuneration Committee meets 2-3 times a year.

These sub committees report to the main Board at each main Board meeting. The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

Public Benefit Statement

Turning Tide's charitable objects are the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination, or have none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

Trustees' Responsibilities Statement

The Trustees (who are also the Directors of Turning Tides Homelessness for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Disclosure of information to auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved by order of the members of the Board of Trustees on 14th July 2023

and signed on their behalf by:

I. Mintram

Ian Mintram
Chair

Timothy Cooper
Chair of Finance & Audit Committee

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charitable company') for the year ended 31st March 2023 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 31st March 2023 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of 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.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

Our 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 a Report of the Independent Auditors 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.

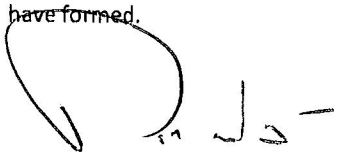
The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- auditing the risk of management override of controls including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Wright FCA DChA (Senior Statutory Auditor)
for and on behalf of Sheen Stickland
Chartered Accountants
Statutory Auditors
7 East Pallant
Chichester
West Sussex
PO19 1TR

Date: 14th July 2023

Turning Tides Homelessness

Statement of Financial Activities
for the Year Ended 31st March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	555,511	-	555,511	702,323
Charitable activities	5				
Byron, Manor, Lyndhurst and Roffey		1,344,864	50,000	1,394,864	1,496,778
Recovery Services		915,481	-	915,481	728,916
Move on Housing		1,447,245	-	1,447,245	1,286,537
Homelessness Services		1,354,146	167,708	1,521,854	1,276,008
Central		6,723	-	6,723	9,686
Fundraising events		122,512	-	122,512	131,040
Investment income	4	3,495	-	3,495	1,565
Total		5,750,831	217,708	5,968,539	5,632,854
EXPENDITURE ON					
Charitable activities	6				
Byron, Manor, Lyndhurst and Roffey		1,413,684	50,000	1,463,684	1,210,170
Recovery Services		716,107	28,838	744,945	644,021
Move on Housing		1,036,464	-	1,036,464	1,293,863
Homelessness Services		1,182,397	167,708	1,350,105	1,242,694
Central		1,036,243	-	1,036,243	776,276
Fundraising		262,369	-	262,369	250,954
Donated Goods & Volunteering		189,096	-	189,096	252,869
Total		5,836,360	246,546	6,082,906	5,670,847
NET (EXPENDITURE)		(85,529)	(28,838)	(114,367)	(37,993)
Transfers between funds	18	900	(900)	-	-
Net movement in funds		(84,629)	(29,738)	(114,367)	(37,993)
RECONCILIATION OF FUNDS					
Total funds brought forward		5,426,770	1,412,519	6,839,289	6,877,282
TOTAL FUNDS CARRIED FORWARD		5,342,141	1,382,781	6,724,922	6,839,289

The notes form part of these financial statements

Balance Sheet
31st March 2023

	Notes	Unrestricted funds £	Restricted funds £	2023 Total funds £	2022 Total funds £
FIXED ASSETS					
Tangible assets	11	4,286,520	1,155,000	5,441,520	5,178,510
CURRENT ASSETS					
Debtors	12	596,890	-	596,890	426,358
Investments	13	128	-	128	128
Cash at bank and in hand		1,069,766	227,781	1,297,547	1,875,181
		1,666,784	227,781	1,894,565	2,301,667
CREDITORS					
Amounts falling due within one year	14	(469,555)	-	(469,555)	(570,235)
NET CURRENT ASSETS		1,197,229	227,781	1,425,010	1,731,432
TOTAL ASSETS LESS CURRENT LIABILITIES		5,483,749	1,382,781	6,866,530	6,909,942
CREDITORS					
Amounts falling due after more than one year	15	(141,608)	-	(141,608)	(70,653)
NET ASSETS		5,342,141	1,382,781	6,724,922	6,839,289
FUNDS	18				
Unrestricted funds				5,342,141	5,426,770
Restricted funds				1,382,781	1,412,519
TOTAL FUNDS				6,724,922	6,839,289

The financial statements were approved by the Board of Trustees and authorised for issue on 14th June 2023 and were signed on its behalf by:

I Mintram

.....
Ian Mintram - Trustee

.....
Timothy Cooper - Trustee

The notes form part of these financial statements

Turning Tides Homelessness

Cash Flow Statement
for the Year Ended 31st March 2023

	Notes	2023 £	2022 £
Cash flows from operating activities			
Cash generated from operations	1	(128,338)	176,344
Interest paid		-	(135)
Net cash (used in)/provided by operating activities		(128,338)	176,209
Cash flows from investing activities			
Purchase of tangible fixed assets		(430,246)	-
Sale of tangible fixed assets		-	210,000
Interest received		3,495	1,565
Net cash (used in)/provided by investing activities		(426,751)	211,565
Cash flows from financing activities			
Loan repayments in year		(22,545)	(23,113)
Net cash used in financing activities		(22,545)	(23,113)
Change in cash and cash equivalents in the reporting period		(577,634)	364,661
Cash and cash equivalents at the beginning of the reporting period		1,875,181	1,510,520
Cash and cash equivalents at the end of the reporting period		1,297,547	1,875,181

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 31st March 2023

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023	2022
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(114,367)	(37,993)
Adjustments for:		
Depreciation charges	167,236	124,107
Interest received	(3,495)	(1,565)
Interest paid	-	135
(Increase) in debtors	(170,532)	(224,963)
(Decrease)/increase in creditors	(7,180)	316,623
Net cash (used in)/provided by operations	(128,338)	176,344

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
Net cash			
Cash at bank and in hand	1,875,181	(577,634)	1,297,547
	1,875,181	(577,634)	1,297,547
Liquid resources			
Deposits included in cash	-	-	-
Current asset investments	128	-	128
	128	-	128
Debt			
Debts falling due within 1 year	(23,113)	(800)	(23,913)
Debts falling due after 1 year	(70,653)	23,345	(47,308)
	(93,766)	22,545	(71,221)
Total	1,781,543	(555,089)	1,226,454

The notes form part of these financial statements

1. GENERAL INFORMATION

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. In the event of the company being wound up, the liability is respect of guarantee is limited to £10 per member of the company.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Critical accounting judgements and key sources of estimation uncertainty
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.

Critical accounting estimates and assumptions:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Income tax recoverable is relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

continued...

2. ACCOUNTING POLICIES - continued

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.
All expenditure is inclusive of irrecoverable VAT.

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

Tangible fixed assets
The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.
Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- not depreciated
Option to Buy	- 2.5% straight line
Motor vehicles	- 25% straight line
Building improvements to leasehold properties	- the shorter of the duration of the lease or 33.3% straight line

continued...

2. ACCOUNTING POLICIES - continued

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments
Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

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

Cash bank and in hand
Cash at bank and 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.

Liabilities and provisions
Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding discount is recognised in the Statement of Financial Activities as a finance cost.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

continued...

3. DONATIONS AND LEGACIES

	2023	2022
	£	£
Donations	421,838	613,619
Legacies	126,253	63,736
Grants	7,420	24,968
	555,511	702,323

Grants received, included in the above, are as follows:

	2023	2022
	£	£
Government grants	7,420	24,968

4. INVESTMENT INCOME

	2023	2022
	£	£
Deposit account interest	3,495	1,565

5. INCOME FROM CHARITABLE ACTIVITIES

	Byron, Manor, Lyndhurst and Roffey	Recovery Services	Move on Housing	Homelessness Services
	£	£	£	£
Housing Benefit	996,720	518,663	1,279,649	-
Housing Support Services	223,632	350,998	-	7,300
Service Charge	48,138	44,170	99,199	-
Grants	123,388	1,000	64,597	1,404,639
Fundraising Events	-	-	-	-
Charitable Trusts	2,986	650	3,800	109,915
	1,394,864	915,481	1,447,245	1,521,854

	Central	Fundraising	2023 Total activities	2022 Total activities
	£	£	£	£
Housing Benefit	-	-	2,795,032	2,625,529
Housing Support Services	-	-	581,930	495,692
Service Charge	-	-	191,507	196,243
Grants	6,723	-	1,600,347	1,360,958
Fundraising Events	-	122,512	122,512	131,040
Charitable Trusts	-	-	117,351	119,504
	6,723	122,512	5,408,679	4,928,966

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	2023 Totals	2022 Totals
	£	£	£	£
Byron, Manor and Lyndhurst and Roffey	1,401,507	62,177	1,463,684	1,210,170
Recovery Services	718,517	26,428	744,945	644,021
Move on Housing	1,000,039	36,425	1,036,464	1,293,863
Homelessness Services	1,290,245	59,860	1,350,105	1,242,694
Central	1,029,170	7,073	1,036,243	776,276
Donations, Legacies and Fundraising Events	248,082	14,287	262,369	250,954
Donated Goods & Volunteering	181,991	7,105	189,096	252,869
	5,869,551	213,355	6,082,906	5,670,847

7. SUPPORT COSTS

	Management	Governance costs	2023 costs	2022 Totals
	£	£	£	£
Byron, Manor, Lyndhurst and Roffey	40,324	21,853	62,177	76,097
Recovery Services	20,131	6,297	26,428	44,007
Move on Housing	21,706	14,719	36,425	46,964
Homelessness Services	48,427	11,433	59,860	90,334
Central	7,073	-	7,073	23,807
Donations, Legacies and Fundraising Events	8,964	5,323	14,287	26,006
Donated Goods & Volunteering	5,839	1,266	7,105	10,976
	152,464	60,891	213,355	318,191

Included in governance costs is auditor's remuneration of £12,000 (2022: £10,800).

continued...

8. NET (EXPENDITURE)

Net (expenditure) is stated after charging/(crediting):

	2023	2022
	£	£
Depreciation - owned assets	167,236	124,107

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2023 nor for the year ended 31st March 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2023 nor for the year ended 31st March 2022.

10. STAFF COSTS

	2023	2022
	£	£
Wages and salaries	3,630,327	3,279,117
Social security costs	331,277	279,301
Other pension costs	81,439	73,258
	4,043,043	3,631,676

The average monthly number of employees during the year was as follows:

	2023	2022
Total	157	155

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2023	2022
£60,001 - £70,000	1	1

Remuneration and benefits received by key management personnel amounted to £127,567 (2022: £119,606).

continued...

11. TANGIBLE FIXED ASSETS

	Freehold property £	Land £	Improvements to property £	Motor vehicles £	Totals £
COST					
At 1st April 2022	5,318,347	977,124	256,703	98,413	6,650,587
Additions	-	-	381,308	48,938	430,246
Disposals	-	-	(256,703)	-	(256,703)
At 31st March 2023	5,318,347	977,124	381,308	147,351	6,824,130
DEPRECIATION					
At 1st April 2022	1,165,671	-	256,703	49,703	1,472,077
Charge for year	104,173	-	34,500	28,563	167,236
Eliminated on disposal	-	-	(256,703)	-	(256,703)
At 31st March 2023	1,269,844	-	34,500	78,266	1,382,610
NET BOOK VALUE					
At 31st March 2023	4,048,503	977,124	346,808	69,085	5,441,520
At 31st March 2022	4,152,676	977,124	-	48,710	5,178,510

Included in cost or valuation of land and buildings is freehold land of £977,124 (2022 - £977,124) which is not depreciated.

The properties at West Hill Grinstead, being numbers 20, 22 and 24 are held at valuation at the date that the properties were transferred to the charity.

12. DEBTORS

	2023 £	2022 £
Amounts falling due within one year:		
Trade debtors	279,426	150,635
Other debtors	13,702	7,750
Prepayments and accrued income	109,512	68,473
	402,640	226,858
Amounts falling due after more than one year:		
Other debtors	194,250	199,500
Aggregate amounts	596,890	426,358

The lease premium held on Burgess Hill was surrendered and replaced with a management agreement giving the charity the right to manage the property for a period of up to 40 years for a maximum of £210,000. This will be amortised within the statement of financial activities across the 40 year period.

continued...

13. CURRENT ASSET INVESTMENTS

	2023	2022
	£	£
Listed investments	128	128

The market value of listed investments at 31 March 2023 was £128 (2022: £128).

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2023	2022
	£	£
Bank loans and overdrafts (see note 16)	23,913	23,113
Trade creditors	73,221	101,644
Social security and other taxes	-	70,315
Other creditors	21,129	14,550
Accruals and deferred income	351,292	360,613
	469,555	570,235

Deferred income arises from grants received in the financial year that also relate to subsequent financial years. At 31 March 2023 total deferred income was £274,209 (2022: £251,517).

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2023	2022
	£	£
Bank loans (see note 16)	47,308	70,653
Accruals and deferred income	94,300	-
	141,608	70,653

16. LOANS

An analysis of the maturity of loans is given below:

	2023	2022
	£	£
Amounts falling due within one year on demand:		
Bank loans	23,913	23,113
Amounts falling due between two and five years:		
Bank loans - 2-5 years	47,308	70,653

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. The bank loan is repayable over a 20 year term at an interest rate of 1.25% above base rate.

continued...

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2023	2022
	£	£
Within one year	127,458	106,998
Between one and five years	183,943	63,917
	311,401	170,915

18. MOVEMENT IN FUNDS

	At 1.4.22	Net movement in funds	Transfers between funds	At 31.3.23
	£	£	£	£
Unrestricted funds				
General fund	5,363,184	(50,913)	900	5,313,171
Designated fund - West Hill, East Grinstead	56,140	(34,616)	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
	5,426,770	(85,529)	900	5,342,141
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	-	1,155,000
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	900	-	(900)	-
Ravenscourt	102,232	(28,838)	-	73,394
	1,412,519	(28,838)	(900)	1,382,781
TOTAL FUNDS	6,839,289	(114,367)	-	6,724,922

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	5,750,831	(5,801,744)	(50,913)
Designated fund - West Hill, East Grinstead	-	(34,616)	(34,616)
	5,750,831	(5,836,360)	(85,529)
Restricted funds			
The Big Lottery funding	167,708	(167,708)	-
Ravenscourt	-	(28,838)	(28,838)
Nationwide Community Grants	50,000	(50,000)	-
	217,708	(246,546)	(28,838)
TOTAL FUNDS	5,968,539	(6,082,906)	(114,367)

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	4,924,880	83,504	354,800	5,363,184
Designated fund - West Hill, East Grinstead	147,873	(91,733)	-	56,140
Designated fund - PRS and Personalisation Budget	10,687	(3,241)	-	7,446
Other general funds	186,000	-	(186,000)	-
	5,269,440	(11,470)	168,800	5,426,770
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	-	1,155,000
YMCA	120,000	-	(120,000)	-
Albert Hunt Trust	5,000	(5,000)	-	-
Worthing Borough Council	48,000	-	(48,000)	-
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	800	900	(800)	900
Ravenscourt	124,655	(22,423)	-	102,232
	1,607,842	(26,523)	(168,800)	1,412,519
TOTAL FUNDS	6,877,282	(37,993)	-	6,839,289

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,424,620	(5,341,116)	83,504
Designated fund - West Hill, East Grinstead	-	(91,733)	(91,733)
Designated fund - PRS and Personalisation Budget	-	(3,241)	(3,241)
	5,424,620	(5,436,090)	(11,470)
Restricted funds			
Albert Hunt Trust	-	(5,000)	(5,000)
The Big Lottery funding	205,334	(205,334)	-
Dr Chesters Charity	900	-	900
Ravenscourt	-	(22,423)	(22,423)
Bus Fund	2,000	(2,000)	-
	208,234	(234,757)	(26,523)
TOTAL FUNDS	5,632,854	(5,670,847)	(37,993)

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	4,924,880	32,591	355,700	5,313,171
Designated fund - West Hill, East Grinstead	147,873	(126,349)	-	21,524
Designated fund - PRS and Personalisation Budget	10,687	(3,241)	-	7,446
Other general funds	186,000	-	(186,000)	-
	5,269,440	(96,999)	169,700	5,342,141
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	-	1,155,000
YMCA	120,000	-	(120,000)	-
Albert Hunt Trust	5,000	(5,000)	-	-
Worthing Borough Council	48,000	-	(48,000)	-
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	800	900	(1,700)	-
Ravenscourt	124,655	(51,261)	-	73,394
	1,607,842	(55,361)	(169,700)	1,382,781
TOTAL FUNDS	6,877,282	(152,360)	-	6,724,922

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	11,175,451	(11,142,860)	32,591
Designated fund - West Hill, East Grinstead	-	(126,349)	(126,349)
Designated fund - PRS and Personalisation Budget	-	(3,241)	(3,241)
	11,175,451	(11,272,450)	(96,999)
Restricted funds			
Albert Hunt Trust	-	(5,000)	(5,000)
The Big Lottery funding	373,042	(373,042)	-
Dr Chesters Charity	900	-	900
Ravenscourt	-	(51,261)	(51,261)
Bus Fund	2,000	(2,000)	-
Nationwide Community Grants	50,000	(50,000)	-
	425,942	(481,303)	(55,361)
TOTAL FUNDS	11,601,393	(11,753,753)	(152,360)

continued...

18. MOVEMENT IN FUNDS - continued

Designated Funds
West Hill
Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

PRS and Personalisation Budget
Funding relating to Private Rented Sector and Personlisation retained for the continuation of our work in these areas.

Restricted funds
WSCC PHE Capital Funding Scheme
West Sussex County Council Public Health England Capital Funding - To assist in the purchase of properties in Littlehampton and Horsham for clients to live in a shared abstinence based environment.

YMCA Downslink Group
Provision of capital funding for the conversion of a property to shared accommodation.

Albert Hunt Trust
To prove funding for a Substance Misuse Social Work Co-ordinator at the Recovery project.

The Big Lottery fund
Funding has been received for the Reaching Communities programme at St Clare's Community Hub and for the Littlehampton Community Hub.

Worthing Borough Council
Empty Homes Grant Funding - to assist with the refurbishment of a property in Worthing for clients to live in shared accommodation.

Adur Furniture Network
The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

Dr Chester's Charity
The Trustees shall apply the income of the charity in relieving either generally or individually persons resident in Borough of Worthing who are in conditions of need, hardship or distress by making grants of money or providing or paying for items, services or facilities calculated to reduce the need, hardship or distress of such persons.

Ravenscourt
To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker.

Nationwide Community grants
A grant received to fund the development of a trauma informed accommodation service at Roffey Place.

continued...

19. CONTINGENT LIABILITIES

In the event of the disposal of the property at West Hill, East Grinstead, there may be a requirement to repay the value of the Social Housing Grant, being £186,000, which was awarded to the charity on purchase of the property.

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2023.

Turning Tides Homelessness

England & Wales - Charity number 1027832

Accounts

TURNINGTIDES
ENDING LOCAL HOMELESSNESS

TURNING TIDES

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

Charitable Housing Trust

A Company Limited by Guarantee

Registered as Turning Tides Homelessness

Charity Number: 1027832

Company Limited by Guarantee: 2708334

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Reference and administrative details of the Company, its Trustees and Advisers

Trustees	Ian Mintram (Chair) Richenda Kullar (Company Secretary) Duncan Anderson Timothy Cooper Matthew Hodson (resigned July 2021) Moira James Bill Jones Jane Lodge Alwen Lyons Martin Quinn David Standing
Company Registered number	2708334
Charity Registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company Secretary	Richenda Kullar
Chief Executive Officer	John Holmström
Independent Auditors	Sheen Stickland Chartered Accountants 7 East Pallant Chichester West Sussex PO19 1TR
Bankers	HSBC Goring Road Worthing West Sussex BN12 4AW

Chair's statement

This year has brought many challenges and, undoubtedly, there will be more to come. In fact, the medium-term future is starting to reveal difficulties we have not had to face before.

To begin with just a few of the positives – and there are many - we have helped more people than ever this year: 883. A good number of these have been supported to independent living and a brighter future.

As with every year, our services have also saved lives. Our drop-in community hubs and residential services have saved many from the ravages of rough sleeping and the harsh winter months.

We have also developed new services, for example, a converted double decker bus is taking to the road as a mobile community hub specifically to combat homelessness in rural areas.

But we have also seen more deaths than ever before. Despair, ill health and complex needs all play their part in this picture.

The Government's 'Everyone In' Policy brought people indoors and protected them from the first waves of Covid-19. The subsequent 'Protect and Vaccinate' initiative also generated temporary placements and protected people from the Omicron variant. However, many of these temporary measures are ending, so what happens next is of great concern.

At the time of writing escalating living costs are also rising sharply. This impacts our own finances at precisely the time when need for our services is also on the rise. Without doubt, many households are poised to tip into homelessness in the months to come and a deficit in our budget means we have some difficult times ahead.

Nevertheless, our mission remains the same. We are currently seeking new properties to meet the extra need and even though our team are very stretched, they remain determined. We will do everything we can to ensure no one has to face the trauma of homelessness alone.

As always, we are hugely grateful for the tremendous support we have received from our donors, community partners and funders. Their help is more vital than ever as we strive to help the growing number of people who need us.

Ian Mintram
Chair of Trustees
June 2022

The Trustees present their annual report together with the audited financial statements for the year 1 April 2021 to 31 March 2022. The Trustees confirm the Annual Report and financial statements of the Company comply with current statutory requirements, requirements of the Company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019). The charity is considered to be a Charitable Housing Trust as defined by the Housing Association Act 1985.

Since the Company does not qualify for the small companies' regime, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is included.

About Turning Tides

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex – as many as 39 different projects, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services in order to meet the diverse needs of those who have nowhere to call home.

Turning Tides Approach

Fundamental to the Charity's approach is the understanding that every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to create safe and positive relationships and environments so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to the needs of clients.

Taking a strengths-based and systems approach, Turning Tides also seek to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers clients face are systemic. The Charity listen to their experience and works with colleagues in other related systems such as housing, health, social care, substance misuse and criminal justice to create a "coalition of the willing" to end local homelessness.

Charitable Objectives

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, is to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

Our Vision, Mission and Ambitions

Our Vision

Ending local homelessness in the areas in which Turning Tides operates.

Our Mission

We are a community-led charity that puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for homeless men and women
- A place of safety, respect and trust
- Kind, generous and warmhearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience

Our Ambitions (now - 2024):

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving, resilient organisation that attracts and retains talent

Turning Tides' Services

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District, Mid Sussex and Crawley.

883 individual clients accessed the Charity's services in 2021 /2022, 351 of which were new clients.

As at the end of March 2022 the Charity has 158 paid staff and 359 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless or insecurely housed can receive practical help such as food, showers and clothing. Specialist staff supporting clients into appropriate accommodation and helping with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.

- **High and Medium Support Residential** - 5 high and medium support residential projects:
    - Lyndhurst Road – 34 bed short stay accommodation, 24/7 cover

  - Byron Road – 15 bed complex-needs project, 24/7 cover
  - Recovery Project – 28 bed Care Quality Commission ('CQC') registered drug rehabilitation, 24/7 cover
  - Manor Road – 15 bed medium support, day support with on call cover
  - St John's – 6 bed medium support, day support with on call cover
- **Move on Housing** - 19 move on properties with 108 beds across various properties. All low support
  - Worthing ---------- 12 houses (62 beds)
  - Littlehampton ---------- 3 houses (16 beds)
  - Storrington ---------- 1 house (5 beds)
  - Horsham---------- 2 houses (8 beds)
  - Mid Sussex ---------- 1 house (17 beds)
- **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services.
  - Social Workers
  - Mental Health Workers
  - Counselling Coordinator
  - Complex Needs Specialists
  - Substance Misuse Worker
  - Dual Diagnosis Worker
  - Housing First Workers
  - Hospital Admission Reduction Pathway Coordinator

Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5-year financial business plan every March. This is accompanied by a detailed organisational plan which sets out how the business plan will be delivered.

In 2019 the following four ambitions were set:

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be innovative and deliver good value in order to win new resources
- To grow a thriving, resilient organisation that attracts and retains talent
- To be led by our clients' and communities' expertise and experience

The Organisational Plan is structured against these ambitions. Progress against the Plan is reviewed quarterly by the Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, KPIs are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Management Team and Board of Trustees.

Achievements and Performance

Covid 19, 'Everyone In' and 'Protect and Vaccinate'

Covid 19 ushered in a truly historic moment for the homeless sector. To give some context, March 2020 brought an instruction from national Government giving us two weeks to implement an emergency response to the spread of the virus. Working with partners, we were asked to find every person sleeping rough and bring them into emergency temporary accommodation. This quick response was crucial; even without a deadly virus homeless people die 30 years sooner than the general population.

In West Sussex, a multi-agency Task Force was immediately established, including West Sussex County Council (WSCC), all the District and Borough Councils, other local homeless charities, the Police, Probation, NHS mental health services, primary care and a Special Adviser from the Department for Levelling Up, Housing and Communities. The group met twice weekly to coordinate the response and unprecedented numbers of homeless people were given shelter in newly vacant hotels and B&Bs. This ground-breaking initiative was named 'Everyone In'. Across the nation some 37,500 homeless people were involved – shining a light on the real extent of homelessness which is now understood to be nine times more than the pre-Covid Government estimate.

It is hard to convey the enormity of this achievement and its impact on the sector. 'Everyone In' demonstrated that given the mandate and means, rough sleeping can be dramatically reduced.

However, the period of this report pertains to April 21 through to March 22, and therefore begins to tell the story of what happened next. Certainly, some people reaped the benefits of 'Everyone In' and having received shelter and support they moved on to independent living. In contrast, some 'Everyone In' placements ended and we saw people returned to the streets. Unprecedented numbers remain in these temporary placements, often without adequate or appropriate support, and unsure what will happen next to them. Across West Sussex record numbers of people, still just under 1000, remain in a range of temporary and emergency temporary accommodation with no real pathway out of homelessness.

During this period huge collaborative efforts were made to vaccinate as many staff and clients as possible. Our team and local partners within the health sector deserve much credit for the swift rolling out of the vaccinations. With the arrival of Omicron, the Government also launched its 'Protect and Vaccinate' initiative where support was provided enabling more homeless people to access the vaccine and access emergency accommodation over the winter months.

The most concerning aspect of this period is the rise in client deaths. We have seen more deaths than ever before in such a short space of time, reflecting wider systemic issues around the complexity of individual needs, an escalation of despair, and a shortage of high support housing solutions locally.

Beyond 'Everyone In'

The picture ahead is deeply concerning. More and more people are presenting as homeless as the full economic impact of Covid begins to reveal itself and the rise in living costs starts to bite.

A great deal has been accomplished during this period, but we face a very real crisis. A lack of affordable housing, increased economic hardship and record numbers in largely unsupported temporary accommodation all combine to create a perfect storm of homelessness.

Our Services

During the period of this report 883 people received support as they experienced the trauma of homelessness. This is no small achievement for a workforce of staff and volunteers who are feeling the exhaustion of the pandemic alongside increased need for their skills and care.

Despite the challenges we saw many steps forward in the provision of our services. We secured a large contract to deliver drug and alcohol recovery services, and this is now secure for the next five years. This substantial contract reflects the confidence in our outstanding recovery services and enabled us to recruit additional social workers and a nurse. This also makes Turning Tides the leading provider of residential recovery services within the local homeless sector. We will be delivering this important work with two other charities, Stonepillow and Emerging Futures, and this medium-term funding will undoubtedly support many people to transition their life from the grip of addiction.

In a similar vein we secured funding from Public Health England for dual diagnosis posts working across Worthing, Horsham and Crawley. Dual diagnosis is an approach where mental health issues are supported hand in hand with substance misuse; these key positions will make an impact across the county.

Our Discharge to Access Scheme has also been very successful. This partnership with Mental Health Services makes considerable savings for the NHS via our provision of supported accommodation for patients who are ready to step down from in-patient mental health care but not yet able to live independently.

Further NHS savings will have been made by the successful continuation of our Hospital Admission Reduction Pathway scheme. This initiative is yielding results by providing tailored and personal support for people experiencing the physical health impacts of homelessness, therefore reducing admissions to hospital, in particular A&E.

Our vital counselling service also expanded with a new Counselling Coordinator and more volunteer counsellors. This service is now available in principle to all clients across our projects, including our drop-in community hubs. Our counselling team extend a level of support to people that is hard to find elsewhere in the wider health system, by providing a range of therapeutic interventions, free of charge, for up to two years.

Our life-saving community hubs have continued to help people survive their darkest hour and find a pathway out of homelessness. Work in Littlehampton received a prestigious Divisional Commendation from Sussex Police recognising our positive impact in the local community. As Covid restrictions have eased we also welcomed support groups back into our hubs so clients can engage with cooking, music and art. These groups help to build much-needed friendships, promote self-care and self-respect, and can aid the processing of trauma and past experiences. Particularly valuable work has taken place with our women's groups who staged a powerful 'Hidden and Hunted' photography exhibition, in partnership with Safe in Sussex, which conveyed their experiences of homelessness. At the time of writing an equally powerful 'Kintsugi Women' exhibition is taking shape.

Innovation continued with a wonderful project to convert a double decker bus into a mobile community hub complete with kitchen, shower, toilet and digital suite. This important new initiative will be launched later this year. The bus will make a significant difference to homelessness in rural areas where people sleeping rough are often very dispersed and hidden away.

We have also taken care to look after and invest in our properties, recognising these buildings are sometimes the first safe home a person may have experienced in a long time, and possibly ever. Our Health and Safety processes have been thoroughly reviewed with increased rigour. When improving

our buildings, we have maximised units wherever possible, using refurbishment as a vehicle to create more possibilities to house people and meet the growing need.

Meeting this extra need has also driven us to set new projects in motion, including a plan to create 13 new move-on housing units in Worthing. A planning application has also been submitted for a higher support 21-unit project, also in Worthing. At the time of writing, we are looking at other projects across West Sussex. We are also making plans to close our Lyndhurst Road project in Worthing (the landlord needs the property returned to them for development) and relocate the staff and clients to other premises.

The areas of work detailed above provide a snapshot and are by no means comprehensive. Our staff and volunteers across the Charity have worked tirelessly throughout this period to support hundreds of people across West Sussex.

Our Team

We are very grateful to our staff for their huge commitment and dedication through the continued challenges and impact of the pandemic. Operational staff continue to feel the stretch as they manage a significant increase in attrition and difficult levels of absence, in particular COVID related absence brought on by the relaxation of the rules around mask wearing and testing. Relief staff have alleviated some of these challenges but more focus on this area is required in 2022/23. Absence will be monitored closely through 2022/23 alongside training and support for managers to help them manage these situations.

Recruitment and training of new staff, to ensure they have a very positive experience when joining Turning Tides, will be key moving forwards. We ended the financial year with a 13.8% vacancy rate and intend to grow the Charity to meet the extra need for our support, so these issues around recruitment will remain important.

Wellbeing has continued to be a focus with the launch of Medicash benefit to all staff and the roll out of Reflective Practice to support our PIE strategy.

Our Management Team also went through a leadership and development programme which ends in September 2022 and consideration to how this can be sustained in 2022/23 is underway. We intend to link this to our talent management and succession strategies. Overall, this has been a challenging year with many signs of fatigue and strain across our teams. We will continue to support with the right priorities through 2022/23.

Following an easing in Covid 19 restrictions our volunteers have returned to services over this period. We took a measured approach to gradually reintroducing critical volunteer roles and by the end of March 22 all volunteering opportunities have returned.

Some 359 volunteers supported our work across the Charity, providing a generous and hugely valuable 9,869 hours of support. We developed our specialist volunteer offer through our counselling service, befriending and mentoring scheme, and also through developing volunteer roles to support clients with wellbeing and skill development. This period saw us developing 133 specialist volunteers with roles ranging from yoga instructors to movement therapists.

We were fortunate to welcome 21 student placements, working in partnership with several education providers, in areas such as social work and occupational therapy.

Volunteers are crucial to the delivery of our services and their support can be transformational for clients. Our volunteers were also presented with the prestigious Queens Award for Voluntary Service during this period, made possible once social distancing regulations had relaxed.

Community Support

As with many charities, we started the year with apprehension that fundraised income would dramatically decrease as a result of lockdown measures, cancelled fundraising events, and the impact of the pandemic on the economy and public giving.

The Fundraising and Communications Team, continued to work hard to adapt our fundraising programme and secure income in these challenging times. They launched a Crisis Appeal in the Spring and trialed new events and initiatives, including various merchandise linked to the fundraiser 'Pet Portraits by Hercule', whose dedication and generosity towards the Charity is such an appreciated gift during these difficult times. At Christmas we launched another appeal that exceeded all expectations and we started to reengage with face-to-face events in the community as the social distancing requirements allowed. Overall, our Fundraising and Communication Team secured income substantially over target, raising over £640k during the course of the year. Crucially this income provides completely unrestricted funds that enable the Charity to be agile and responsive, and also protect its independence. These community-based activities and campaigns are also directly linked to the fundamental mission of the Charity – to challenge the stigma and systems that feed into homelessness.

The Business Development team secured £1.5m through grants and trusts, at a challenging time when funding availability was reduced, not only due to the impacts of Covid-19 and austerity but also as the turnover of the Charity has increased above £5m which limits the scope of grants and trusts that we are able to apply for.

Income from the Business Development Team not only ensured that our existing services continued to support as many clients as possible but also led to the development of a number of services, including securing funding to recruit a Coordinator for our counselling service, securing additional substance misuse worker positions and increasing staffing within our Outreach services and Community Hubs.

We are enormously grateful to every person, partner, community group, company, school, church, foundation - and all the many others – who have supported Turning Tides this year. These supporters have not just enabled us to save lives, but also rebuild lives, so clients can begin to create the future they long for. As we look ahead, we fear a much harder landscape and have concerns about the future demand on our services. These worries aside, we couldn't be more grateful for the gift of community generosity towards local people who have lost everything.

KPIs

	2019-2020	2020-2021	2021-2022	% Increase or Decrease (20/21 – 21/22)
Pathways out of homelessness:				
Total clients supported	Data not available	841	883	+5%
Total new clients supported	Data not available	459	351	-24%

Average length of rough sleeping of new clients (in weeks)	16.8	5.8	6.6	+14%
Number of people rough sleeping at end of Q4	23	16	42	+162%
Number of new clients taking up high support residencies with Turning Tides	104	118	125	+6%
Average length of stay in high support projects (in weeks)	39.5	29.3	26	-11%
Total high support move ons	105	107	133	+24%
% planned high support departures	55%	66%	62%	-4%
Safeguarding alerts	29	22	20	-9%
Accommodation:				
Total high and medium support units of accommodation	77	97	102	+5%
Total low support units of accommodation	105	108	110	+2%
% Occupancy high and medium support accommodation	94%	94.8%	94.4%	-0.4%
% Occupancy low support accommodation	87.5%	89.4%	82.5%	-6.9%
HR:				
Voluntary staff turnover (restated)	18.3%	14.9%	29.8%	+14.9%
Staff sickness total average % working days lost	3.4%	3.2%	6.4%	+3.2%
No of training sessions provided	20	101	103	+2%
Health and Safety & Maintenance				
Health and Safety compliance	Data not available	97%	99%	+2%
% Targeted response time achieved of emergency maintenance tasks (days) – target of 1 day	Data not available	Data not available	100%	NA
% Targeted response time achieved of urgent maintenance tasks (days) – target of 7 days	Data not available	Data not available	88%	NA

% Targeted response time achieved of routine maintenance tasks (days) – target of 28 days	Data not available	Data not available	65%	NA

Future Plans

The potential financial picture ahead is deeply concerning. Almost all of our projects currently operate with a funding shortfall of some description and our frontline hub services are particularly at risk. A deficit budget is in place for the next year. In the short term this can be funded from existing reserves as we have a robust reserves policy (see below for more detail). This deficit presents itself starkly against a picture of increased need for our services and large swathes of society poised to tip into homelessness as living costs escalate. Homelessness is predicted to rise by a third, over the next 18 months.

Addressing this deficit will be a priority moving forwards and we have a plan for this, alongside exacting financial processes and prudence. We intend to address the deficit via growth, rather than contraction, this being vital if we are to continue to serve the local people who now need us more than ever. New premises with new funding must be found if we don't want to see a rise in people forced to sleep rough. To the same end we will also be looking to develop social enterprise opportunities and greater commissioned income.

The year ahead will also see us give careful attention to the wellbeing of our clients and team. We will be rolling out targeted training and resources across the Charity to ensure our work is psychologically informed and takes place within a compassionate and empowering framework for staff, volunteers and clients alike. Where we can, we will continue to seek longer term funding models rather than short term interventions that are costly to set up and potentially damaging to clients when wound down. We will also be developing our co-production forums and involving clients to a greater degree in our decision making. This important work has restarted now social distancing measures have eased.

A deeper focus on Equality, Diversity and Inclusion is also underway, as is the development of a quality assurance framework which identifies best practice, ensures continued compliance in terms of health and safety, protects decent homes' standards, and focusses on driving forward service improvement.

We also intend to further develop our community connections and support, harnessing this to consolidate and expand on our community response to ending homelessness. New models of peer support and lived experience of homelessness will also feature, strengthening our connections to, and understanding of, the people who need us the most.

In 2022, Turning Tides will be turning 30 and we will move forwards with our application for Housing Association status. This milestone will enable us to access additional grants that, in turn, will enable us to deliver increased accommodation.

A Homeless Crisis

Our biggest challenge, undoubtedly, will be to respond to the escalating homeless crisis while managing the financial challenges responsibly. Record numbers of people are in emergency temporary accommodation across West Sussex. These arrangements provide a roof, but little else, and certainly no plan for the future. People are often completely unsupported, with complex needs, at risk of exploitation and harm, and in a sense more hidden than ever.

A critical shortage of affordable accommodation and barriers in the private rented sector can hold us back from supporting people to move on. We can find ourselves in a situation where we have clients ready to move to independent living but who are still 'stuck' due to a lack of housing opportunities. Without this mobility our services can become 'stuck' too, unable to support the influx of new people.

We are committed to doing everything we can to ensure no one faces homelessness alone. Nevertheless, it will be a challenge for us to implement sustainable growth that genuinely meets need and is also deliverable. And, as ever, we will also need the support of the community and our partners throughout. We have always known homelessness is a systemic problem, and that solutions are similarly shared. As we face the challenges of the next few years, it has never been so clear, or so imperative, that joined-up and long-term solutions come to the fore.

Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating each potential risk. This analysis forms the Risk Map. The Risk Map is reviewed on a regular basis by relevant members of the Management Team and the Board of Trustees. The Board of Trustees have the responsibility for ensuring risks are identified and appropriate mitigations are in place as required by the Risk Action Plans.

Turning Tides recognises the role of robust KPIs and Organisational Plans together with the Risk Map in mitigating risk. The terms of reference of the Finance Committee (a subcommittee of the Board of Trustees) were broadened to a Finance and Audit Committee, to include the detailed review of the Key Performance Indicators (KPIs), Organisational Plan and Risk Map on a quarterly basis.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan
Failure to maintain consistent staffing levels of good quality due to inability to attract and retain high quality staffing.	HR Strategy - various actions such as salary review, learning and development, employee brand development, new recruitment initiatives, staff development, progression and well-being activities
Inability to end local homelessness and deliver mission due to increase in homelessness following long term impact of the pandemic and austerity measures.	Finding shared purpose, generating social movement to end local homelessness in wider system and make good progress against our ambitions.
Pandemic/austerity results in sudden change in commissioning or drop in housing benefit levels which renders services unviable.	Gain intelligence and influence wider system and new developments. Drive efficiency. Ensure Charity can adapt quickly to changed circumstances and new opportunities. Increase investment in Business Development capacity.

Increased homelessness if Lyndhurst Road not re-provisioned and sufficient move on housing procured.	Invest in property development capacity Pursue application to register as Housing Association. Ensure strong business plan can support housing development.
Increase in homelessness due to lack of vacancies resulting from slow throughput within residential services.	Identify move on needs and in particular clients who are ready to move but restricted by lack of housing opportunities. Implementation of PIE/co-production leading to higher and sooner planned moves. Increase move on options.

Covid – 19

The charity continued to manage Covid 19 effectively through 2021/22 and continued its' leading role with West Sussex multi agency response. We had low infection rates in our staff and clients up until the change in the rules which relaxed mask wearing, at which time we saw a slight increase in Q4. This impacted both staff absence and specifically our residential project for about a 4-week period. We will continue to monitor this carefully through 2022/23.

Financial Review

During the 2021/22 Financial Year Turning Tides has generated a small management accounting surplus of £77k compared to a budgeted surplus of £161k. A fall in average occupancy levels was offset by increased income in other areas, leaving the post-budget IT-improvement project as the primary explanation for this. The following table shows the reconciliation between the statutory accounts and management accounting financial performance.

Reconciliation	**2021**	**2022**
	£k	**£k**
Management accounts surplus:	267	77
Non cash grant funding transferred with the acquisition of 2 client properties (Move-on Housing)	618	-
Pandemic specific funding	321	-
West Hill, Ravenscourt Trust and other smaller fund movements	nil	(115)
Net statutory surplus/(deficit) before transfers	1,206	(38)

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 87.1% (2021 = 90.5%). Bad debts were 1.6% (2021 = 0.7%) of rent due against a target of 2.5%.

Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Free Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or

expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes create an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding that allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions that wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and in particular how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can actually contribute to the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost
- New opportunities not in business plan
- The level of fixed assets, borrowing and loan repayment risk

Using the policy described above, the Trustees in collaboration with the Chief Executive Officer and Head of Finance have agreed the following thresholds:

	£
Minimum reserves level	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in business plan	£250k
Total	**£750k**
Maximum reserves level	
Double the minimum reserves level (being approximately 3 months operating costs)	**£1,500k**

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the CEO and Senior Management Team to agree plans and drive actions that will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed the Trustees will work with the CEO and

Senior Management Team to ensure the excess is explicitly considered and included within future plans to further the charity's aims such that, over a defined period, reserves are brought back within the agreed range.

At the year end, total funds were £6,839k (2021: £6,877k). Free reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,552k (2021 £1,067k) which falls slightly above our maximum but unrestricted reserves are forecast to decrease to £1,293k during the 2022-23 year so no action was deemed necessary when this was reviewed by the Trustees.

The YMCA Downslink Group and the Worthing Borough Council Restricted Funds were fully utilised during the year as the criteria for their usage had been fully met. Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified. Ravenscourt funding is being utilised to fund a specific revenue expense over the following 10-15 years.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds are likely to be utilised fully during 2022-23 to refurbish the property fully.

Structure, Governance and Management

Turning Tides is a registered Charity. Turning Tides is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2020.

There are currently 10 Trustees out of a maximum possible 15. During the course of the year one Trustee retired.

With regard to recruitment of Trustees, when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees in order to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

Positions are advertised widely to encourage a diversity in applications. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive Officer and withdraw from any decision-making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive Officer and the Senior Management Team. During 2021/2022 existing governance documents were reviewed with new standing orders developed together with a detailed table of delegations.

The Board meets as a full Board at least 4 times a year. During the COVID crisis the Board met on a

weekly basis to enable swift decision making during this difficult time.

The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub-committee has clear terms of reference.

- The Finance and Audit Committee meets monthly
- The Remuneration Committee meets 2-3 times a year

These sub committees report to the main Board at each main Board meeting.
The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive Officer and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

Public Benefit Statement

Turning Tides' object is the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination, or have none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

Trustees' Responsibilities Statement

The Trustees (who are also the Directors of Turning Tides Homelessness for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Disclosure of information to auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information

Approved by order of the members of the Board of Trustees on and signed on their behalf by:

I Mintram
Chair

15 August 2022

T Cooper
Chair of Finance & Audit Committee

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charitable company') for the year ended 31st March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 31st March 2022 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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 this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:
- the information given in the Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees
As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of 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.

Our 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 a Report of the Independent Auditors 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.

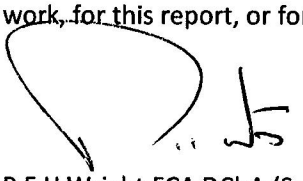
The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims; and
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations; and
- reviewing minutes of meetings of those charged with governance; and
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- auditing the risk of management override of controls including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Independent Auditors.

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 auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



P E H Wright FCA DChA (Senior Statutory Auditor)
for and on behalf of Sheen Stickland
Chartered Accountants
Statutory Auditors
7 East Pallant
Chichester
West Sussex
PO19 1TR

Date: 15th August 2024

Turning Tides Homelessness

Statement of Financial Activities
for the Year Ended 31st March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	694,858	2,000	696,858	558,879
Charitable activities	5				
Byron, Manor and Lyndhurst		1,496,779	-	1,496,779	1,448,256
Recovery Services		728,916	-	728,916	688,582
Move on Housing		1,286,537	-	1,286,537	1,728,537
Homelessness Services		1,070,674	205,334	1,276,008	1,219,925
Central		8,786	900	9,686	58,489
Fundraising		136,505	-	136,505	346,681
Investment income	4	1,565	-	1,565	906
Total		5,424,620	208,234	5,632,854	6,050,255
EXPENDITURE ON					
Charitable activities	6				
Byron, Manor and Lyndhurst		1,210,170	-	1,210,170	1,189,116
Recovery Services		616,598	27,423	644,021	568,688
Move on Housing		1,293,863	-	1,293,863	1,000,228
Homelessness Services		1,035,360	207,334	1,242,694	1,126,527
Central		776,276	-	776,276	517,559
Fundraising and Volunteering		503,823	-	503,823	442,452
Total		5,436,090	234,757	5,670,847	4,844,570
NET INCOME/(EXPENDITURE)		(11,470)	(26,523)	(37,993)	1,205,685
Transfers between funds	18	168,800	(168,800)	-	-
Net movement in funds		157,330	(195,323)	(37,993)	1,205,685
RECONCILIATION OF FUNDS					
Total funds brought forward		5,269,440	1,607,842	6,877,282	5,671,597
TOTAL FUNDS CARRIED FORWARD		5,426,770	1,412,519	6,839,289	6,877,282

The notes form part of these financial statements

Turning Tides Homelessness

Balance Sheet
31st March 2022

	Notes	Unrestricted funds £	Restricted funds £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	11	4,028,510	1,150,000	5,178,510	5,512,617
CURRENT ASSETS					
Debtors	12	426,358	-	426,358	201,395
Investments	13	128	-	128	128
Cash at bank and in hand		1,612,662	262,519	1,875,181	1,510,520
		2,039,148	262,519	2,301,667	1,712,043
CREDITORS					
Amounts falling due within one year	14	(570,235)	-	(570,235)	(253,442)
NET CURRENT ASSETS		1,468,913	262,519	1,731,432	1,458,601
TOTAL ASSETS LESS CURRENT LIABILITIES		5,497,423	1,412,519	6,909,942	6,971,218
CREDITORS					
Amounts falling due after more than one year	15	(70,653)	-	(70,653)	(93,936)
NET ASSETS		5,426,770	1,412,519	6,839,289	6,877,282
FUNDS	18				
Unrestricted funds				5,426,770	5,269,440
Restricted funds				1,412,519	1,607,842
TOTAL FUNDS				6,839,289	6,877,282

The financial statements were approved by the Board of Trustees and authorised for issue on ....18 August 2022..... and were signed on its behalf by:

I. M.L

.....
Ian Mintram - Trustee

.....
Timothy Cooper - Trustee

The notes form part of these financial statements

Turning Tides Homelessness

Cash Flow Statement
for the Year Ended 31st March 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	176,344	851,359
Interest paid		(135)	-
Net cash provided by operating activities		176,209	851,359
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(329,071)
Reclassification of lease premium		210,000	-
Interest received		1,565	906
Net cash provided by/(used in) investing activities		211,565	(328,165)
Cash flows from financing activities			
Loan repayments in year		(23,113)	(22,943)
Net cash (used in)/provided by financing activities		(23,113)	(22,943)
Change in cash and cash equivalents in the reporting period		364,661	500,251
Cash and cash equivalents at the beginning of the reporting period		1,510,520	1,010,269
Cash and cash equivalents at the end of the reporting period		1,875,181	1,510,520

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 31st March 2022

1. RECONCILIATION OF NET (EXPENDITURE)/INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022	2021
	£	£
Net (expenditure)/income for the reporting period (as per the Statement of Financial Activities)	(37,993)	1,205,685
Adjustments for:		
Depreciation charges	124,107	193,298
Interest received	(1,565)	(906)
Interest paid	135	-
Impairment of properties	-	57,074
(Increase)/decrease in debtors	(224,963)	72,754
Increase/(decrease) in creditors	316,623	(1,546)
Donation in kind	-	(675,000)
Net cash provided by operations	176,344	851,359

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21	Cash flow	At 31.3.22
	£	£	£
Net cash			
Cash at bank and in hand	1,510,520	364,661	1,875,181
	1,510,520	364,661	1,875,181
Liquid resources			
Deposits included in cash	-	-	-
Current asset investments	128	-	128
	128	-	128
Debt			
Debts falling due within 1 year	(22,943)	(170)	(23,113)
Debts falling due after 1 year	(93,936)	23,283	(70,653)
	(116,879)	23,113	(93,766)
Total	1,393,769	387,774	1,781,543

The notes form part of these financial statements

1. GENERAL INFORMATION

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. In the event of the company being wound up, the liability is respect of guarantee is limited to £10 per member of the company.

2. ACCOUNTING POLICIES

Basis of preparing the financial statements
The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Critical accounting judgements and key sources of estimation uncertainty
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.

Critical accounting estimates and assumptions:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Income
All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

continued...

2. ACCOUNTING POLICIES - continued

Income
Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Income tax recoverable is relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Expenditure
Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

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

continued...

2. ACCOUNTING POLICIES - continued

Tangible fixed assets
The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment.

Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives and is provided as follows:

Freehold property	- 2% straight line
Freehold land	- not depreciated
Option to Buy	- 2.5% straight line
Motor vehicles	- 25% straight line
Building improvements to leasehold properties	- 33.3% straight line

Taxation
The charity is exempt from corporation tax on its charitable activities.

Fund accounting
Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Fund accounting
Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits
The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

continued...

2. ACCOUNTING POLICIES – continued

Investments
Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

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

Cash at bank and in hand
Cash at bank and 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.

Liabilities and provisions
Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding discount is recognised in the Statement of Financial Activities as a finance cost.

Financial instruments
The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

continued...

3. DONATIONS AND LEGACIES

	2022	2021
	£	£
Donations	608,154	382,316
Legacies	63,736	10,036
Grants	24,968	166,527
	696,858	558,879

Grants received, included in the above, are as follows:

	2022	2021
	£	£
Government grants	24,968	166,527

4. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	1,565	906

5. INCOME FROM CHARITABLE ACTIVITIES

	Byron, Manor and Lyndhurst	Recovery Services	Move on Housing	Homelessness Services
	£	£	£	£
Housing Benefit	1,110,333	426,817	1,088,379	-
Housing Support Services	223,632	263,233	85	8,742
Service Charge	47,104	35,562	113,567	10
Grants	114,126	3,304	80,965	1,153,777
Fundraising Events	-	-	-	-
Charitable Trusts	1,584	-	3,541	113,479
	1,496,779	728,916	1,286,537	1,276,008

	Central	Fundraising	2022 Total activities	2021 Total activities
	£	£	£	£
Housing Benefit	-	-	2,625,529	3,125,051
Housing Support Services	-	-	495,692	498,510
Service Charge	-	-	196,243	224,264
Grants	8,786	4,465	1,365,423	1,355,242
Fundraising Events	-	131,040	131,040	177,179
Charitable Trusts	900	1,000	120,504	110,224
	9,686	136,505	4,934,431	5,490,470

continued...

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 7)	2022 Totals	2021 Totals
	£	£	£	£
Byron, Manor and Lyndhurst	1,134,073	76,097	1,210,170	1,189,116
Recovery Services	600,014	44,007	644,021	568,688
Move on Housing	1,246,899	46,964	1,293,863	1,000,228
Homelessness Services	1,152,360	90,334	1,242,694	1,126,527
Central	752,469	23,807	776,276	517,559
Fundraising and Volunteering	466,841	36,982	503,823	442,452
	5,352,656	318,191	5,670,847	4,844,570

7. SUPPORT COSTS

	Management	Governance totals	2022 costs	2021 Totals
	£	£	£	£
Byron, Manor and Lyndhurst	63,322	12,775	76,097	61,305
Recovery Services	31,643	12,364	44,007	41,383
Move on Housing	34,150	12,814	46,964	-
Homelessness Services	75,188	15,146	90,334	30,652
Central	21,122	2,685	23,807	926
Fundraising and Volunteering	23,643	13,339	36,982	18,996
	249,068	69,123	318,191	153,262

Included in governance costs is auditor's remuneration of £10,800 (2021: £10,800).

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	124,107	193,298

continued...

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

Trustees' expenses
There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

10. STAFF COSTS

	2022	2021
	£	£
Wages and salaries	3,279,117	2,862,872
Social security costs	279,301	231,960
Other pension costs	73,258	62,988
	3,631,676	3,157,820

The average monthly number of employees during the year was as follows:

	2022	2021
Total	155	134

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2022	2021
£60,001 - £70,000	1	1

Remuneration and benefits received by key management personnel amounted to £119,606 (2021: £113,907).

continued...

11. TANGIBLE FIXED ASSETS - continued

	Freehold property £	Land £	Lease Premium £
COST			
At 1st April 2021	5,318,347	977,124	210,000
Disposals	-	-	(210,000)
At 31st March 2022	5,318,347	977,124	-
DEPRECIATION			
At 1st April 2021	1,063,500	-	-
Charge for year	102,171	-	-
At 31st March 2022	1,165,671	-	-
NET BOOK VALUE			
At 31st March 2022	4,152,676	977,124	-
At 31st March 2021	4,254,847	977,124	210,000

	Improvements to property £	Motor vehicles £	Totals £
COST			
At 1st April 2021	256,703	98,413	6,860,587
Disposals	-	-	(210,000)
At 31st March 2022	256,703	98,413	6,650,587
DEPRECIATION			
At 1st April 2021	256,703	27,767	1,347,970
Charge for year	-	21,936	124,107
At 31st March 2022	256,703	49,703	1,472,077
NET BOOK VALUE			
At 31st March 2022	-	48,710	5,178,510
At 31st March 2021	-	70,646	5,512,617

Included in cost or valuation of land and buildings is freehold land of £977,124 which is not depreciated.

The properties at West Hill Grinstead, being numbers 20, 22 and 24 are held at valuation at the date that the properties were transferred to the charity.

continued...

12. DEBTORS

	2022	2021
	£	£
Amounts falling due within one year:		
Trade debtors	150,635	122,404
Other debtors	7,750	2,500
Prepayments and accrued income	68,473	76,491
	226,858	201,395
Amounts falling due after more than one year:		
Other debtors	199,500	-
Aggregate amounts	426,358	201,395

The lease premium held on Burgess Hill was surrendered and replaced with a management agreement giving the charity the right to manage the property for a period of of up to 40 years for a maximum of £210,000. This will be amortised within the statement of financial activities across the 40 year period.

13. CURRENT ASSET INVESTMENTS

	2022	2021
	£	£
Listed investments	128	128

The market value of listed investments at 31 March 2022 was £128 (2021: £128).

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022	2021
	£	£
Bank loans and overdrafts (see note 16)	23,113	22,943
Trade creditors	101,644	99,441
Social security and other taxes	70,315	-
Other creditors	14,550	12,000
Accruals and deferred income	360,613	119,058
	570,235	253,442

Deferred income arises from grants received in the financial year that also relate to subsequent financial years. At 31 March 2022 total deferred income was £251,517 (2021: £82,975).

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2022	2021
	£	£
Bank loans (see note 16)	70,653	93,936

continued...

16. LOANS

An analysis of the maturity of loans is given below:

	2022	2021
	£	£
Amounts falling due within one year on demand:		
Bank loans	23,113	22,943
Amounts falling due between two and five years:		
Bank loans - 2-5 years	70,653	91,770
Amounts falling due in more than five years:		
Repayable by instalments:		
Bank loans more 5 yr by instal	-	2,166

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. The bank loan is repayable over a 20 year term at an interest rate of 1.25% above base rate.

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2022	2021
	£	£
Within one year	106,998	79,071
Between one and five years	63,917	122,461
	170,915	201,532

continued...

18. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	4,924,880	83,504	354,800	5,363,184
Designated funds - West Hill, East Grinstead	147,873	(91,733)	-	56,140
Designated fund - PRS and Personalisation Budget	10,687	(3,241)	-	7,446
Other general funds	186,000	-	(186,000)	-
	5,269,440	(11,470)	168,800	5,426,770
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	-	1,155,000
YMCA	120,000	-	(120,000)	-
Albert Hunt Trust	5,000	(5,000)	-	-
Worthing Borough Council	48,000	-	(48,000)	-
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	800	900	(800)	900
Ravenscourt	124,655	(22,423)	-	102,232
	1,607,842	(26,523)	(168,800)	1,412,519
TOTAL FUNDS	6,877,282	(37,993)	-	6,839,289

continued...

18. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,424,620	(5,341,116)	83,504
Designated funds - West Hill, East Grinstead	-	(91,733)	(91,733)
Designated fund - PRS and Personalisation Budget	-	(3,241)	(3,241)
	5,424,620	(5,436,090)	(11,470)
Restricted funds			
Albert Hunt Trust	-	(5,000)	(5,000)
The Big Lottery funding	205,334	(205,334)	-
Dr Chesters Charity	900	-	900
Ravenscourt	-	(22,423)	(22,423)
Bus Fund	2,000	(2,000)	-
	208,234	(234,757)	(26,523)
TOTAL FUNDS	5,632,854	(5,670,847)	(37,993)

continued...

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	4,348,388	539,292	37,200	4,924,880
Designated funds - West Hill, East Grinstead	185,073	-	(37,200)	147,873
Designated fund - PRS and Personalisation Budget	11,387	(700)	-	10,687
Other general funds	186,000	-	-	186,000
	4,730,848	538,592	-	5,269,440
Restricted funds				
WSCC PHE Capital Funding Scheme	480,000	675,000	-	1,155,000
YMCA	120,000	-	-	120,000
Albert Hunt Trust	-	5,000	-	5,000
Worthing Borough Council	48,000	-	-	48,000
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	800	-	-	800
Ravenscourt	136,157	(11,502)	-	124,655
Compass bus grant	750	(750)	-	-
Pier Window	655	(655)	-	-
	940,749	667,093	-	1,607,842
TOTAL FUNDS	5,671,597	1,205,685	-	6,877,282

continued...

18. MOVEMENT IN FUNDS - continued

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,007,897	(4,468,605)	539,292
Designated fund - PRS and Personalisation Budget	-	(700)	(700)
	5,007,897	(4,469,305)	538,592
Restricted funds			
WSCC PHE Capital Funding Scheme	675,000	-	675,000
MEAM	66,788	(66,788)	-
Albert Hunt Trust	5,000	-	5,000
The Big Lottery funding	294,770	(294,770)	-
Dr Chesters Charity	800	(800)	-
Ravenscourt	-	(11,502)	(11,502)
Compass bus grant	-	(750)	(750)
Pier Window	-	(655)	(655)
	1,042,358	(375,265)	667,093
TOTAL FUNDS	6,050,255	(4,844,570)	1,205,685

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	4,348,388	622,796	392,000	5,363,184
Designated funds - West Hill, East Grinstead	185,073	(91,733)	(37,200)	56,140
Designated fund - PRS and Personalisation Budget	11,387	(3,941)	-	7,446
Other general funds	186,000	-	(186,000)	-
	4,730,848	527,122	168,800	5,426,770
Restricted funds				
WSCC PHE Capital Funding Scheme	480,000	675,000	-	1,155,000
YMCA	120,000	-	(120,000)	-
Worthing Borough Council	48,000	-	(48,000)	-
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	800	900	(800)	900
Ravenscourt	136,157	(33,925)	-	102,232
Compass bus grant	750	(750)	-	-
Pier Window	655	(655)	-	-
	940,749	640,570	(168,800)	1,412,519
TOTAL FUNDS	5,671,597	1,167,692	-	6,839,289

continued...

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	10,432,517	(9,809,721)	622,796
Designated funds - West Hill, East Grinstead	-	(91,733)	(91,733)
Designated fund - PRS and Personalisation Budget	-	(3,941)	(3,941)
	10,432,517	(9,905,395)	527,122
Restricted funds			
WSCC PHE Capital Funding Scheme	675,000	-	675,000
MEAM	66,788	(66,788)	-
Albert Hunt Trust	5,000	(5,000)	-
The Big Lottery funding	500,104	(500,104)	-
Dr Chesters Charity	1,700	(800)	900
Ravenscourt	-	(33,925)	(33,925)
Bus Fund	2,000	(2,000)	-
Compass bus grant	-	(750)	(750)
Pier Window	-	(655)	(655)
	1,250,592	(610,022)	640,570
TOTAL FUNDS	11,683,109	(10,515,417)	1,167,692

Designated Funds

West Hill

Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

PRS and Personalisation Budget

Funding relating to Private Rented Sector and Personalisation retained for the continuation of our work in these areas.

Restricted funds

WSCC PHE Capital Funding Scheme

West Sussex County Council Public Health England Capital Funding - To assist in the purchase of properties in Littlehampton and Horsham for clients to live in a shared abstinence based environment.

YMCA Downslink Group

Provision of capital funding for the conversion of a property to shared accommodation. This fund was fully utilised in the year as the criteria for its usage had been fully met.

continued...

18. MOVEMENT IN FUNDS - continued

MEAM
Funding from Sussex Police, WSCC, WBC and Sussex Partnership NHS to improve policy and services for people facing multiple needs.

Albert Hunt Trust
To prove funding for a Substance Misuse Social Work Co-ordinator at the Recovery project.

The Big Lottery fund
Funding has been received for the Reaching Communities programme at St Clare's Community Hub and for the Littlehampton Community Hub.

Worthing Borough Council
Empty Homes Grant Funding – to assist with the refurbishment of a property in Worthing for clients to live in shared accommodation. This fund was fully utilised in the year as the criteria for its usage had been fully met.

Adur Furniture Network
The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

Dr Chester's Charity
The Trustees shall apply the income of the charity in relieving either generally or individually persons resident in Borough of Worthing who are in conditions of need, hardship or distress by making grants of money or providing or paying for items, services or facilities calculated to reduce the need, hardship or distress of such persons.

Ravenscourt
To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker.

Compass bus grant
A fund to enable client travel.

Pier Window
To commission a window design on Worthing pier.

19. CONTINGENT LIABILITIES

In the event of the disposal of the property at West Hill, East Grinstead, there may be a requirement to repay the value of the Social Housing Grant, being £186,000, which was awarded to the charity on purchase of the property.

20. RELATED PARTY DISCLOSURES

John Holmstrom is a Director/Trustee in YMCA Downslink Group. In 2016 the charity received a grant from YMCA Downslink Group of £120,000 for use in the redevelopment of 13 Grafton Road. As part of the grant conditions a lease was agreed between Turning Tides and YMCA Downlink Group for the property. During the year Turning Tides received £39,000 in rental income from YMCA Downslink Group (2021: £39,000) and paid £39,000 in rent to YMCA Downslink Group (2021: £39,000).

Turning Tides Homelessness

England & Wales - Charity number 1027832

Accounts

TURNINGTIDES
ENDING LOCAL HOMELESSNESS

TURNING TIDES

TRUSTEES' REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

Charitable Housing Trust

A Company Limited by Guarantee

Registered as Turning Tides Homelessness

Charity Number: 1027832

Company Limited by Guarantee: 2708334 (England)

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Reference and administrative details of the Company, its Trustees and Advisers

Trustees	Ian Mintram (Chair) Richenda Kullar (Company Secretary) Duncan Anderson Timothy Cooper (appointed 28 September 2020) Matthew Hodson Moira James Bill Jones (appointed 28 September 2020) Jane Lodge (appointed 28 September 2020) Alwen Lyons (appointed 28 September 2020) Martin Quinn David Standing Dr Linda Rockall (resigned 6 July 2020)
Company Registered number	2708334
Charity Registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company Secretary	Richenda Kullar
Chief Executive Officer	John Holmström
Independent Auditors	Kreston Reeves LLP Chartered Accountants Springfield House Springfield Road Horsham West Sussex RH12 2RG

Bankers	**HSBC** **Goring Road** **Worthing** **West Sussex BN12 4AW**

Chair's statement

This year has, unsurprisingly, been dominated by the unprecedented challenges presented by the COVID crisis.

Early in the crisis the Government launched the 'Everyone In' initiative whereby all rough sleepers were required to be housed. Working closely with Councils and other agencies we managed to support an additional 150 people within a very short timeframe.

More generally the Charity managed to adapt and develop our services to ensure our Clients received the support they needed.

Coping with many enforced changes brought about by the pandemic undoubtedly put great stress on our staff - in particular our frontline staff who worked directly with clients throughout the various lockdowns. The Staff at Turning Tides deserve great credit for the extraordinary commitment they have shown.

As the immediate impact of this virus is hopefully receding, the Charity now faces the imminent increase in homelessness caused by the economic fallout from the pandemic. We have already seen a 45 per cent increase in rough sleeping in the first quarter of 2021.

In that context, it is vital we remain financially strong in order to meet the challenges ahead and we are hugely grateful for the tremendous support we have received from our donors, community partners and funders. Their help has been vital throughout this extraordinary year and we will continue to rely on their generosity in the coming years; as we strive to eradicate homelessness in all the areas where Turning Tides operates.

Ian Mintram
Chair of Trustees
June 2021

The Trustees present their annual report together with the audited financial statements for the year 1 April 2020 to 31 March 2021. The Trustees confirm the Annual Report and financial statements of the Company comply with current statutory requirements, requirements of the Company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Since the Company qualifies as medium under Section 382, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is included.

About Turning Tides

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex – as many as 39 different projects, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services in order to meet the diverse needs of those who have nowhere to call home.

Fundamental to the Charity's approach is the understanding that every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Collaboration with local authorities, partner agencies and external providers is critical to ensuring a joined-up and inclusive approach. Turning Tides works within systems such as housing, health, social care, substance misuse and criminal justice ensuring equality of access for clients experiencing homelessness.

The Charity harnesses lived experiences of clients, which inform and shape service delivery. Recognising the trauma each individual has faced within a Psychologically Informed Environment ensures individual needs are central. Reflective and responsive service delivery enables people to thrive and move on.

Charitable Objectives

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, is to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

Our Vision, Mission and Ambitions

Our Vision

Ending local homelessness in the areas in which Turning Tides operates.

Our Mission

We are a community-led charity that puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for homeless men and women
- A place of safety, respect and trust
- Kind, generous and warmhearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience

Our Ambitions (now - 2024):

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving, resilient organization that attracts and retains talent

Turning Tides' Services

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District and Mid Sussex.

841 individual clients accessed the Charity's services in 2020 /2021, 459 of which were new clients. The early months of the year also included supporting approximately 150 additional people who were brought into emergency accommodation as part of the Government's *'Everyone In'* initiative, to protect homeless people from the spread of Covid.

As at the end of March 2021 the Charity has 158 paid staff and 283 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless can receive practical help such as food, showers and clothing. Specialist staff supporting clients into appropriate accommodation and helping with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.
- **High and Medium Support Residential** - 5 high and medium support residential projects:
    - Lyndhurst Road – 34 bed short stay accommodation, 24/7 cover

  - Byron Road – 15 bed complex-needs project, 24/7 cover
  - Recovery Project – 28 bed Care Quality Commission ('CQC') registered drug rehabilitation, 24/7 cover
  - Manor Road – 14 bed medium support, day support with on call
  - St John's – 6 bed medium support, day support with on call
- **Move on Housing** - 19 move on properties with 108 beds across various properties. All low support
  - Worthing ---------- 12 houses (62 beds)
  - Littlehampton ---------- 3 houses (16 beds)
  - East Clayton ---------- 1 house (5 beds)
  - Horsham---------- 2 houses (8 beds)
  - East Grinstead ---------- 1 house (17 beds)
- **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services.
  - Social Workers
  - Mental Health Workers
  - Mental Health and Trauma Coordinator
  - Complex Needs Specialists
  - Substance Misuse Worker
  - Dual Diagnosis Worker
  - Housing First Workers
  - Private Rental Sector Access Workers

Turning Tides Approach

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to create safe and positive relationships and environments so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to the needs of clients.

Taking a strengths-based and systems approach, Turning Tides also seek to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers clients face are systemic. The Charity listen to their experience and works with colleagues in other related systems such as housing, health, social care, substance misuse and criminal justice to create a "coalition of the willing" to end local homelessness.

Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5 year financial business plan every March. This is accompanied by a detailed Organisational Plan which sets out how the business plan will be delivered.

In 2019 the following four ambitions were set:

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be innovative and deliver good value in order to win new resources
- To grow a thriving, resilient organisation that attracts and retains talent
- To be led by our clients' and communities' expertise and experience

The Organisational Plan is structured against these ambitions. Progress against the Plan is reviewed quarterly by the Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, KPIs are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Management Team and Board of Trustees.

Achievements and Performance

Covid 19 and 'Everyone In'

Covid 19 ushered in a truly historic moment for the homeless sector. In March, we received an instruction from national Government giving us two weeks to implement an emergency response to the spread of the virus. Working with partners, we were asked to find every person sleeping rough and bring them into emergency temporary accommodation. This quick response was crucial; even without a deadly virus homeless people die 30 years sooner than the general population.

In West Sussex, a multi-agency Task Force was immediately established, including West Sussex County Council (WSCC), all the District and Borough Councils, other local homeless charities, the Police, Probation, NHS mental health services, primary care and MHCLG Special Adviser. The group met twice weekly to coordinate the response and unprecedented numbers of homeless people were given shelter in newly vacant hotels and B&Bs. This ground-breaking initiative was named *'Everyone In'*. Across the nation some 37,500 homeless people were involved – shining a light on the real extent of homelessness which is now understood to be nine times more than the pre-Covid Government estimate.

It is hard to convey the enormity of this achievement and its impact on the sector. What happens next to all these people is absolutely crucial - and of real concern - but for a moment in history, homelessness was all but briefly ended.

Everyone In demonstrated that given the mandate and means, rough sleeping can be dramatically reduced. Partnership working was key and relationships flourished in the face of adversity. On the ground, our frontline staff worked every hour to build trust with people who were sleeping rough in order to support them into emergency accommodation. Hundreds of wellbeing and isolation packs were distributed across the county containing essentials such as food and toiletries, in addition to wellbeing exercises to combat loneliness. Crucially, our keyworkers, and particularly our Hubs, adapted their work to visit hotels and B&Bs to provide emotional and practical support throughout.

At the same time 24-hour counselling telephone support was quickly established, and much needed, as fear and isolation took hold. Our face-to-face wellbeing support had to move to digital platforms and we secured funding to support our staff and clients with equipment and skills, to ensure they had the ability and confidence to connect. This way of working will enhance our offer beyond Covid and

has enriched many relationships. However, digital inclusion remains a challenge, as some clients are not yet able to fully access the skills and resources needed.

Overall, *Everyone In* was a remarkable success, saving lives and strengthening systems and relationships in a way never seen before. The road ahead, however, is deeply concerning. In West Sussex, a record number of nearly 1,000 people are in emergency temporary accommodation with limited support and limited pathways out of homelessness. For some clients, this short-term security has provided the stability they needed to start rebuilding their lives. For others, the future looks more challenging.

Beyond 'Everyone In'

In the last quarter of 2020-21, we have seen a 45% increase in the number of people rough sleeping, compared to the previous quarter. This increase is undoubtedly due to a shift in focus as local authorities are no longer consistently accommodating rough sleepers under *Everyone In*.

On top of this, more and more people are presenting as homeless as the full economic impact of Covid begins to reveal itself. In Worthing, for example, the number of people reporting as homeless doubled last year. Further north, Horsham District Council reported record numbers, dealing with 800 enquiries relating to homelessness in the first six months of the year.

A great deal has been accomplished but we now face a different – and very real - crisis. A lack of affordable housing, increased economic hardship and record numbers in unsupported temporary accommodation all combine to create a perfect storm of homelessness.

Our Services

Whilst adapting to the specific challenges of the pandemic we have managed to push forwards in other areas too. Improving actual pathways out of homelessness has been key: compared with last year, there has been a 73% reduction in clients returning to rough sleeping following our intervention and support (2020: 55, 2021: 15). Our commitment to offering tailored support to each individual underpins this improvement.

Perhaps most crucially we have added 19 further units of much needed accommodation countywide. These include the addition of houses in Littlehampton, Burgess Hill and Worthing as well as creating further units within our current residences.

We operate a diverse number of services and projects throughout West Sussex, 39 in total, only some of which we have space to explore here.

Community Hubs

Our Community Hubs faced significant challenges to deliver frontline services amidst lockdowns and social distancing measures. Flexibility and resourcefulness both played a part as the Hubs implemented booking systems (rather than free-flow access), developed food takeaways, delivered essential support kits to emergency accommodation and increased outreach provision.

In both Worthing and Littlehampton, staff worked closely in the nearby hotels accommodating our clients during the lockdowns. In recent months, our Worthing Hub has also evolved towards a more multi-agency approach, enabling stronger pathways of support for clients. Our Littlehampton services benefited from the generosity of a number of local donors, including the Rotary Club Of Littlehampton, Trinity Church Littlehampton, Sompting Masonic Lodge and Rustington Lodge of Free and Accepted

Masons. This and other vital support enabled us to move the Littlehampton Hub to a larger venue and refurbish the space to include showers and private one-to-one spaces. We also secured the lease and renovation of a 6 bedroom house next door to the Hub which expands our housing provision in the area.

In Horsham and Mid Sussex, our Hub spaces were closed for safety and the Team moved to an outreach model. Many clients in this locality face multi-disadvantage and have struggled without support for a long time. Our Mid Sussex Team made significant inroads with some and throughout this year we have seen an increase of 53% in the number of clients supported in Mid Sussex - an increase that is evidence of the development of our work within the district. Thanks to a partnership with Worthing Homes and a grant from the Ministry for Housing Communities and Local Government, we have also opened a new 6 bedroom project in Burgess Hill. These developments have strengthened our important relationship with Mid Sussex District Council.

Also in Mid Sussex, we were given the opportunity to acquire a double decker bus. The bus has now been fitted with a kitchen, toilet and shower, and digital equipment, enabling it to run as a mobile Hub in an area where rough sleeping is often rural and dispersed.

Residential Projects

Elsewhere, in Worthing, a successful tender has secured the future our Recovery Project for the next 6 years. This is a Turning Tides-led partnership with Stonepillow and Emerging Futures and will help many to move on from addiction.

Our hostels, Byron and Manor Road, significantly refined their provision, increasing their effectiveness to support people on their journey to independent living. Likewise, our East Grinstead project, West Hill, made a similar transformation and better aligned its provision with local need, empowering more people to move into their own home.

Overall, planned departures in our high support projects increased by 11% this year, as opposed to last (2020: 55%, 2021: 66%), with exceptional performances notably Byron, with an average of 93% of planned departures. Our Selden Road project also improved planned departures by 12%. Low/medium supported accommodation in Worthing achieved an average of 96% planned departures and Littlehampton achieved 100%.

Housing First has developed significantly within our services this year, with work taking place to build the infrastructure necessary for its success. Housing First is an alternative to a system of transitional housing progressions i.e. high, medium and low support. Rather than moving homeless people through different 'levels' of housing, where each level moves them closer to independent living, Housing First moves the homeless person immediately from the streets into their own accommodation. A support plan is also created to help them rebuild their life.

While the potential of Housing First will be realised throughout next year, vital relationships have been forged during the last year that will pay dividends in the next. At the time of writing, we are working with nine individuals who have been offered accommodation and we plan this to increase. Housing First remains one of the most desirable models for our clients to reach independent living.

We also implemented a successful Discharge to Access (D2A) scheme that supports people with mental health difficulties as they leave hospital and adjust again to life at home. This scheme has been recognised by partners as exemplary.

The number of clients supported by the Multi-Disciplinary Team (MDT) in 2020/21 increased by 47% in comparison to the previous year, attributable to the expansion of the MDT service, including HARP (Hospital Admission Reduction Pathway), Staying Well, D2A and Ending Women's Homelessness projects. Our data shows that 219 clients have a mental health diagnosis and 381 have a self-reported mental health difficulty. Investment in mental health support is, therefore, a key growth area in 2021/22.

As we look to move beyond Covid and temporary emergency measures, our most pressing priority is to find effective and sustainable Move On Housing. We are seeing, and anticipate, increases in levels of homelessness. In order to meet this increased need and welcome more people into our services, we also need to empower others to move on. With such a shortage of affordable housing we will inevitably need to continue to create some of these housing solutions.

Our Team

We cannot praise our staff enough for their selfless determination throughout the pandemic. At the onset, we implemented significant changes to working practices in order to minimise the spread of infection. New protocols for our frontline staff had to be swiftly adhered to but could not eliminate real risks to our keyworkers' health. Staff across the organisation also voluntarily opted to become a new relief team as part of contingency planning. This was activated to ensure staffing could be sustained during heightened periods of absence and increased client need.

Other, less front facing staff, rapidly migrated workstations from office to home, which presented numerous challenges in terms of work-life balance and wellbeing. The pressure and stretch have been felt across our whole organisation and are still present. Additionally, our Team have battled illness and the inevitable spread of infection throughout some of our services, working hard at every step to minimise the danger; they have also rallied to facilitate speedy vaccinations for clients, to provide them with the protection so desperately needed.

Our generous volunteers were largely stood down, to ensure their safety. This denied them the opportunity for the social connection and altruistic 'giving back' they, and we, treasure. We worked hard to remain connected with them throughout the pandemic, ensuring volunteering can be re-engaged in service delivery at the soonest opportunity. The enormous contribution of our volunteers was formally and nationally recognised this year when the charity was awarded the prestigious Queen's Award for Voluntary Service. At the time of writing, plans are being made for the presentation of the award once social distancing restrictions ease.

Our HR Team had to interpret changing employment law on an almost daily basis and focused on establishing a comprehensive range of wellbeing support for both staff and volunteers. Training was revised towards a re-launched training programme with greater emphasis on mental and emotional health and resilience.

During this time, our Quality Team were instrumental in helping the organisation adapt to the threat of Covid. They played a vital part in keeping staff, volunteers and clients safe. We strengthened and expanded our Health and Safety Team and practices, deploying a number of measures including the reduction of footfall into services, bubbling of staff through modified shift patterns and stringent rapid testing across all our services.

Incredibly, in spite of the huge challenges, this year has seen a reduction in staff turnover (2020: 4.4%, 2021: 3.6%) and reduction in short term staff sickness (2020: 656 FTE days, 2021: 258 FTE days) - a

real testament to the resilience and dedication of our Team. Understandably, we are beginning to see signs of fatigue and strain, so supporting our invaluable workforce will be crucial moving forwards.

Community Support

As with many charities, we started the year with apprehension that fundraised income would dramatically decrease as a result of lockdown measures, cancelled fundraising events, and the impact of the pandemic on the economy and public giving. Forecasted figures implied an anticipated drop of at least 50% in fundraised income, alongside an impact on the trusts and foundations that are so crucial to funding services.

The Fundraising and Communication Team, and, the Business Development Team, worked exceptionally hard to rework our entire fundraising programme and make rapid grant applications. We launched the charity's first ever Emergency Appeal and worked creatively and energetically within the wider community to rally support during these unprecedented times. We are incredibly grateful to our supporters and the wider public for their generous response to these requests for help. One talented local fundraiser, Phil Heckels (Hercule van Wolfwinkle) has raised a staggering £80k which also paved the way for an online merchandise platform. Overall, our Fundraising and Communication Team secured income substantially over target and this supported a range of vital work across the county including the opening of a new project for people sleeping rough in Burgess Hill.

The Business Development Team secured £1.8m through grants and trusts, not just protecting the delivery of our services but also developing them. In addition to this, their skills brought significant gain to some of our partners; by leading on joint bids and developing partnership projects we secured a further £1.4m for other local authorities and charities too.

This incredibly hard work and resulting generosity enabled us to achieve three crucial things: 1) we continued to provide our services and help those most in need; 2) we could expand our services to support the influx of new clients and make preparations for the significant challenges ahead; 3) we were able to increase our financial reserves to hit our target range.

We are enormously grateful to every person, partner, community group, company, school, church, foundation - and all the many others – who have supported Turning Tides this year. These supporters have not just enabled us to save lives, but also rebuild lives, so clients can begin to create the future they long for. As we look ahead, we fear a much harder landscape and have concerns about our ability to meet the future demand on our services. These worries aside, we couldn't be more grateful for the gift of community generosity towards local people who have lost everything.

KPIs

	2019-2020	2020-2021	% Increase or Decrease
Pathways out of homelessness:			
Average length of rough sleeping of new clients (in weeks)	16.8	5.8	65% -
Number of clients who returned to sleeping rough after being helped	55	15	73% -
Number of clients rough sleeping at end of Q4	23	16	31% -
% of new clients with local connection	80%	84%	5% +
Number of new clients taking up high support residencies with Turning Tides	104	118	13% +
Average length of stay in high support projects (in weeks)	39.5	29.3	26% -
Total high support move ons	105	107	2% +
% planned high support departures	55%	66%	20% +
Total individuals supported by Multi-Disciplinary Team	244	359	47% +
Total individuals supported by Community Inclusion Team	149	240	61% +
Welfare alerts	112	50	55% -
Accommodation:			
Total high and medium support units of accommodation	77	97	25% +
Total low support units of accommodation	105	108	3% +
HR:			
Voluntary staff turnover	18.3%	14.9%	3.4% -
Stability indicator	69.3%	73.8%	4.5% +
No of training sessions provided	20	101	405% +

Future Plans

The year ahead will see us focus more on the wellbeing of our clients and team. We will be rolling out greater training and resources across the organisation to ensure our work is psychologically informed and takes place within a compassionate and empowering framework for staff, volunteers and clients alike. Where we can, we are seeking longer term funding models rather than short term interventions that are costly to set up and potentially damaging to clients when wound down. We will also be developing our co-production forums and involving clients to a greater degree in our decision making, much of this work had to be paused this year as we adhered to social distancing measures.

A deeper focus on Equality and Diversity will also come to the fore and a significant IT step change will enable us to embrace hybrid working so our homeworking staff can also access shared spaces and office resources.

In 2022, Turning Tides will be turning 30 and applying for Housing Association status. This milestone will enable us to access additional grants that, in turn, will enable us to deliver increased accommodation.

A Homeless Crisis:

Our biggest challenge, undoubtedly, will be to respond to the emerging homeless crisis. Record numbers of people are in emergency temporary accommodation across West Sussex. These arrangements provide a roof for now, but little else, and certainly no plan for the future. People are often completely unsupported, with complex needs, at risk of exploitation and harm, and in a sense more hidden than ever.

A critical shortage of affordable accommodation and barriers in the private rented sector can hold us back from supporting people to move on. We can find ourselves in a situation where we have clients ready to move to independent living but are still 'stuck' due to a lack of housing opportunities. Without this mobility our services can become 'stuck' too, unable to support the influx of new people.

We are committed to doing everything we can to ensure no one faces homelessness alone. Nevertheless, it will be a challenge for us to implement sustainable growth that genuinely meets need and is also deliverable for our Team. And, of course, we will also need the support of the community and our partners throughout. The end of the pandemic might be appearing on the horizon – but a homeless crisis is just beginning.

Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating the potential risk. This analysis forms the Risk Map. The Risk Map is reviewed on a regular basis by relevant members of the Management Team and the Board of Trustees. The Board of Trustees have the responsibility for ensuring risks are identified and appropriate mitigations are in place as required by the Risk Action Plans.

Turning Tides recognises the role of robust KPIs and Organisational Plans together with the Risk Map in mitigating risk. The terms of reference of the Finance Committee (a subcommittee of the Board of

Trustees) were broadened to a Finance and Audit Committee, to include the detailed review of the KPIs, Organisational Plan and Risk Map on a quarterly basis. Additional trustees have joined the Committee during 2021 to assist with these quarterly reviews.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan
Inability to end local homelessness and deliver mission due to increase in homelessness following long term impact of the pandemic and austerity measures.	Finding shared purpose, and generating social movement to end local homelessness in wider system, and make good progress against our ambitions.
Pandemic/austerity results in sudden change in commissioning or drop in housing benefit levels which renders services unviable.	Gain intelligence and influence wider system and new developments. Drive efficiency. Ensure organisation can adapt quickly to changed circumstances and new opportunities. Increase investment in Business Development capacity.
Increased homelessness if Lyndhurst Road not re-provisioned and sufficient move on housing procured.	Pursue application to register as Housing Association. Ensure strong business plan can support borrowing and housing development risk. Invest in Private Rented Sector Access Development Worker.
Increase in homelessness due to lack of vacancies resulting from slow throughput within residential services.	Identify move on needs and in particular clients who are ready to move but restricted by lack of housing opportunities. Implementation of PIE/co-production leading to higher and sooner planned moves. Increase move on options.

Covid – 19

The Charity responded effectively to the risks of Covid 19 and quickly introduced social distancing and infection control measures. It took a leading role in the West Sussex multi-agency response to ensure a coordinated and sustainable strategy evolved. The combined result of this has led to very low infection rates as at the date of this Report, notwithstanding some challenges around infection and illness throughout January and February. As a consequence of this careful management, high occupancy levels in our housing have been maintained and are likely to continue. Its main income source is, therefore, secure.

Robust planning has been put in place to mitigate the challenges of Covid-19. Frequency of Board and management meetings have been increased until confidence returns that the pandemic no longer creates a risk.

Financial Review

During the 2020/21 Financial Year Turning Tides has generated an underlying surplus of £267k compared to a budget of £132k. This over-target income enables us to 1) meet extra need for our services as homelessness escalates and 2) move our reserves to a more acceptable level of between two to three months' running costs. The financial performance is due to:

- Strong infection control measures and, therefore, the continuation of core services throughout the pandemic
- Consistent Government funding
- Levels of individual and community donations

The following table shows the reconciliation between the statutory accounts and underlying financial performance.

Reconciliation	**2021**	**2020**
	£k	**£k**
Underlying Turning Tides surplus/(deficit):	267	44
Non cash grant funding transferred with the acquisition of 2 client properties (Move-on Housing)	618	-
Pandemic specific funding	321	-
Ravenscourt Trust	nil	140
Net surplus/(deficit) before transfers	1,206	183

During the financial year Turning Tides acquired 2 properties in Horsham. The grant liability (Public Health England) of £618k was transferred and is shown as income in the 2020/21 accounts after adjusting for impairment.

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 90.5% (2020 = 93.9%). Bad debts were 0.7% (2020 = 2.3%) of rent due against a target of 2.5%.

Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes create an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding that allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions that wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and in particular how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can actually contribute to the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost
- New opportunities not in business plan
- The level of fixed assets, borrowing and loan repayment risk

Using the policy described above, the Trustees in collaboration with the Chief Executive Officer and Head of Finance have agreed the following thresholds:

	£
Minimum reserves level	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in business plan	£250k
Total	**£750k**
Maximum reserves level	
Double the minimum reserves level (being approximately 3 months operating costs)	**£1,500k**

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the CEO and Senior Management Team to agree plans and drive actions that will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed the Trustees will work with the CEO and Senior Management Team to ensure the excess is explicitly considered and included within future plans to further the charity's aims such that, over a defined period, reserves are brought back within the agreed range.

At the year end, total funds were £6,877k (2020: £5,671k). Unrestricted reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,067k (2020: £620k) which falls within our target range. Unrestricted reserves are forecast to increase to £1,272k during the 2021-22 year.

Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified. Ravenscourt funding is being utilised to fund a specific revenue expense over the following 10-15 years.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds will be utilised fully during 2021-2 to fully refurbish the property.

Structure, Governance and Management

Turning Tides is a registered charity. Turning Tides is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2020.

There are currently 11 Trustees out of a possible 15. During the course of the year 4 new Trustees were appointed and one Trustee retired.

With regard to recruitment of Trustees; when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees in order to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

Positions are advertised widely to encourage a diversity in applications. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive Officer and withdraw from any decision making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive Officer and his/her Senior Management Team. During 2021/2022 existing governance documents will be reviewed with new standing orders developed together with a detailed table of delegations.

The Board meets as a full Board at least 4 times a year. During the COVID crisis the Board met on a weekly basis to enable swift decision making during this difficult time.

The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub-committee has clear terms of reference.

- The Finance and Audit Committee meets monthly
- The Remuneration Committee meets 2-3 times a year

These sub committees report to the main Board at each main Board meeting.
The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive Officer and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

Public Benefit Statement

Turning Tides' object is the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination, or have none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

Trustees' Responsibilities Statement

The Trustees (who are also the Directors of the Charity for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under Company Law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the Charity and of its incoming resources and application of resources, including its income and expenditure, 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 of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- so far as the Trustee is aware, there is no relevant audit information of which the Charity's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish that the Charity's auditors are aware of that information

Approved by order of the members of the board of Trustees on and signed on their behalf by:

I Mintram
Chair
20 AUG 2021

T Cooper
Chair of Finance & Audit committee
20 Aug 2021

Independent auditors' report to the Members of Turning Tides Homelessness

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charity') for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, 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 March 2021 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; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' 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 United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Independent auditors' report to the Members of Turning Tides Homelessness (continued)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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.

Opinion 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 including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our 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' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which 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.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, 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.

Independent auditors' report to the Members of Turning Tides Homelessness (continued)

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

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

Capability of the audit in detecting irregularities, including fraud

The objectives of our audit are to identify and assess the risks of material misstatement of the financial statements due to fraud or error; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud or error; and to respond appropriately to those risks.

Based on our understanding of the charity and industry, and through discussion with the directors and other management (as required by auditing standards), we identified that the principal risks of non-compliance with laws and regulations related to health and safety, the CQC, anti-bribery and employment law. We considered the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006 and the Statement of Recommended Practice applicable to charities. We communicated identified laws and regulations throughout our team and remained alert to any indications of non-compliance throughout the audit. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase income or reduce expenditure, management bias in accounting estimates and judgemental areas of the financial statements such as the allocation of costs and depreciation. Audit procedures performed by the engagement team included:

- Discussions with management and assessment of known or suspected instances of non-compliance with laws and regulations (including health and safety) and fraud, and review of the reports made by management; and
- Assessment of identified fraud risk factors; and
- Identifying and assessing the design effectiveness of controls that management has in place to prevent and detect fraud; and
- Challenging assumptions and judgements made by management in its significant accounting estimates; and
- Performing analytical procedures to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Confirmation of related parties with management, and review of transactions throughout the period to identify any previously undisclosed transactions with related parties outside the normal course of business; and
- Performing analytical procedures with automated data analytics tools to identify any unusual or unexpected relationships, including related party transactions, that may indicate risks of material misstatement due to fraud; and
- Reading minutes of meetings of those charged with governance; and
- Review of significant and unusual transactions and evaluation of the underlying financial rationale supporting the transactions; and
- Identifying and testing journal entries, in particular any manual entries made at the year end for financial statement preparation.

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

Independent auditors' report to the Members of Turning Tides Homelessness (continued)

- 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 of the effectiveness of the charitable company'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 charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' 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 Auditors' report. However, future events or conditions may cause the charitable company 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.

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 Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

Kreston Reeves LLP

Sarah Ediss BSc FCA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Horsham

10 September 2021

Turning Tides Homelessness
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2021

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Income from:					
Donations and legacies	3	**558,079**	**800**	**558,879**	274,540
Charitable activities	4	**4,448,912**	**1,041,558**	**5,490,470**	3,862,786
Investments		**906**	**-**	**906**	2,206
Total income		**5,007,897**	**1,042,358**	**6,050,255**	4,139,532
Expenditure on:					
Charitable activities	5	**4,469,305**	**375,265**	**4,844,570**	3,955,886
Total expenditure		**4,469,305**	**375,265**	**4,844,570**	3,955,886
Net income before net losses on investments		**538,592**	**667,093**	**1,205,685**	183,646
Net losses on investments		**-**	**-**	**-**	(346)
Net movement in funds		**538,592**	**667,093**	**1,205,685**	183,300
Reconciliation of funds:					
Total funds brought forward		**4,730,848**	**940,749**	**5,671,597**	5,488,297
Net movement in funds		**538,592**	**667,093**	**1,205,685**	183,300
Total funds carried forward		**5,269,440**	**1,607,842**	**6,877,282**	5,671,597

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 28 to 51 form part of these financial statements.

Turning Tides Homelessness
(A company limited by guarantee)
Registered number: 02708334

Balance sheet
As at 31 March 2021

	Note		2021 £		2020 £
Fixed assets					
Tangible assets	11		**5,512,617**		4,758,918
			5,512,617		4,758,918
Current assets					
Debtors	12	**201,395**		274,149	
Investments	13	**128**		128	
Cash at bank and in hand		**1,510,520**		1,010,269	
		1,712,043		1,284,546	
Creditors: amounts falling due within one year	14	**(253,442)**		(253,812)	
Net current assets			**1,458,601**		1,030,734
Total assets less current liabilities			**6,971,218**		5,789,652
Creditors: amounts falling due after more than one year	15		**(93,936)**		(118,055)
Net assets excluding pension asset			**6,877,282**		5,671,597
Total net assets			**6,877,282**		5,671,597
Charity funds					
Restricted funds	16		**1,607,842**		940,749
Unrestricted funds	16		**5,269,440**		4,730,848
Total funds			**6,877,282**		5,671,597

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Trustees on 20 August 2021 and signed on their behalf by:

T Cooper **I Mintram**

The notes on pages 28 to 51 form part of these financial statements.

Turning Tides Homelessness
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2021

	2021 £	2020 £
Cash flows from operating activities		
Net cash used in operating activities	**851,359**	394,714
Cash flows from investing activities		
Dividends, interests and rents from investments	**906**	2,206
Purchase of tangible fixed assets	**(329,071)**	(11,054)
Proceeds from sale of investments	**-**	135,655
Net cash (used in)/provided by investing activities	**(328,165)**	**126,807**
Cash flows from financing activities		
Repayments of borrowing	**(22,943)**	(333,043)
Net cash used in financing activities	**(22,943)**	**(333,043)**
Change in cash and cash equivalents in the year	**500,251**	**188,478**
Cash and cash equivalents at the beginning of the year	**1,010,269**	821,791
Cash and cash equivalents at the end of the year	**1,510,520**	1,010,269

The notes on pages 28 to 51 form part of these financial statements

Notes to the financial statements
For the year ended 31 March 2021

1. General information

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. The Trustees of the company are the members of the company named on page 3. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

The address of the registered office is Worthing Town Hall, Chapel Road, Worthing, West Sussex, BN11 1HA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - 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) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

2.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

While the impact of the Covid-19 virus has been assessed by the Board, so far as reasonably possible, due to its unprecedented impact on the wider economy, it is difficult to evaluate with any certainty the potential outcomes on the organisation's activities. However, taking into consideration the UK Government's response and the organisation's planning, the Board have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

2. Accounting policies (continued)

2.3 Income

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

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

2. Accounting policies (continued)

2.5 Government grants

Government grants relating to tangible fixed assets are treated as deferred income and released to the Statement of financial activities over the expected useful lives of the assets concerned. Other grants are credited to the Statement of financial activities as the related expenditure is incurred.

2.6 Interest receivable

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

2.7 Tangible fixed assets and depreciation

The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- not depreciated
Lease premium	- 2.5% straight line
Motor vehicles	- 25% straight line
Building improvements to leasehold buildings	- 33.3% straight line

2.8 Investments

Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of financial activities.

2.9 Debtors

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

2.10 Cash at bank and in hand

Cash at bank and 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.

2. Accounting policies (continued)

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.14 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.15 Critical accounting estimates and areas of judgment

Estimates and judgments 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.

Critical accounting estimates and assumptions:

- depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

3. Income from donations and legacies

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Donations	381,516	800	**382,316**
Legacies	10,036	-	**10,036**
Government grants	166,527	-	**166,527**
	558,079	800	**558,879**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Donations	265,145	1,395	266,540
Legacies	8,000	-	8,000
	273,145	1,395	274,540

4. Income from charitable activities

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Bryon, Manor and Lyndhurst	1,448,256	-	**1,448,256**
Homelessness Services	929,454	290,471	**1,219,925**
Recovery Services	688,582	-	**688,582**
Fundraising & Volunteering	274,330	72,351	**346,681**
Move on Housing	1,053,537	675,000	**1,728,537**
Central	51,186	3,736	**54,922**
Development	3,567	-	**3,567**
Total 2021	4,448,912	1,041,558	**5,490,470**

4. Income from charitable activities (continued)

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Bryon, Manor and Lyndhurst	1,440,355	-	1,440,355
Homelessness Services	584,227	285,417	869,644
Recovery Services	564,207	139,757	703,964
Fundraising & Volunteering	162,462	800	163,262
Move on Housing	681,651	-	681,651
Central	3,910	-	3,910
Total 2020	3,436,812	425,974	3,862,786

Notes to the financial statements
For the year ended 31 March 2021

5. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Bryon, Manor and Lyndhurst	1,189,116	-	**1,189,116**
Homelessness Services	751,262	375,265	**1,126,527**
Recovery Services	568,688	-	**568,688**
Fundraising & Volunteering	442,452	-	**442,452**
Move on Housing	1,000,228	-	**1,000,228**
Central	509,132	-	**509,132**
Development	8,427	-	**8,427**
	4,469,305	375,265	**4,844,570**

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Bryon and Manor	1,135,578	-	1,135,578
Homelessness Services	575,982	294,800	870,782
Recovery Services	549,359	3,600	552,959
Fundraising & Volunteering	327,583	-	327,583
Move on Housing	664,236	-	664,236
Central	404,748	-	404,748
	3,657,486	298,400	3,955,886

Notes to the financial statements
For the year ended 31 March 2021

6. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Bryon, Manor and Lyndhurst	1,127,811	61,305	**1,189,116**
Homelessness Services	1,095,875	30,652	**1,126,527**
Recovery Services	527,305	41,383	**568,688**
Fundraising & Volunteering	423,456	18,996	**442,452**
Move on Housing	1,000,228	-	**1,000,228**
Central	508,206	926	**509,132**
Development	8,427	-	**8,427**
	4,691,308	153,262	**4,844,570**

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Bryon and Manor	1,086,016	49,562	1,135,578
Homelessness Services	846,002	24,780	870,782
Recovery Services	519,503	33,456	552,959
Fundraising & Volunteering	312,226	15,357	327,583
Move on Housing	664,236	-	664,236
Central	403,998	750	404,748
	3,831,981	123,905	3,955,886

6. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Bryon, Manor and Lyndhurst 2021 £	Homelessness Services 2021 £	Recovery Services 2021 £	Fundraising & Volunteering 2021 £	Move on Housing 2021 £
Staff costs	783,397	882,840	342,372	299,534	350,044
Depreciation	99,839	3,959	10,500	2,763	68,177
Establishment	185,154	93,180	102,138	72,461	468,208
Other	58,607	112,444	71,943	48,328	113,726
Other staff costs	814	3,452	352	370	73
	1,127,811	1,095,875	527,305	423,456	1,000,228

	Central 2021 £	Development 2021 £	Total funds 2021 £
Staff costs	499,633	-	**3,157,820**
Depreciation	8,059	-	**193,297**
Establishment	-	-	**921,141**
Other	514	8,427	**413,989**
Other staff costs	-	-	**5,061**
	508,206	8,427	**4,691,308**

	Bryon and Manor 2020 £	Homelessness Services 2020 £	Recovery Services 2020 £	Fundraising & Volunteering 2020 £	Retail & Donations 2020 £
Staff costs	744,948	704,441	351,396	224,855	197,629
Depreciation	103,591	3,959	10,500	3,356	63,552
Establishment	142,132	55,951	80,650	60,967	337,038
Other	94,762	71,759	76,729	18,797	65,972
Other staff costs	583	9,892	228	4,251	45
	1,086,016	846,002	519,503	312,226	664,236

6. Analysis of expenditure by activities (continued)

Analysis of direct costs (continued)

	Move on Housing 2020 £	Central 2020 £	Total funds 2020 £
Staff costs	399,007	-	2,622,276
Depreciation	4,498	-	189,456
Establishment	-	-	676,738
Other	493	-	328,512
Other staff costs	-	-	14,999
	403,998	-	3,831,981

Analysis of support costs

	Bryon, Manor and Lyndhurst 2021 £	**Homelessness Services 2021 £**	**Recovery Services 2021 £**	**Fundraising & Volunteering 2021 £**
Other	56,500	28,249	38,139	17,507
Governance	4,805	2,403	3,244	1,489
	61,305	30,652	41,383	18,996

	Central 2021 £	**Total funds 2021 £**
Other	854	**141,249**
Governance	72	**12,013**
	926	**153,262**

6. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	Bryon and Manor 2020 £	Homelessness Services 2020 £	Recovery Services 2020 £	Fundraising & Volunteering 2020 £
Other	45,108	22,553	30,448	13,910
Governance	4,454	2,227	3,008	1,447
	49,562	24,780	33,456	15,357

	Central 2020 £	Total funds 2020 £
Other	750	112,769
Governance	-	11,136
	750	123,905

7. Net income/(expenditure)

	2021 £	2020 £
This is stated after charging:		
Depreciation of tangible fixed assets owned by the charity	**193,298**	179,854
	193,298	179,854

8. Auditors' remuneration

	2021 £	2020 £
Fees payable to the charity's auditor for the audit of the charity's annual accounts	**10,800**	10,080

9. Staff costs

	2021 £	2020 £
Wages and salaries	**2,862,872**	2,373,336
Social security costs	**231,960**	192,537
Other pension costs	**62,988**	56,403
	3,157,820	2,622,276

The average number of persons employed by the charity during the year was as follows:

	2021 No.	2020 No.
Total	**134**	109

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2021 No.	2020 No.
In the band £60,001 - £70,000	**1**	1

Remuneration and benefits received by key management personnel amounted to £113,907 (2020- £112,909).

10. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2020 - £NIL).

During the year ended 31 March 2021, no Trustee expenses have been incurred (2020 - £NIL).

Notes to the financial statements
For the year ended 31 March 2021

11. Tangible fixed assets

	Freehold property £	Lease premium £	Motor vehicles £	Building improvements to Leasehold buildings £	Total £
Cost or valuation					
At 1 April 2020	**5,625,471**	**-**	**31,416**	**256,703**	**5,913,590**
Additions	**727,074**	**210,000**	**66,997**	**-**	**1,004,071**
Impairment of assets	**(57,074)**	**-**	**-**	**-**	**(57,074)**
At 31 March 2021	**6,295,471**	**210,000**	**98,413**	**256,703**	**6,860,587**
Depreciation					
At 1 April 2020	**967,161**	**-**	**16,945**	**170,566**	**1,154,672**
Charge for the year	**96,339**	**-**	**10,822**	**86,137**	**193,298**
At 31 March 2021	**1,063,500**	**-**	**27,767**	**256,703**	**1,347,970**
Net book value					
At 31 March 2021	**5,231,971**	**210,000**	**70,646**	**-**	**5,512,617**
At 31 March 2020	4,658,310	-	14,471	86,137	4,758,918

Included within Freehold Property are a number of properties with a net book value of £2,430,459 (2020: £1,823,285) for which there are legal charges in place and as a result the assets have restricted title.

12. Debtors

	2021 £	2020 £
Due within one year		
Trade debtors	**122,404**	178,038
Other debtors	**2,500**	2,606
Prepayments and accrued income	**76,491**	93,505
	201,395	274,149

13. Current asset investments

	2021 £	2020 £
Listed investments	**128**	128

The market value of the listed investments at 31 March 2021 was £128.

14. Creditors: Amounts falling due within one year

	2021 £	2020 £
Bank loans	**22,943**	21,767
Trade creditors	**99,441**	30,695
Other creditors	**12,000**	22,163
Accruals and deferred income	**119,058**	179,187
	253,442	253,812

	2021 £	2020 £
Deferred income		
Deferred income at 1 April	**160,887**	108,284
Resources deferred during the year	**313,085**	647,280
Amounts released from previous periods	**(390,997)**	(594,677)
Deferred income as at 31 March	**82,975**	160,887

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

15. Creditors: Amounts falling due after more than one year

	2021 £	2020 £
Bank loans	**93,936**	118,055

Included within the above are amounts falling due as follows:

Between two and five years		
Bank loans	**91,770**	87,067
Over five years		
Bank loans	**2,166**	30,988

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2021 £	2020 £
Payable or repayable by instalments	**2,166**	30,988
	2,166	30,988

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. This bank loan is repayable over a 20 year term at an interest rate 1.25% above base rate.

Notes to the financial statements
For the year ended 31 March 2021

16. Statement of funds

Statement of funds - current year

	Balance at 1 April 2020 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2021 £
Unrestricted funds					
Designated funds					
Designated Funds - West Hill, East Grinstead	185,073	-	-	(37,200)	147,873
Designated Fund - PRS and Personalisation budget 19/20	11,387	-	(700)	-	10,687
	196,460	-	(700)	(37,200)	158,560
General funds					
General Funds	4,348,388	5,007,897	(4,468,605)	37,200	4,924,880
Other general funds	186,000	-	-	-	186,000
	4,534,388	5,007,897	(4,468,605)	37,200	5,110,880
Total Unrestricted funds	4,730,848	5,007,897	(4,469,305)	-	5,269,440

Notes to the financial statements
For the year ended 31 March 2021

16. Statement of funds (continued)

Restricted funds					
WSCC PHE Capital Funding Scheme	**480,000**	**675,000**	**-**	**-**	**1,155,000**
YMCA	**120,000**	**-**	**-**	**-**	**120,000**
Meam	**-**	**66,788**	**(66,788)**	**-**	**-**
Worthing Borough Council	**48,000**	**-**	**-**	**-**	**48,000**
Adur Furniture Network	**154,387**	**-**	**-**	**-**	**154,387**
The Big Lottery funding	**-**	**294,770**	**(294,770)**	**-**	**-**
Dr Chesters Charity	**800**	**800**	**(800)**	**-**	**800**
Compass bus grant	**750**	**-**	**(750)**	**-**	**-**
Pier Window	**655**	**-**	**(655)**	**-**	**-**
Ravenscourt	**136,157**	**-**	**(11,502)**	**-**	**124,655**
Albert Hunt Trust	**-**	**5,000**	**-**	**-**	**5,000**
	940,749	**1,042,358**	**(375,265)**	**-**	**1,607,842**
Total of funds	**5,671,597**	**6,050,255**	**(4,844,570)**	**-**	**6,877,282**

Notes to the financial statements
For the year ended 31 March 2021

16. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Unrestricted funds						
Designated funds						
Designated Funds - West Hill, East Grinstead	217,282	-	(32,209)	-	-	185,073
Designated Fund - PRS and Personalisation budget 19/20	16,437	-	-	(5,050)	-	11,387
	233,719	-	(32,209)	(5,050)	-	196,460
General funds						
General Funds	4,257,840	3,711,121	(3,625,277)	5,050	(346)	4,348,388
Other general funds	186,000	-	-	-	-	186,000
	4,443,840	3,711,121	(3,625,277)	5,050	(346)	4,534,388
Total Unrestricted funds	4,677,559	3,711,121	(3,657,486)	-	(346)	4,730,848

Notes to the financial statements
For the year ended 31 March 2021

16. Statement of funds (continued)

Restricted funds						
WSCC PHE Capital Funding Scheme	480,000	-	-	-	-	480,000
YMCA	120,000	-	-	-	-	120,000
Meam	7,651	67,950	(75,601)	-	-	-
Worthing Borough Council	48,000	-	-	-	-	48,000
Adur Furniture Network	154,387	-	-	-	-	154,387
The Big Lottery funding	-	186,655	(186,655)	-	-	-
Dr Chesters Charity	700	800	(700)	-	-	800
Compass bus grant	-	750	-	-	-	750
Pier Window	-	655	-	-	-	655
Ravenscourt	-	139,757	(3,600)	-	-	136,157
Tampon tax fund	-	31,844	(31,844)	-	-	-
	810,738	428,411	(298,400)	-	-	940,749
Total of funds	5,488,297	4,139,532	(3,955,886)	-	(346)	5,671,597

Notes to the financial statements
For the year ended 31 March 2021

Designated Funds

West Hill
Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

PRS and Personalisation Budget
Funding relating to Private Rented Sector and Personalisation retained for the continuation of our work in these areas.

Other general funds
This amount relates to the value of the Social Housing Grant that would be payable should the charity decide to sell the property at West Hill, East Grinstead.

Restricted funds

WSCC PHE Capital Funding Scheme
West Sussex County Council Public Health England Capital Funding - To assist in the purchase of properties in Littlehampton and Horsham for clients to live in a shared abstinence based environment.

YMCA Downslink Group
Provision of capital funding for the conversion of a property to shared accommodation.

MEAM
Funding from Sussex Police, WSCC, WBC and Sussex Partnership NHS to improve policy and services for people facing multiple needs.

Masonic Charitable Foundation
Funding for a Community Inclusion Lead.

Henry Smith Charity
To provide funding for a Substance Misuse Social Work Co-ordinator at the Recovery project.

The Big Lottery fund
Funding has been received for the Reaching Communities programme at St Clare's community Hub and for funding the Littlehampton Community Hub.

Worthing Borough Council
Empty Homes Grant Funding – To assist with the refurbishment of a property in Worthing for clients to live in shared accommodation.

Adur Furniture Network
The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

Notes to the financial statements
For the year ended 31 March 2021

Dr Chester's Charity
The Trustees shall apply the income of the charity in relieving either generally or individually persons resident in the Borough Of Worthing who are in conditions of need, hardship or distress by making grants of money or providing or paying for items, services or facilities calculated to reduce the need, hardship or distress of such persons.

Compass bus grant
A fund to enable client travel.

Pier Window fund
To commission a window design on Worthing pier.

Ravenscourt
To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker

Tampon Tax Fund
In partnership with Brighton Women's Centre and Safe in Sussex, a one year grant from The Tampon Tax Fund enabled more focused and much needed work with women, helping them to move beyond trauma and build safe lives.

Notes to the financial statements
For the year ended 31 March 2021

17. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	4,194,617	1,318,000	**5,512,617**
Current assets	1,422,201	289,842	**1,712,043**
Creditors due within one year	(253,442)	-	**(253,442)**
Creditors due in more than one year	(93,936)	-	**(93,936)**
Total	5,269,440	1,607,842	**6,877,282**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	4,110,918	648,000	4,758,918
Current assets	991,797	292,749	1,284,546
Creditors due within one year	(253,812)	-	(253,812)
Creditors due in more than one year	(118,055)	-	(118,055)
Total	4,730,848	940,749	5,671,597

18. Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net income for the year (as per Statement of Financial Activities)	**1,205,685**	183,300
Adjustments for:		
Depreciation charges	**193,298**	189,456
Loss on investments	**-**	345
Interest from investments	**(906)**	(2,206)
Loss on the sale of fixed assets	**-**	4,743
Impairment of properties	**57,074**	-
Decrease/(increase) in debtors	**72,754**	(22,983)
Increase/(decrease) in creditors	**(1,546)**	42,059
Donation in kind	**(675,000)**	-
Net cash provided by operating activities	**851,359**	394,714

19. Analysis of cash and cash equivalents

	2021 £	2020 £
Cash in hand	**1,510,520**	1,010,269
Total cash and cash equivalents	**1,510,520**	1,010,269

20. Analysis of changes in net debt

	At 1 April 2020 £	Cash flows £	At 31 March 2021 £
Cash at bank and in hand	**1,010,269**	**500,251**	**1,510,520**
Debt due within 1 year	**(21,767)**	**(1,176)**	**(22,943)**
Debt due after 1 year	**(118,055)**	**24,119**	**(93,936)**
Liquid investments	**128**	**-**	**128**
	870,575	**523,194**	**1,393,769**

Notes to the financial statements
For the year ended 31 March 2021

21. Operating lease commitments

At 31 March 2021 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2021	2020
	£	£
Not later than 1 year	**79,071**	120,375
Later than 1 year and not later than 5 years	**122,461**	201,532
	201,532	321,907

22. Related party transactions

John Holmstrom is a Director/Trustee in YMCA Downslink Group. In 2016 the charity received a grant from YMCA Downslink Group of £120,000 for use in the redevelopment of 13 Grafton Road. As part of the grant conditions a lease was agreed between Turning Tides and YMCA Downslink Group for the property. During the year Turning Tides received £39,000 in rental income from YMCA Downslink Group (2020: £39,000) and paid £39,000 in rent to YMCA Downslink Group (2020: £39,000). There are no amounts due to or from YMCA Downslink Group at the balance sheet date.

23. Post balance sheet events

During the post year end period, the charity were advised that the lease premium of £210,000 (see note 11) would have to be reviewed as a result of the landlord breaching a pre-existing grant condition. The lease will be surrendered and replaced with a management agreement between two parties for the charity to manage the property for a period of up to 40 years.