SIGNPOSTS (LUTON)

England & Wales · Charity number 1040860

Details

Other names	PATHWAYS
Status	Registered
Legal form	Charitable company
Company number	02914936
Registered	1994-09-16
Register	View on the Charity Commission register

Contact

Address	Unit 6 Titan Court Laporte Way Luton LU4 8EF
Phone	01582722629
Email	info@signpostsso.org
Website	www.signpostsso.org

Activities

Objects: THE CARE AND TREATMENT OF PERSONS OVER THE AGE OF SIXTEEN WHO THROUGH HOMELESSNESS AND OTHER ADVERSE CIRCUMSTANCES ARE IN NEED AND WHO REQUIRE SUPPORTIVE ACCOMMODATION AND SKILLED HELP TO ACHIEVE A SETTLED WAY OF LIFE AND THEIR FUTURE WELLBEING IN SOCIETY

Activities: To provide residential and supportive services for those who for many reasons and circumstances are unable to obtain appropriate accomodation to meet their needs.

Classification

- **How:** Provides Services
- **What:** Accommodation/housing
- **Who:** Other Defined Groups

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Geography

- Central Bedfordshire
- Luton

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£3,235,149	£3,166,032	£1,204,898	47
2024-03-31	£3,480,645	£3,398,324	£1,135,781	61
2023-03-31	£3,386,536	£3,425,304	£1,053,460	64
2022-03-31	£3,354,554	£3,367,296	£1,092,228	63
2021-03-31	£3,118,981	£2,998,236	£1,104,970	57

Trustees

Name	Role	Appointed
David Ball	Chair	2016-12-07
ANN HYDE		
CAROLE ANN VANSCHAGEN		
CHERRY NEWBERY		2011-11-25
Christopher Reginald Lee Slough		2017-11-29
Kevin Joseph Lee		2020-09-23
MR LES WARD		
Mavi Tzaig		2021-11-17

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SIGNPOSTS (LUTON)

England & Wales - Charity number 1040860

Accounts

Registered Company No: 2914936
Registered Charity No: 1040860

SIGNPOSTS (LUTON)

ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2025

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LEGAL AND ADMINISTRATIVE INFORMATION

The Trustees who served during the financial year were as follows:

Trustees:	C Vanschagen L Ward A Hyde C Newbery D Ball (Chair) C Slough K Lee J Williams (resigned 25/09/2025) J Little M Tzaig Trustees are appointed by the Board of Trustees in a general meeting. The number nearest to one third of Trustees shall retire by rotation at each Annual General Meeting and may offer themselves for re-election.
Chief Executive Officer	T Archbold
Finance Manager	L Nutt
Registered Office:	Unit 6 Titan Court, Laporte Way, Luton, LU4 8EF
Auditors:	Saffery LLP 71 Queen Victoria Street London EC4V 4BE
Solicitors:	Russell-Cooke 2 Putney Hill Putney London SW15 6AB
Bankers:	NatWest 31 George Street Luton LU1 2YN CAF Bank 25 Kings Hill Avenue West Malling ME19 4TA
Company No:	2914936
Charity No:	1040860
Constitution:	Signposts (Luton) is a registered charity and a company limited by guarantee, registered in England. It is governed by its memorandum and articles of association dated 31st March 1994.

MESSAGE FROM THE CHAIR OF TRUSTEES & THE CEO FOR THE YEAR ENDED 31 MARCH 2025

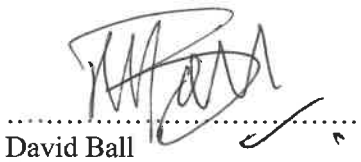
It is a privilege to present this year's Trustees' Annual Report, reflecting a year of remarkable resilience, progress, and profound commitment to our mission. Throughout 2024/25, Signposts has weathered significant external challenges while remaining steadfast in its dedication to providing transformative support to individuals experiencing homelessness. Our focus on service transformation, financial stability, and the well-being of both staff and clients has shaped every strategic decision we've made.

Over the past year, Signposts has consistently demonstrated the strength, agility, and clarity of purpose that define our organisation. Despite a challenging financial and policy environment, we have delivered outstanding outcomes for our clients, maintained high-quality services, and closed the year with a strong financial position—including an end-of-year surplus and the highest housing benefit collection rate in over four years.

This success is the result of a collective effort. We are particularly proud of the cultural shifts we have embedded across the organisation—progressing towards a psychologically safe environment where everyone has the freedom to learn, grow, and lead with accountability. Our commitment to co-production and advancing equity, diversity, and inclusion has deepened, and our values are now more visible in how we engage with one another and with those we support.

As Chair and CEO we are proud of the exemplary leadership demonstrated by our colleagues, the robust partnerships we have cultivated, and the strengthening culture of psychological safety within the organisation. With our continued focus on innovation, prevention, and collaboration, we are well-positioned to navigate the opportunities and challenges that lie ahead.

On behalf of the Board and the Senior Leadership Team, we extend our sincere thanks to our trustees, staff, volunteers, funders, and partners for their unwavering trust, expertise, and dedication to addressing homelessness with compassion and purpose.



David Ball
Chair of the Trustees



Tim Archbold
CEO

2025

The Trustees, who are also directors of the company, present their annual report on the affairs of the Charity, together with the Accounts and Auditors' Report for the year ended 31 March 2025. The annual report and financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – second edition.

Principal objects and activities

The objects of the Charity, as stated in its memorandum of association, continue to be to offer accommodation and support to persons between the ages of 16 to 65 years who are homeless and in need of support by skilled workers to assist them to reintegrate back into the community.

The Trustees have reviewed the Charity Commission's statutory guidance on public benefit and have ensured that it is taken into account, both in the day-to-day management of the Charity and in the planning for the future. The Trustees are satisfied that all of the Charity's activities very clearly provide public benefit.

Organisational Structure

The Charity is wholly based in the UK having its Head Office in Luton and ten projects in Bedfordshire & Luton. General policy is determined by the Trustees of the Charity. The main Board of Trustees are supported by three sub-committees: one dealing with operational matters, one with people and HR and the other with finance. Day to day management is delegated to the Chief Executive Officer and the Senior Leadership Team.

Pay and remuneration for key management personnel are benchmarked against the ACEVO Pay Survey covering salaries and benefits.

Recruitment, induction, and training of trustees

At all levels of the organisation, Signposts (Luton) seeks to reflect the community it serves, this includes the appointment of trustees. In the past we have used a Trustee Recruitment programme delivered by Getting on Board. Getting On Board are well respected Trustee Recruitment specialists who contributed to the review of the Charity Governance Code. This programme concentrated on designing and targeting Trustee recruitment to further diversify Signposts board membership.

Review of activities

Signposts (Luton) remains focused on the provision of supportive accommodation and the provision of support in the community. Signposts (Luton) has a full complement of skilled workers who provide this support.

Aim
Signposts (Luton)'s aim is to help clients achieve their own maximum potential to live and develop in the community.

Mission
- Developing our relationships with statutory agencies to promote best practice and quality support.
- Taking innovative approaches to problem solving as well as acknowledging existing good social work practices.
- Recognise the dignity of each person whom we seek to help.
- Developing our staff team to their utmost potential.

Support working

A support worker is allocated to everyone when he/she enters our service. The support is intended to be holistic, and the support worker will provide support in the following areas:

- Crisis support e.g. dealing with immediate needs, emotional and/or motivational
- Moral support & encouragement
- Health/mental health related support needs
- Daily living skills e.g. housekeeping, budgeting, cleaning, personal hygiene
- Promotion of independence e.g. accessing counselling, training, employment, further/higher education, benefits advice
- Social Inclusion e.g. advocacy, accompanying service users to appointments, ensuring they have meaningful input into his/her own support

The Charity uses many forms of performance measurement to ensure the aims of the Charity are met. These include measuring utilisation and void management as well as the efficiency of outcomes of residents and numbers returning to the community with/without further support.

Performance

The Charity uses many forms of performance measurement to ensure the aims of the Charity are met. These include: measuring utilisation and void management as well as the efficiency of outcomes of residents and numbers returning to the community with/without further support.

During the year, the total number of hostel resident rooms was 167. The utilisation target was 90.3% and the actual was 95.56%. There were 439 users of the service, the efficiency target 71.3% and the actual was 68.51%, which is largely due to the rising levels of complexity within our client base and suitability of our support offer to meet these rising levels. Our Housing Related Support contracts are aimed at low to medium levels of need and therefore we are not funded to deliver the level of support some clients require. However quite often our service is the only service available.

The Charity manages one project for people with long term support needs. This project has not been included in the above targets.

Significant Developments

Following last year's renegotiated two year extension on our Housing Related Support contract with Luton Council progress towards a new service specification has been slow. Luton Council have now appointed a permanent Head of Adult Commissioning and a further 1 year extension to our current contract is being recommended to the Council Executive. This additional year will be used to design a Single Homeless Pathway for Luton. This is expected to be a co-produced piece of work and will align all current contracts/services whilst undertaking a full needs assessment for Luton. Signposts will be fully involved throughout this process.

Following the closure of SP1 last year we are exploring potential development opportunities at our other sites, this has been on hold during the recent Exempt Accommodation Review but remains a strategic objective.

We have submitted a bid to extend our contract with Central Bedfordshire for a further year, once a decision has been reached by the Council we shall then start lobbying support to develop a Supported Accommodation Strategy for Central Bedfordshire that aligns with the Supported Accommodation Regulatory Oversight Act 2023, we shall also look to support Central Bedfordshire and Luton Council's in implementing the act.

Contribution of Volunteers

Several volunteers from the local community along with current and ex clients support our work in a variety of ways.

Finance and accounts review

Signposts sources of income includes rental income from clients, contract income from Luton Borough Council and Central Bedfordshire Council along with a small number of donations and fundraising activities.

The Charity has £2,437,006 of assets less current liabilities (2024: £2,390,268), of which £1,991,482 are fixed assets (2024: £2,026,095). The Charity has £547,647 of cash balances (2024: £462,590).

Signposts (Luton) aims to achieve break-even between the operating income and expenditure at its projects. Any surpluses are used in subsequent years to improve and expand the services provided to clients.

Risk Review

The table below summarises the most significant risks across each strategic area of the organisation, including their potential effects, current mitigation measures in place, and planned actions to reduce risk further. Risks are ordered by gross risk score (likelihood × impact) and represent areas of focused oversight. The main risk areas are listed below:

Risk Area	Risk	Effect	Current Control	Monitoring
Transformation	Failure to achieve key project milestones.	-The delayed implementation of agreed budget - leading to financial insecurity. -Inability to complete dependent tasks	-A structured project plan with clearly allocated tasks and due dates ensures accountability and progress tracking. -An owner oversees the plan, supported by weekly SLT review meetings to monitor progress. -Regular updates to the Board of Trustees and relevant subcommittees ensure effective oversight and timely decision-making.	Quarterly by Full Board
Strategy and Governance	Failure to achieve performance objectives outlined by the Charity Commission.	-Failure to comply with the Charity Governance Code	-Regular reviews of the Charity Governance Code ensure alignment with best practice. -Suggested actions are presented to the full Board of Trustees for consideration and implementation, promoting ongoing governance improvement and accountability.	Quarterly by Full Board

Operational	The following operational systems fail: 1. Server 2. CCTV 3. Inform 4. SAGE HR 5. SAGE 6. Email	-Service delivery and back-office functions are compromised. -Potential GDPR breach if sensitive information is accessed.	-Have robust IT and cyber security measures to ensure service continuity and data protection. -To include a managed IT service contract with StormIT, secure cloud backup servers, and mobile hotspots for access during outages. -Firewalls, anti-cyber-attack software, and two-factor authentication on mobile devices further enhance cybersecurity. -All staff have access to Office 365, enabling secure and flexible work. -Regular cyber training and reminders promote a culture of vigilance and digital safety.	Quarterly at Operations Sub-committee.
Finance	Changes to benefits system	-Reduction in rents we can charge, payments direct to clients, harder to claim.	-In response to potential changes to LBC rent levels, we developed and implemented a comprehensive mitigation plan. -This included drafting a formal response letter to LBC, producing a revised organisational structure, and conducting long-term stress testing and financial forecasting. -We also activated strategic escalation plans, engaged with local MPs, Government contacts, and Homeless Link, and deployed a communications plan to mobilise social media engagement and public backing.	Quarterly at Finance Sub-committee
People/HR	Staff malpractice or misconduct	-Safeguarding reviews -Reputational damage -Potential abuse -Compensation claims	-Have a well-structured framework for effective staff management, safeguarding, and organisational accountability. -This includes robust recruitment and employment processes like reference checks, DBS checks, clear job descriptions, contracts, regular one-on-ones, appraisals, and feedback mechanisms. -Key policies on whistleblowing, discipline, grievance, and safeguarding are regularly reviewed. -All staff have access to a staff workbook and must complete mandatory training aligned to their roles. -Regular reporting to the People Sub-Committee ensures transparency, compliance, and continuous improvement in workforce management.	Quarterly at People-HR Sub-committee

We are committed to regular reviews of our safeguarding policy and provide training for all trustees, staff and volunteers.

Reserves policy

The Trustees have considered the need for the charity to maintain a level of free reserves that supports its ongoing sustainability and ensures that service users receive uninterrupted care in the case of short term funding delays. In particular, in agreeing the optimum level of reserves they have considered the current cash flow projections of the charity, future plans, the availability of funding and the ability to reduce costs on a medium-term basis if the need arose without causing undue problems for service users.

The Trustees have calculated a prudent level of reserves based on their budget for the coming year. In assessing the optimum level, they have used a stratified approach to assessing salary costs, overheads and the cash outlay on mortgages as each would need to be managed differently if there was a reduction in funding. The level of reserves that would be optimum is therefore in the region of £500,000 to £550,000.

At 31 March 2025 the charity held free reserves of £441,029, an increase from the 2024 figure of £397,148. This figure excludes land and buildings such as the charity's investment in the properties used to carry out its core business, and associated mortgages. These are not considered realisable if the charity is to continue with the current level of service provision. This figure does include fixtures and fittings as the charity believes they could be converted into cash if required and form part of the working capital. The Trustees realise that moving to a level of reserves at the optimum level will be challenging, nevertheless they are focussed on ensuring the charity's long-term stability and will engage with funders with the clear objectives of growing this level of working capital. However, they believe that were a crisis to occur they would be protected by their investment in fixed assets.

Fundraising

The Trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not work directly with commercial sponsors in relation to fundraising. The Trustees are not aware of any complaints made in respect of fundraising during the period. We continue to look to expand our Corporate and Community Fundraising activities in line with future strategic objectives, this also includes more charitable grant applications to improve our portfolio of properties.

Luton

Despite a continued shortage of affordable housing and increasingly complex client needs, Signposts has demonstrated outstanding service delivery outcomes throughout 2024/25. We have achieved an impressive overall occupancy rate of 95.56%, just 0.43% below last year's benchmark of 95.99%. This marginal variance is notable in the context of major service changes and ongoing market volatility. Quarter 4 saw a particularly strong close to the year, with occupancy peaking at 98.10%, a 1.37% increase on Q4 2023/24. Special recognition is due to the teams at Sapsworth House, Guildford Hall, James Court and Dunstable, all of whom exceeded expectations.

In terms of client outcomes, positive move-ons increased by 18 individuals compared to 2023/24, rising from 76 to 94. This was achieved despite a decrease in the availability of move-on options. Meanwhile, negative move-ons fell dramatically from 122 to 84, indicating that preventative approaches and client-focused interventions are working. Internal moves held steady with a slight increase (from 86 to 91), reflecting improved client progression planning. Overall, Signposts admitted 284 individuals during the year, a slight decrease from 314, but ensured that all admissions were safely and appropriately accommodated.

Void management also improved significantly. Total void days dropped from 1,784 in 2023/24 to 1,493 in 2024/25, representing a reduction of 291 days. This includes 72 fewer maintenance void days and a particularly notable decrease of 251 ready void days, saving approximately £16,962 in potential lost revenue. As a result, void-related costs reduced from £103,989.36 to £87,026.97, a year-on-year saving of nearly £17,000.

These improvements across occupancy, move-ons, admissions, and financial stewardship collectively demonstrate the strength, flexibility, and trauma-informed commitment of the Signposts team.

Central Bedfordshire

Our Central Bedfordshire services continued to deliver vital, person-centred support to young people and adults facing homelessness, achieving high levels of engagement, stability, and meaningful outcomes despite increasing levels of complexity.

Across the year, the service maintained high occupancy and throughput levels, supported a significant number of clients to sustain accommodation, and facilitated several positive move-ons into independent living.

Staff worked closely with clients to co-produce activities, support mental health needs, and develop individual pathways into housing and employment.

Notable successes included two people, both of whom were supported through the housing register and successfully moved into permanent homes with full backing from Signposts staff.

Two others similarly demonstrated impressive progress, transitioning through second-stage accommodation and moving into settled housing with renewed independence and optimism.

While some clients faced challenges, the service remained consistent in applying safeguarding protocols and maintaining high standards of accommodation safety and support.

The diversity of case outcomes reflects the responsive, trauma-informed approach adopted by the team, helping individuals build resilience, regain confidence, and prepare for life beyond homelessness.

Strategic Partnerships

As Chair of the Luton Homeless Partnership, our CEO has played a pivotal leadership role in shaping the local strategic response to homelessness. This has included leading negotiations with Luton Borough Council in relation to the exempt accommodation review process, ensuring that Signposts and other providers maintain compliance while advocating for fair and sustainable funding arrangements.

Additionally, our CEO has coordinated a collective partnership response to the Government's consultation on the Supported Housing (Regulatory Oversight) Act, ensuring that the views of local providers and the experiences of those supported are reflected in national policy development.

Structure, Governance and Management

Signposts is governed by a board of trustees who meet quarterly and oversee three subcommittees: Operations, People, and Finance. During the year, a new Trustee Code of Conduct was adopted, and governance structures were strengthened with specific risk registers for each committee. Data protection measures were advanced, including the adoption of a bespoke data protection framework.

Future Plans

In the forthcoming year, Signposts will continue to execute its transformation plan, explore strategic property acquisitions, and commemorate its 40th anniversary.

Simultaneously, substantial investment in digital systems and collaborative service design with clients is anticipated.

Furthermore, funding diversification initiatives and enhanced engagement with the Luton Homeless Partnership are planned. This engagement will centre on the implementation of the Supported Accommodation Regulatory and Oversight Act, as well as the establishment of a Homelessness Prevention working group.

This working group will be responsible for designing and implementing a comprehensive Homelessness Prevention Strategy that harmonises seamlessly with the Luton Council's 2040 vision.

Social Justice and Equity

At the heart of Signposts' mission is a commitment to social justice—the pursuit of a society in which all individuals have equal access to rights, opportunities, and dignity, regardless of their background or circumstances. Every day, many of our clients and staff continue to experience the harmful impacts of structural inequality, poverty, discrimination, and social exclusion. Our work is shaped by a deep understanding that these barriers cannot be overcome through service delivery alone, but require intentional action to challenge inequity and amplify lived experience.

We ground our approach to social justice in five interdependent strands:

- Equality: Ensuring everyone is treated with fairness and without discrimination, while recognising that uniform treatment alone does not always produce equal outcomes.
- Equity: Acknowledging that people start from different places and therefore need different levels of support to achieve a fair and just outcome.
- Diversity: Valuing the unique identity, history and perspective of every individual, while understanding the importance of representation and visibility across shared characteristics.
- Inclusion: Actively removing barriers that prevent individuals from accessing opportunity, belonging, and fulfilment within our services and the wider community.
- Cohesion: Promoting a shared sense of purpose, safety, and belonging for all who engage with Signposts—clients, staff, and partners alike.

These principles underpin our wider efforts to improve our social impact and reimagine what long-term recovery from homelessness can look like in Luton and Central Bedfordshire. We know that homelessness does not end at the point of accommodation, and too many people return to us because of a lack of secure, stable housing in the community. In response, we are actively exploring how to shift the balance of our offer—developing a more sustainable pathway that includes move-on accommodation and, potentially, purpose-built housing that integrates different stages of recovery. This could include a mix of supported transitional and private tenancies that enable long-term stability and community reintegration.

We remain committed to strengthening our psychologically informed and trauma-responsive services, particularly for individuals with the most complex needs. However, we recognise that to maintain and grow this approach, we must develop a sustainable funding model that matches the reality of the work.

We are proud to be a service that is open to all, but we also recognise the value of specialist responses. In the coming year, we will explore whether we should offer more focused services for specific groups, and how this might complement our existing provision. Crucially, we will do this in partnership with those we support. Our commitment to co-production is not just a principle—it is a practice. We know that genuine collaboration takes time, care, and consistent invitation, and we are investing in the capacity to make this meaningful.

Finally, we recognise that we do not work in isolation. We are committed to listening to and learning from our partners in Luton and Central Bedfordshire to ensure that the wider system of services meets the evolving needs of people experiencing homelessness. Together, we believe a more just, inclusive and connected community is possible—and we are proud to play our part in achieving it.

Climate Change

Signposts recognises that climate change poses a significant and growing risk to the communities we serve, particularly those already facing housing insecurity and social disadvantage.

We are committed to playing our part in creating a more sustainable and resilient future. This includes working to reduce our organisational carbon footprint, exploring energy-efficient improvements across our properties, and embedding environmental considerations into our procurement, waste management, and transport practices.

As part of our broader strategic development, we are actively seeking ways to align our service delivery and capital planning with local and national sustainability goals.

We also recognise the value of engaging staff and clients in conversations about environmental responsibility and will continue to build awareness and action across our organisation.

Statement of Trustees' responsibilities

The trustees (who are also directors of Signposts (Luton) for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

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

Auditors

A resolution proposing the re-appointment of Saffery LLP as auditors to the company will be put to the annual general meeting.

Approved by the Trustees and signed on their behalf by

L Ward

.....

Les Ward
Trustee 20/9/2025

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2025

Opinion

We have audited the financial statements of Signposts (Luton) 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 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 charitable company's state of 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.
Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on page 14, the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2025

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Cara Turtington (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Statutory Auditors 71 Queen Victoria Street

London

EC4V 4BE

Date: 2 October 2025

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

SIGNPOSTS (LUTON)

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Income funds Unrestricted £	Restricted £	Total 2025 £	Total 2024 £
Income and endowments from:					
Donations and Fundraising	2	15,496	6,600	22,096	49,080
Investment income		2,514	-	2,514	680
Charitable activities:					
Hostel Accommodation & Support	2	3,193,258	4,100	3,197,358	3,418,019
Other	2	13,181	-	13,181	12,866
Total income and endowments		3,224,449	10,700	3,235,149	3,480,645
Expenditure on:					
Raising funds		95,191	-	95,191	57,984
Charitable activities:					
Floating Support and Outreach	3	-	-	-	-
Hostel accommodation & Support	3	3,059,830	11,011	3,070,841	3,340,340
Total expenditure		3,155,021	11,011	3,166,032	3,398,324
Net income/(expenditure)		69,428	(311)	69,117	82,321
Transfer between funds		1,598	(1,598)	-	-
Net movement in funds		**71,026**	**(1,909)**	**69,117**	-
Reconciliation of funds:					
Total funds brought forward	12,13	1,130,320	5,461	1,135,781	1,053,460
Total funds carried forward		1,201,346	3,552	1,204,898	1,135,781

The accounts have been prepared on the basis that all operations are continuing.

The statement of financial activities contains all recognised gains and losses for the year.

The notes on pages 22 to 31 form part of these financial statements

SIGNPOSTS (LUTON)

BALANCE SHEET
AS AT 31 MARCH 2025

	Notes	Total 2025 £	Total 2024 £
Fixed assets			
Tangible assets	**8**	1,991,482	2,026,095
Total fixed assets		1,991,482	2,026,095
Current assets			
Debtors	**9**	169,146	227,924
Cash at bank and in hand		547,647	462,590
Total current assets		716,793	690,514
Liabilities			
Creditors: Amounts falling due within one year	**10**	(271,269)	(326,984)
Net current assets		445,523	363,530
Total assets less current liabilities		2,437,006	2,389,625
Creditors: Amounts falling due after more than one year	**11**	(1,232,108)	(1,253,844)
Total net assets		1,204,898	1,135,781
The funds of the charity:			
Income funds			
- Restricted	**13**	3,552	5,461
- Unrestricted	**12**	1,201,346	1,130,320
Total funds		1,204,898	1,135,781

The notes on pages 22 to 31 form part of these financial statements
Approved by the trustees and signed on their behalf by:

.....
David Ball
Trustee

.....
Les Ward
Trustee

20/9/2025

Registered Company Number: 2914936

SIGNPOSTS (LUTON)

CASH FLOW STATEMENT
YEAR ENDED 31 MARCH 2025

	Note	Total 2025 £	Total 2024 £
Cash flows from operating activities:			
Net cash provided by / (used in) operating activity	**16**	173,550	397,688
Cash flows from investing activities:			
Interest from investments		2,514	680
Proceeds from sale of property, plant & equipment		100	9,001
Purchase of property, plant & equipment		(72,443)	(1,335,179)
Net cash provided by / (used in) investing activities		(69,829)	(1,325,498)
Cash flows from financing activities:			
Repayments of borrowing		(18,664)	(34,862)
Cash inflows from new borrowing		-	1,272,218
Net cash provided by / (used in) financing activities		(18,664)	1,237,356
Change in cash & cash equivalents in the reporting period		85,057	309,546
Cash & cash equivalents at the beginning of the period		462,590	153,044
Cash & cash equivalents at the end of the period		547,647	462,590

Net debt reconciliation

	At start of year	Cash Movement	Other Non-Cash Movement	At end of year
Cash	462,590	85,057	-	547,647
Loans falling due within one year	(18,374)	18,664	(21,739)	(21,449)
Loans falling due more than one year	(1,253,844)	-	21,739	(1,232,105)
NET DEBT	**(809,628)**	**103,721**	**-**	**(705,907)**

1 Accounting policies

1.1 Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and include the results of the Charity's operations, all of which are continuing, which are described in the Report of the Trustees to the Members.

The financial statements have been prepared in accordance with the Charity Commission Statement of Recommended Practice – Accounting and Reporting by provisions of 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).

The financial statements are prepared in pounds sterling, which is the functional currency of the charity.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Trustees confirm that the charity is a public benefit entity.

1.2 Funds

Unrestricted funds: These comprise net accumulated surpluses and are available for use in the furtherance of the charitable objectives of the company.
Restricted funds: These are funds and assets subject to specific conditions imposed by the donors. It is the company's policy to use restricted funds before unrestricted funds where they are available.
Designated funds: These are funds identified by the Trustees for the specific future needs of the charity and to support its continued smooth running. They have been set aside and do not form part of the free reserves but they can be spent at the Trustees' absolute discretion.

1.3 Income

Resources arising include the total receivable by the company from all its charitable activities. Rental income from clients is shown net of bad debts to reflect the client group with whom we work.
Incoming resources in the form of donated assets have been included in the SOFA at a reasonable estimate of their value, taking into account the market value of the assets and comments made by the donor. Gifts in kind received in the year had a value of £5,461.

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

The costs of charitable activities include all costs directly attributable to those activities. In addition, any costs that cannot be directly attributed to the charitable activities have been allocated to those activities on a basis consistent with the use of those resources. In general, overheads have been allocated on the basis of staff time spent on the different activities and projects.

1.4 **Expenditure**

Governance costs comprise external audit costs, legal advice relating to governance and constitutional matters, trustee meeting expenses and costs of preparing the statutory accounts.

1.5 **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives. Assets over £500 are capitalised.

Furniture and equipment	20%	straight line
Motor vehicles, Computer equipment and Residents Furniture	25%	straight line
Buildings	2%	straight line
Refurbishments	10%	straight line

1.6 **Pensions**

The company operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

1.7 **VAT**

The company is not registered for VAT and therefore all costs are inclusive of VAT.

1.8 **Financial instruments**

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.9 **Key judgments and estimates**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

A critical judgment for the charity is in respect of bad debts. Bad debt is provided for once the client has vacated accommodation in excess of 3 months. This policy is reviewed on an ongoing basis for suitability.

2 **Donations & Fundraising**

	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Donations & Fundraising			
Gifts in kind	5,461	-	5,461
Other	10,035	6,600	16,635
	15,496	6,600	22,096

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Donations & Fundraising			
Gifts in kind	4,075	-	4,075
Grants	-	22,720	22,720
Other	18,685	3,600	22,285
	22,760	26,320	49,080

Included within donations, the charity received £6,600 in unrestricted government grants in the year.

Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Local Authority Contracts			
Supporting People – Luton	157,387	-	157,387
Supporting People – Central Bedfordshire	55,000	-	55,000
Somewhere Safe to Stay - Luton	187,863	-	187,863
Grants	-	4,100	4,100
Hostel Accommodation income	2,793,008	-	2,793,008
	3,193,258	4,100	3,197,358

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Local Authority Contracts			
Supporting People – Luton	129,536	-	129,536
Supporting People – Central Bedfordshire	109,370	-	109,370
Somewhere Safe to Stay - Luton	124,926	-	124,926
Grants	-	6,905	6,905
Hostel Accommodation income	3,047,282	-	3,047,282
	3,411,114	6,905	3,418,019

Other income

	Unrestricted Funds £	Restricted Funds £	Total 2025 £
Other income			
Compensation/Proceeds from crime	7,520	-	7,520
Equipment sales/repair contributions	120	-	120
Landlord contributions	5,541	-	5,541
	13,181	-	13,181

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Other income			
Compensation/Proceeds from crime	3,242	-	3,242
Equipment sales/repair contributions	730	-	730
Profit on disposal of assets	8,894	-	8,894
	12,866	-	12,866

3 **Cost of charitable activities**

	Direct Costs 2025 £	Other Costs 2025 £	Total 2025 £	Direct Costs 2024 £	Other Costs 2024 £	Total 2024 £
Hostel Accommodation & Support	2,253,450	817,391	3,070,841	2,406,635	933,705	3,340,340
	2,253,450	817,391	3,070,841	2,406,635	933,705	3,340,340

Costs include:		
Payroll (Note 4)	1,409,395	1,694,864
Temporary Staff and other staff costs	212,510	44,485
Premises	870,287	1,009,817
Depreciation	98,737	90,106
Food	16,441	45,406
Telephone	59,955	66,496
Training and staff development	34,766	30,337
Legal, office and other costs	353,216	350,494
Loss on disposal of assets	8,219	-
Client support services	7,315	8,335
	3,070,841	3,340,340

Restricted funds included in the total figure: £12,609 (2024: £81,467)

4 **Payroll costs:**

	2025	2024
	£	£
Wages and Salaries	1,239,271	1,499,717
Social security costs	116,437	136,154
Pension costs	53,687	58,993
	1,409,395	1,694,864

The average number of employees, analysed by function was:	Number	Number
Charitable activity	35	46
Administration	12	15
	47	61

Employees emoluments
Number of employees who received emoluments of £70,000 - £80,000: 1 (2024: 1).
Number of employees who received emoluments of £60,000 - £70,000: 2 (2024: 0).
Total remuneration of key management personnel in the period was £211,308 (2024: £190,407.)

5 **Net incoming resources**

	2025	2024
	£	£
The net incoming/(outgoing) resources are stated after charging:		
Auditors remuneration- audit	18,919	21,492
(Profit)/Loss on disposal of fixed assets	8,219	(8,894)
Rents payable under operating leases	6,906	6,574
Depreciation	98,737	90,106

6 **Transactions with trustees and connected persons**

No trustee or connected person received any remuneration. Trustee expenses of £238.69 were incurred by one trustee and reimbursed during the year. These related to travel expenses to attend trustee meetings and training relevant to the role of Trustee (2024: £53.50). Total donations and fundraising income received from three members of the board was £1,925 (2024: £1,728). Total donations received from Luton Rotary club where one trustee is also a trustee was £500 (2024: £500).

7 **Members contingent liability**

The Company is Limited by guarantee. The contingent liability arising from the guarantee given by each member of the company to contribute (if required) is an amount not exceeding £1. There are currently eight such members.

8 **Tangible fixed assets**

	Freehold Property and improvements £	Fixtures and equipment £	Computers and motor vehicles £	Residents furniture £	Total £
Cost					
At 1 April 2024	2,200,604	392,287	107,443	22,671	2,723,005
Additions	7,560	63,087	1,796	-	72,443
Disposals	(36,474)	(68,769)	(5,464)	-	(110,707)
At 31 March 2025	2,171,690	386,605	103,775	22,671	2,684,741
Depreciation					
At 1 April 2024	320,682	256,132	98,976	21,120	696,910
Charge for the year	45,962	44,441	7,415	919	98,737
Disposals	(32,888)	(64,335)	(5,165)	-	(102,388)
At 31 March 2025	333,756	236,238	101,226	22,039	693,259
Net book value At 31 March 2025	1,837,934	150,367	2,549	632	1,991,482
Net book value At 31 March 2024	1,879,922	136,155	8,467	1,551	2,026,095

9 **Debtors: Due within one year**

	2025 £	2024 £
Rental income	78,602	120,857
Other debtors and prepayments	90,544	107,067
	169,146	227,924

10 **Creditors: Amounts falling due within one year**

	2025 £	2024 £
Trade creditors	178,760	219,120
Other creditors and accruals	44,587	59,590
Tax and social security costs	26,473	29,900
Bank loans	21,449	18,374
	271,269	326,984

11 Creditors: Amounts falling due after more than one year

	2025 £	2024 £
Bank loans		
Later than one year and not later than five years	102,894	89,457
Over five years	1,129,214	1,164,387
	1,232,108	1,253,844

A bank loan of £1,282,000 was secured on the purchase of two of our Dunstable properties on High Street South & High Street North. £320,500 of the loan is repayable over 25 years with a fixed interest of 7.70% and £961,500 is repayable over 25 years with a rate of 2.50% over base rate. The Haystack property on Swasedale Road, Holland House property on Parkside Drive and the Belmont Road property are also security on the loan. The total outstanding on loans at 31st March 2025 was £1,253,557 (2024: £1,272,218).

12 Unrestricted income funds 2025

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	8,971	(912)	-	8,059
Facilities Development Fund	73,815	-	-	73,815
Refurbishment Fund	42,684	-	51,379	94,063
General Funds:				
General Funds	1,004,850	70,340	(49,781)	1,025,409
Total Unrestricted Funds	1,130,320	69,428	1,598	1,201,346

Unrestricted income funds 2024

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	10,000	(1,029)	-	8,971
Facilities Development Fund	86,787	(12,972)	-	73,815
Refurbishment Fund	42,684	-	-	42,684
General Funds:				
General Funds	860,286	144,564	-	1,004,850
Total Unrestricted Funds	999,757	130,563	-	1,130,320

The Trustees have created the designated Client Support Fund to provide future funds for individuals whose income is insufficient to cover the rent in the supported accommodation or other costs. Each case will be assessed on an individual basis and the Trustees may choose to add to the fund in future when resources permit.

The Facilities Development Fund represents funding for future development plans as we wish to expand our services. We are in the process of agreeing a new lease for one of our properties with a view to purchase the building in 2040. We will continue to grow this fund in preparation for this.

The Refurbishment Fund represents funding for specific costs for refurbishment across all properties and this was increased using the surplus this year.

The Trustees will review the need to set aside funds annually and will reflect the changing economic environment through the designated funds.

13 **Restricted income funds 2025**

	Opening Balance	Income in year	Transfers in year	Expenditure in year	Closing balance
	£	£		£	£
Portacabin set up	2,768	-		(657)	2,111
Client expenses grants	-	500		(500)	-
Sanitary disposal & fridge freezers	-	3,600	(1,598)	(561)	1,441
Aila donation	2,693	-		(2,693)	-
Total Restricted Funds	5,461	4,100	(1,598)	(4,411)	3,552

Restricted income funds 2024

	Opening balance	Income in year	Expenditure in year	Closing balance
	£	£	£	£
Sapsworth hot water & showers	23,112	-	(23,112)	-
Swasedale kitchen	5,591	-	(5,591)	-
ISO 45003 assessment	-	3,540	(3,540)	-
Portacabin at GH	-	15,780	(15,780)	-
Portacabin set up	-	6,940	(4,172)	2,768
Client expenses grants	-	3,365	(3,365)	-
LHP Co-ordinator	25,000	-	(25,000)	-
Aila donation	-	3,600	(907)	2,693
Total Restricted Funds	53,703	33,225	(81,467)	5,461

Restricted Project Funds
These are funds which are restricted to the continued operating of the specific project for which the money was given or for other specified purposes.

The Luton Borough Council grant was to fund the set up on the Welcome Shack at Guildford Hall. Some was spent in 2023/24 and 2024/25 and remainder to be spent in 2025/26.

The Client Expenses grant was from St Martin in the Field and was all spent in the year.

The JCT grant was to fund sanitary disposal in all buildings over three years and to supply fridge freezers to clients when we stopped providing food in one of the buildings, which have been capitalised in the year.

The Aila donation was given to be spent on the Dunstable projects, some was spent in 2023/24 and remainder was spent in 2024/25.

14 Analysis of net assets between funds 2025

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	1,991,482	1,991,482
Debtors	-	-	169,146	169,146
Bank	3,552	175,937	368,158	547,647
Creditors due within one year	-	-	(271,269)	(271,269)
Creditors due after more than one year	-	-	(1,232,108)	(1,232,108)
	3,552	175,937	1,025,409	1,204,898

Analysis of net assets between funds 2024

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	2,026,095	2,026,095
Debtors	-	-	227,924	227,924
Bank	5,461	125,470	331,659	462,590
Creditors due within one year	-	-	(326,984)	(326,984)
Creditors due after more than one year	-	-	(1,253,844)	(1,253,844)
	5,461	125,470	1,004,850	1,135,781

15 Commitments under operating leases

	Land and Buildings		Other	
	2025 £	2024 £	2025 £	2024 £
As at 31 March 2025 the charity had commitments under non-cancellable operating leases as follows:				
Leases expiring				
Within one year	274,629	439,068	6,466	6,466
Between two and five years	148,750	413,051	8,082	14,548
Over five years	-	-	-	-
	423,379	852,119	14,548	21,014

16 Reconciliation of net incoming/(outgoing) resources to net cash flow from operating activities

	2025	2024
	£	£
Net incoming/(outgoing) resources for the reporting period (per statement of financial activities)	69,117	82,321
Depreciation	98,737	90,106
Interest from investments	(2,514)	(680)
Loss/(profit) on the sale of fixed assets	8,219	(8,894)
(Increase)/decrease in debtors	58,778	155,924
Increase/(decrease) in creditors	(58,787)	78,911
Net cash inflow from operating activities	**173,550**	**379,688**

17 Comparative SOFA 2024

		Income funds		Total
		Unrestricted	Restricted	2024
	Notes	£	£	£
Income and endowments from:				
Donations and Fundraising	2	22,760	26,320	49,080
Investment income		680	-	680
Charitable activities:				
Floating Support and Outreach		-	-	-
Hostel Accommodation & Support	2	3,411,114	6,905	3,418,019
Other	2	12,866	-	12,866
Total income and endowments		3,447,420	33,225	3,480,645
Expenditure on:				
Raising funds		57,984	-	57,984
Charitable activities:				
Floating Support and Outreach	3	-	-	-
Hostel accommodation & Support	3	3,258,873	81,467	3,340,340
Total expenditure		3,316,857	81,467	3,398,324
Net income/(expenditure)		130,563	(48,242)	82,321
Reconciliation of funds:				
Total funds brought forward	12,13	999,757	53,703	1,053,460
Total funds carried forward		1,130,320	5,461	1,135,781

SIGNPOSTS (LUTON)

England & Wales - Charity number 1040860

Accounts

Registered Company No: 2914936
Registered Charity No: 1040860

SIGNPOSTS (LUTON)

ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2024

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LEGAL AND ADMINISTRATIVE INFORMATION

The Trustees who served during the financial year were as follows:

Trustees:	C Vanschagen L Ward A Hyde C Newbery D Ball (Chair) C Slough K Lee J Williams J Little M Tzaig Trustees are appointed by the Board of Trustees in a general meeting. The number nearest to one third of Trustees shall retire by rotation at each Annual General Meeting and may offer themselves for re-election.
Chief Executive Officer	T Archbold
Finance Manager	L Nutt
Registered Office:	Unit 6 Titan Court, Laporte Way, Luton, LU4 8EF
Auditors:	Saffery LLP 71 Queen Victoria Street London EC4V 4BE
Solicitors:	Russell-Cooke 2 Putney Hill Putney London SW15 6AB
Bankers:	Natwest 31 George Street Luton LU1 2YN CAF Bank 25 Kings Hill Avenue West Malling ME19 4TA
Company No:	2914936
Charity No:	1040860
Constitution:	Signposts (Luton) is a registered charity and a company limited by guarantee, registered in England. It is governed by its memorandum and articles of association dated 31st March 1994.

MESSAGE FROM THE CHAIR OF TRUSTEES & THE CEO FOR THE YEAR ENDED 31 MARCH 2024

This was the first year of delivering our 2023-26 Strategic Vision designed to build on the foundations already laid at Signposts.

However, we could not have foreseen the level of disruption our clients, our funders and of course ourselves would experience both financially and politically.

Yet, we have learned to accept that the level of volatility that we face is here to stay for the foreseeable future and that we have a duty to our clients, staff and community to press forward with a realistic level of positivity that despite all the challenges we all face that we can still succeed in our core purpose and mission to end homelessness and ensure everyone in our community realise their fundamental right of having a home where they feel safe.

During the year we have seen ever rising levels of need for our services across both Luton and Central Bedfordshire, despite the much welcome government investment in both authorities Rough Sleeper programmes the demand always seems to outstrip the capacity of resource. We work in an environment with ever increasing levels of homelessness and decreasing amounts of options available to our clients to achieve sustainable recovery, so all our efforts are going into addressing these issues using the innovative approaches detailed in this report.

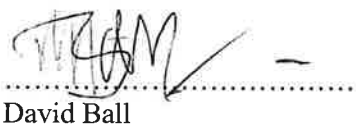
It is credit to our ever dedicated and diligent staff teams that we have been able maintain exemplary services and to deliver the level of financial resilience that makes all of this possible. Having budgeted a small surplus of £61,754 we have achieved a healthy surplus of £82,321, increasing our free reserves to £397,148.

In October we completed the purchase of two buildings in Dunstable therefore further strengthening our organisational independence and increasing our portfolio of owned beds from 19 to 45.

Midway through the financial year we bade farewell to our Deputy CEO Sam Price and HR Director Lee Ann Godwin. Sam has gone on to lead Beyond Detention as CEO and Lee Ann has taken up a HR Director role in the catering industry. It always been with pride that we see Signposts staff move on to further their ambition and we wish both Sam and Lee Ann every success in their new careers and offer our heartfelt thanks to them both for everything they did for Signposts.

We have continued throughout the year to further strengthen and develop our organisation governance further ensuring the agility, strength and maturity of our Board of Trustees all of whom we a grateful to for the expertise and time all of our Trustees give so freely.

It is all of these factors and our constant drive towards excellence that ensure Signposts' continued success as we draw closer to our 40th anniversary we can be assured we do this from a position of strength.



David Ball
Chair of the Trustees



Tim Archbold
CEO

2024

REPORT OF THE TRUSTEES TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also directors of the company, present their annual report on the affairs of the Charity, together with the Accounts and Auditor's Report for the year ended 31 March 2024. The annual report and financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – second edition.

Principal objects and activities
The objects of the Charity, as stated in its memorandum of association, continue to be to offer accommodation and support to persons between the ages of 16 to 65 years who are homeless and in need of support by skilled workers to assist them to reintegrate back into the community.

The Trustees have reviewed the Charity Commission's statutory guidance on public benefit and have ensured that it is taken into account, both in the day-to-day management of the Charity and in the planning for the future. The Trustees are satisfied that all of the Charity's activities very clearly provide public benefit.

Organisational Structure
The Charity is wholly based in the UK having its Head Office in Luton and ten projects in Bedfordshire & Luton. General policy is determined by the Trustees of the Charity. The main Board of Trustees are supported by three sub-committees: one dealing with operational matters, one with people and HR and the other with finance. Day to day management is delegated to the Chief Executive Officer and the Senior Leadership Team.

Pay and remuneration for key management personnel are benchmarked against the ACEVO Pay Survey covering salaries and benefits.

Recruitment, induction, and training of trustees
At all levels of the organisation, Signposts (Luton) seeks to reflect the community it serves, this includes the appointment of trustees. In the past we have used a Trustee Recruitment programme delivered by Getting on Board. Getting On Board are well respected Trustee Recruitment specialists who contributed to the review of the Charity Governance Code. This programme concentrated on designing and targeting Trustee recruitment to further diversify Signposts board membership.

Review of activities
Signposts (Luton) remains focused on the provision of supportive accommodation and the provision of support in the community. Signposts (Luton) has a full complement of skilled workers who provide this support.

Aim
Signposts (Luton)'s aim is to help clients achieve their own maximum potential to live and develop in the community.

Mission
- Developing our relationships with statutory agencies to promote best practice and quality support.
- Taking innovative approaches to problem solving as well as acknowledging existing good social work practices.
- Recognise the dignity of each person whom we seek to help.
- Developing our staff team to their utmost potential.

Support working
A support worker is allocated to each individual when he/she enters the service. The support is intended to be holistic, and the support worker will provide support in the following areas:

- Crisis support e.g. dealing with immediate needs, emotional and/or motivational
- Moral support & encouragement
- Health/mental health related support needs
- Daily living skills e.g. housekeeping, budgeting, cleaning, personal hygiene
- Promotion of independence e.g. accessing counselling, training, employment, further/higher education, benefits advice
- Social Inclusion e.g. advocacy, accompanying service users to appointments, ensuring they have meaningful input into his/her own support

Performance
The Charity uses many forms of performance measurement to ensure the aims of the Charity are met. These include: measuring utilisation and void management as well as the efficiency of outcomes of residents and numbers returning to the community with/without further support.

During the year, the total number of hostel resident rooms was 167. The utilisation target was 90.3% and the actual was 95.99%. There were 457 users of the service, the efficiency target 71.3% and the actual was 56.68%, which is largely due to the rising levels of complexity within our client base and suitability of our support offer to meet these rising levels. Our Housing Related Support contracts are aimed at low to medium levels of need and therefore we are not funded to deliver the level of support some clients require. However quite often our service is the only service available.

The Charity manages one project for people with long term support needs. This project has not been included in the above targets.

Significant Developments
We renegotiated a two year extension on our Housing Related Support contract with Luton Council which included an uplift in contract value and reduction in the number of beds supported to ensure a more consistent level of support offered to our clients. Luton Council will use these two years to develop a new service specification and have appointed an interim commissioner to lead this work who we are working very closely alongside.

It is with huge sadness that in June 2024 we closed the door on our first property 280-282 Dunstable Road that was affectionately known as "SP1" for the last time. The building was initially provided to Signposts by local housing association Squared some 39 years ago and has been managed by Signposts ever since. It was where our charity first started, and the building was certainly showing signs of those 39 years of supporting some of the most disadvantaged people in our community and will be sorely missed as well as fondly remembered. Our new building Guildford Hall which opened in 2020 is now our 1st Stage project.

We are continuing to provide housing related support across South Central Bedfordshire, during 2023/24 we have maintained our allocation of six social lettings allocations through into 2024/25.

We continue to provide three somewhere safe to stay beds as part of the Luton rough sleeper pathway.

Contribution of Volunteers
Several volunteers from the local community along with current and ex clients support our work in a variety of ways. Our Staff Team along with our volunteers provide hours of support to the community.

Finance and accounts review

Signposts sources of income includes rental income from clients, contract income from Luton Borough Council and Central Bedfordshire Council along with a small number of donations and fundraising activities.

The Charity has £2,390,268 of assets less current liabilities (2023: £1,078,758), of which £2,026,095 are fixed assets (2023: £781,129). The Charity has £462,590 of cash balances (2023: £153,044).

Signposts (Luton) aims to achieve break-even between the operating income and expenditure at its projects. Any surpluses are used in subsequent years to improve and expand the services provided to clients.

Risk Review

The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems are in place to mitigate our exposure to the major risks. These procedures are reviewed annually. The main risk areas are listed below:

Risk Area	Risk	Effect	Current Control	Monitoring
Strategy and Governance	Homelessness not seen as a priority by local commissioners.	Reduction or removal of funding or contracts.	-CEO sits on Town Centre Strategic board. -Luton Homeless Partnership provides a joint voice. -Lobbying of MPs and other significant local leaders.	Quarterly by Full Board
	Lack of direction, strategy and forward thinking.	Operational inefficiency, short termism and risk to long-term sustainability.	-2023-26 Strategic Vision -Annual business plans linked to strategic objectives. -Rolling quarterly budget. -Annual strategic update	Quarterly at Board
Operational	Any of the following operational systems fail: 1. Server 2. CCTV 3. Inform 4. Sage HR 5. Sage 6. Email	-Service delivery and back-office functions are compromised -Potential GDPR breach -May compromise delivery of existing Service Level Agreements with Local Authorities.	-IT service contract -Back up cloud based servers -Mobile hot spots -Fire walls and other anti cyber attack software -Two factor authentication on all portable devices -Cyber insurance cover -Cyber training/reminders	Quarterly at Operations Sub-committee.
	Inability to maintain adequate service levels due to an unexpected significant event.	-Clients don't receive enough support. -Inability to support clients correctly leads to failure of service and likely unplanned service departures -Loss of income due to poor Housing Benefit and Service Charge collection. Staff and other resources are used to provide support leaving shortfalls in other areas of the organisation.	-Annual Fire Safety Audit -Fire risk management plans -Fire safety equipment -Extensive and appropriate insurance cover which is reviewed and reported to full board annually. -Cloud based data back-up systems -Business continuity planning.	Quarterly at Operations Sub-committee.

Finance	Lack of cashflow, budget and management accounts review.	Key issues and problems missed, working from out-of-date data	-Monthly management accounts -Quarterly budget review and cashflow forecasts -Quarterly trustee oversight -Constant SLT oversight	Quarterly at Finance Sub-committee
	Major expenditure due to unforeseen essential occurrence.	Unable to afford to complete works	-Maintenance schedule for all buildings -Sourcing of alternative funding for larger projects -Reserves policy.	Quarterly at Finance Sb-committee.
People/HR	Inadequate and inconsistent leadership of the organisation	-Significant disruption to the leadership and management of the charity -Low staff morale -High staff turnover -Additional performance management -Breakdown of staff relations	-Succession planning -Agreed notice periods -Strong SLT operating effectively and knowledge sharing -Investment in training and development of managers and SLT -Organisation structure regular reviews -SLT Quarterly away day -SLT/SMT weekly meeting -Continued development of organisational psychological safety.	Quarterly at People-HR Sub-committee
	Lack of focus on staff wellbeing.	-Low staff morale -High levels of staff burnout -Higher instances of poor performance -High levels of staff turnover	-EAP app -Additional day off for birthdays -Full sick pay for 6 weeks then SSP -IIP accreditation -Regular 1:1s -Annual appraisal with 6-month review -Annual inflationary pay review -Access to occupational health assessments -Consistent review of short-term sickness ensuring intervention where patterns are identified.	Quarterly at People-HR Sub-committee

We are committed to regular reviews of our safeguarding policy and provide training for all trustees, staff and volunteers.

Reserves policy

The Trustees have considered the need for the charity to maintain a level of free reserves that supports its ongoing sustainability and ensures that service users receive uninterrupted care in the case of short term funding delays. In particular, in agreeing the optimum level of reserves they have considered the current cash flow projections of the charity, future plans, the availability of funding and the ability to reduce costs on a medium-term basis if the need arose without causing undue problems for service users.

The Trustees have calculated a prudent level of reserves based on their budget for the coming year. In assessing the optimum level, they have used a stratified approach to assessing salary costs, overheads and the cash outlay on mortgages as each would need to be managed differently if there was a reduction in funding. The level of reserves that would be optimum is therefore in the region of £560,000 to £620,000.

At 31 March 2024 the charity held free reserves of £397,148, an increase from the 2023 figure of £310,541. This figure excludes land and buildings such as the charity's investment in the properties used to carry out its core business, and associated mortgages. These are not considered realisable if the charity is to continue with the current level of service provision. This figure does include fixtures and fittings as the charity believes they could be converted into cash if required and form part of the working capital. The Trustees realise that moving to a level of reserves at the optimum level will be challenging, nevertheless they are focussed on ensuring the charity's long-term stability and will engage with funders with the clear objectives of growing this level of working capital. However, they believe that were a crisis to occur they would be protected by their investment in fixed assets.

Fundraising

The Trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not work directly with commercial sponsors in relation to fundraising. The Trustees are not aware of any complaints made in respect of fundraising during the period. The Charities in-house fundraiser has been mainly working on its brand awareness and social media presence in the year with a few online campaigns to raise small donations using the Donorbox platform. We continue to expand our Corporate and Community Fundraising activities in line with future strategic objectives, this also includes more charitable grant applications to improve our portfolio of properties.

The Need For Our Work

People experiencing homelessness are some of the most marginalised and vulnerable in our society and today many are facing hugely challenging circumstances the intensity and complexity of which haven't been seen in their lifetime.

In 2020, the onset of the Covid-19 pandemic saw the government mandate extraordinary action to get everyone in the UK into safe emergency accommodation. However, across the UK, a lot of people facing homelessness have struggled immensely over the past three years. Many have seen their mental health decline because of the chaos and uncertainty of the pandemic and cost of living crisis now engulfing the country. An increasing proportion of people accessing our services have significant mental ill health combined with this more people are struggling with substance and alcohol use.

Since the Covid-19 pandemic and more recent the inflationary increases to cost of living and general expenses there have been considerable pressures on national, local and of course our funding. This is during what can only be termed as a housing crisis in Luton.

So, the stark reality is we are still seeing the levels of need significantly increase whilst the available funding is equally significantly reducing, these are direct results of political decisions made at central government and Signposts along with the sector are continuing to lobby for the people we are here to support.

Homelessness is also extremely likely to also become a larger long-term issue as well. It is widely accepted that Adverse Childhood Experiences (ACEs) are a significant contributor to homelessness, and the factors above, plus two years of lockdown and school closures indicate a potential tsunami of ACEs in the future.

So, it is with all of this in mind that Signposts thoroughly backs the Luton 2040 Vision and the following priorities:

1. Building an inclusive economy that delivers investment to support the growth of businesses, jobs and income.
2. Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.
3. Becoming a child friendly town, where our children grow up happy, healthy and secure, with a voice that matters and the opportunities they need to thrive.
4. Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment.
5. Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.

We remain 100% committed to our community and have no plans to expand outside Luton or Central Bedfordshire.

Where We've Been
In 1985, Signposts opened Luton's first designated accommodation for homeless people, with 16 bedrooms. We've come a long way since then. We now have 11 properties with 167 bed spaces across Luton and Central Bedfordshire and we no longer just offer a bed for the night - we aim to provide the expert support vulnerable people need to thrive and develop to their utmost potential. We aim to give people the time and safe space they need to work through life's traumas and learn coping mechanisms and skills to move forward successfully.

Our strengths are many. We are renowned for supporting homeless individuals aged 16-64, no matter how complex their needs are. We have a strong reputation as the only local organisation offering support with few acceptance criteria and are extremely effective at identifying, engaging, and admitting those people into our services.

Yet funding for our work is becoming increasingly difficult to find, against a backdrop of rising costs. High rents mean we are finding it difficult to help people move into more permanent accommodation, leaving them taking up a much-needed space with us. Insurance cover for our buildings is more expensive and harder to find.

We have undertaken comprehensive reviews of our properties, identifying the immediate and longer-term improvements required. This process has led to us purchasing two properties which we previously managed on behalf of a local housing association which has not only increased our assets but also strengthened our organisation independence.

Operating a Psychologically Informed Environment
We are proud to operate a Psychologically Informed Environment (PIE). This means our services are progressing towards being fully trauma-informed and considering the thinking, emotions, personalities, and past experiences of the people we help. This is a highly effective approach to supporting people out of homelessness; in particular, those who have experienced complex trauma, which research from Lankelly Chase estimates affects around 80% of our client cohort.

Listening to our clients and staff, and designing services and support together, is at the core of everything we do. We are committed to our journey toward genuine co-production - where we invite people to direct and define their own support. Although we are not there yet, we believe that as we build psychological safety across the organisation, we will build trust and capacity, and increasingly, major decisions about the future of Signposts will be directly driven by our clients.

Delivering a strengths-based approach
The bespoke strengths-based approach we have introduced is another positive. We recognise that the people we support possess an array of skills and talents, which sometimes lay dormant, but can be used to benefit both them and our local community. We promote a culture of using sharing and learning new skills and working together to create a great community. A big part of this is our Team SP project was reintroduced in 2022 post pandemic. Team SP has seen our clients and staff deliver thousands of volunteer hours in the local community, marshalling local events, working on environmental projects and more. We are now also expanding our Team SP to include co-production and to help us review our strategic vision.

Social Justice
The aim of social justice is to eliminate the harmful impacts of structural inequality, social exclusion, discrimination, inequality, and poverty that are still experienced by many of our staff and clients daily and that prevent them from enjoying their rights in full.

We achieve through the following key strands:

1. Equality: Treating people the same way and ensuring they do not suffer discrimination because of who they are, however simply doing that might result in them not getting the result they need.
2. Equity: Treating people fairly and recognising their needs as individuals – we don't all start from the same place, so we all need to take steps together to put this right.
3. Diversity: Recognising people's many differences whilst understanding that people who share a common identity or characteristic are still individuals.
4. Inclusion: Social measures taken to change situations where some people do not have equal access to the opportunities that allow them to lead a decent happy life.
5. Cohesion: A condition of the community where there is an environment which offers a common vision and sense of belonging for all.

Building partnerships
Another change in the past three years is our commitment to building and investing in relationships with other organisations doing similar work. Others in the statutory, voluntary and private sectors, including businesses, members of the public, faith groups, schools and community groups. We firmly believe that ending homelessness can only be achieved by collaboration and that the most effective and sustainable responses to many of the challenges faced by both Signposts and our clients lie within these partnerships.

Where we are now
We are a robust, effective, caring organisation, with the potential to deliver even more for our community. We have high aspirations and are already on a transformational journey, and we have found through our strategic discussions that when we take time to reflect deeply, there are many opportunities and ideas that we want to explore further to identify the right approaches to optimise our social impact and financial sustainability over the long term.

Our social impact
We want to continuously improve our ability to serve people experiencing homelessness in Luton and Central Bedfordshire. Although excellent at what we do, too often we see that a lack of permanent accommodation creates a 'revolving door' of people returning to us; we want to ensure more of our clients go on to thrive in a home that is safe, secure and decently run. As such, we will explore changing the balance between the amount of temporary and 'move on' accommodation that we offer. In the long term that could include purpose-built accommodation that mixes people at different stages of recovery from homelessness, possibly even alongside private accommodation. In 2024/25 we will continue to explore the desirability and viability of different approaches.

We intend to further build and develop our PIE, trauma-informed and wrap-around services for those with the greatest need; our challenge is developing a funding model that will reliably support this.

Our great strength is that we are open to all, we also want to explore whether we should offer more specialist or focused services and if so, to who.

We are serious about our journey to genuine co-production and greater collaboration when tackling these questions. We want to hear from our clients and potential clients and appreciate that this takes time, dedication and encouragement. We also want to deepen our understanding of what other partners and colleagues are doing within the Luton area to make sure that the overall balance of services and support meet the needs of homeless people in our community.

Our financial sustainability
We intend to strengthen our financial sustainability, diversify our funding, and strengthen our business model. This will allow us to provide the levels of support and services that we feel will best support our clients (move-on accommodation, PIE, greater wrap-around support etc.) Equally, if not even more important, is the fact that our existing operating model is unlikely to continue to be fit for purpose. Our over-reliance on rents and contracts (more than 99% of our current income) leaves us highly vulnerable to the economic trends precipitated by the pandemic.

To develop a stronger business model for Signposts, we need greater clarity about our differentiating strengths, what is it that Signposts does consistently and with excellence that make us stand out. We will also assess the success of new fundraising initiatives under development.

We have been investigating a registered provider process; however, the current cost of living crisis has meant that we have needed to put this on hold for now. We are however exploring the potential for Signposts to work in partnership with existing registered providers to ensure we don't miss any current opportunities made available to registered providers.

These are fundamental questions that are likely to cause a significant shift in the Signposts' operating model. We want to get our five years and beyond future direction as adaptably 'right' as we can and develop a long-term strategic framework in a thoughtful, inclusive and measured way. The continuing cost of living crisis and uncertainty has not allowed us, or our key stakeholders, the 'bandwidth' to comprehensively engage in this process.

Rather than set a fresh 5–10-year strategic direction at this stage, we've developed a shorter term 3-year vision to lay the foundations, putting us in a position to outline a bold and ambitious set of goals for the following five years.

Three Year Strategic Vision

Governance
We will have a Board of Trustees that sets the Cultural and Strategic tone for the organisation that is accessible to staff and clients alike with a robust structure enabling Governance oversight, policies and processes that are in line with best practices. This will include regular Governance reviews and skills audits ensuring the mix of skills and expertise on Signposts' Board meet the changing needs of the organisation.

Operational and Service Delivery
Our clients come first. Although we want to develop our organisational capacity to do more in the future, the immediate needs of those we support today are always our priority.

The full implementation of our bespoke strengths-based support model is the precursor to the development of a coaching service grounded in the principles of Neuro Linguistic Programming (NLP) that also incorporates our award-winning Team SP.

The face of homelessness both nationally and locally is changing. There are growing levels of women experiencing homelessness, the recent Luton Homelessness Partnership Women's Conference highlighted the gender inequality faced by women experiencing homelessness. We know that this is also the case for members of the LGBTQIA+ community. Therefore, there is an ever growing requirement that our services are gender informed and that there are safe spaces for women and members of the LGBTQIA+ community, this will be a feature of all our future services and informed through effective co-production with our clients, the wider community and other stakeholders.

Financial Sustainability and Systems
The current cost of living crisis and recent Covid-19 pandemic have made it essential for us to adapt our income streams and further develop our current streams.

This will be achieved through further reliance on trusts and grant funders along with exploration of corporate partnership and widening our partnerships with other local providers to strengthen community fundraising for homelessness in Luton and Central Bedfordshire.

Estate and Property
Having completed a comprehensive review of our current accommodation we shall use the coming three years to bring all properties up to standard.

Once the purchase of Dunstable One and Two has been completed we shall then look at the potential full refurbishment and expansion of each property.

It is a strategic objective that any future buildings or refurbishment of current stock will only include rooms with ensuite facilities and we are committed to creating a portfolio of move on accommodation that will include the provision of accommodation for staff as required.

People (Human Resources)
We care deeply about all our people and know that to achieve our strategic vision, having a motivated, happy, empowered, and well-structured staff team is crucial.
The culture of our organisation must come from the Board of Trustees who will set the tone for an organisation that has a foundation of psychological safety at all levels. Signposts will work towards achieving ISO 45003 – Psychological Health and Safety in the Workplace and ensuring our continued IIP progress toward IIP Gold Standard.

As Signposts develops towards this strategic vision, we shall constantly review the staff structure to ensure employee health and work life balance are prioritised whilst our staff resources are providing the highest possible impact. We shall deliver this by ensuring that each staff team has the correct mix of competence and capability.

Partnership
Signposts is committed to developing effective strategic partnerships that further enable us to deliver our strategic vision. Central to this is the furthering of the Luton Homeless Partnership and creating a comprehensive partnership of clients, providers, funders, local community, corporate partners, statutory partners and the local authority all committed to ending homelessness in our town.

Homelessness is a community issue and therefore the solution lies in a full community response, Signposts will lead this response alongside all other partners.

Sustainability
Signposts is committed to moving towards Luton's 2040 vision for Luton to become a net zero town by 2040.

Our buildings will reach an EPC level C or higher and we shall be using sustainable energy including the installation of solar panels where feasible.

We shall continue to explore the effects of climate change on people experiencing homelessness and rough sleeping, this includes severe weather events and the local response to these.

Our cycle to work schemes, planned installation of electric car charging points and provision of public transport season ticket loans are all aimed at helping our staff to reduce their individual carbon footprint.

A comprehensive implementation of recycling points and use of suppliers with a sustainability policy will further our move towards net zero.

Digital and Technology
We shall further embed the capability of Inform along with the ensuring our finance systems have the required capacity to facilitate the anticipated diversification of income streams. This is to include the capacity to become VAT registered and manage any corporation tax liabilities.

We shall also work to develop the possibility to use digital solutions to client support issues, particularly housing management.

REPORT OF THE TRUSTEES TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2024

Statement of Trustees' responsibilities

The trustees (who are also directors of Signposts (Luton) for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

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

Auditors

A resolution proposing the re-appointment of Saffery LLP as auditors to the company will be put to the annual general meeting.

Approved by the Trustees and signed on their behalf by



Les Ward
Trustee 25/9/2024

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2024

Opinion

We have audited the financial statements of Signposts (Luton) for the year ended 31 March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's state of affairs as at 31 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of trustees
As explained more fully in the Trustees' Responsibilities Statement set out on page 14, the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales .

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

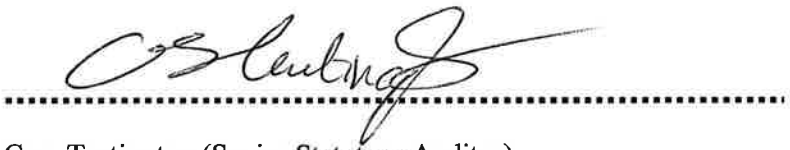
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS
FOR THE YEAR ENDED 31 MARCH 2024

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turtington (Senior Statutory Auditor)
for and on behalf of Saffery LLP

Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date: 9 October 2024

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

SIGNPOSTS (LUTON)

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2024

	Notes	Income funds Unrestricted £	Restricted £	Total 2024 £	Total 2023 £
Income and endowments from:					
Donations and Fundraising	2	22,760	26,320	49,080	150,207
Investment income		680	-	680	511
Charitable activities:					
Floating Support and Outreach		-	-	-	24,656
Hostel Accommodation & Support	2	3,411,114	6,905	3,418,019	3,165,406
Other	2	12,866	-	12,866	45,756
Total income and endowments		3,447,420	33,225	3,480,645	3,386,536
Expenditure on:					
Raising funds		57,984	-	57,984	1,725
Charitable activities:					
Floating Support and Outreach	3	-	-	-	29,174
Hostel accommodation & Support	3	3,258,873	81,467	3,340,340	3,394,405
Total expenditure		3,316,857	81,467	3,398,324	3,425,304
Net income/(expenditure)		130,563	(48,242)	82,321	(38,768)
Reconciliation of funds:					
Total funds brought forward	12,13	999,757	53,703	1,053,460	1,092,228
Total funds carried forward		1,130,320	5,461	1,135,781	1,053,460

The accounts have been prepared on the basis that all operations are continuing.

The statement of financial activities contains all recognised gains and losses for the year.

The notes on pages 21 to 30 form part of these financial statements

BALANCE SHEET
AS AT 31 MARCH 2024

	Notes	Total 2024 £	Total 2023 £
Fixed assets			
Tangible assets	**8**	2,026,095	781,129
Total fixed assets		2,026,095	781,129
Current assets			
Debtors	**9**	227,924	383,851
Cash at bank and in hand		462,590	153,044
Total current assets		690,514	536,895
Liabilities			
Creditors:			
Amounts falling due within one year	**10**	(326,984)	(239,266)
Net current assets		363,530	297,629
Total assets less current liabilities		2,389,625	1,078,758
Creditors: Amounts falling due after more than one year	**11**	(1,253,844)	(25,298)
Total net assets		1,135,781	1,053,460
The funds of the charity:			
Income funds			
- Restricted	**13**	5,461	53,703
- Unrestricted	**12**	1,130,320	999,757
Total funds		1,135,781	1,053,460

The notes on pages 21 to 30 form part of these financial statements
Approved by the trustees and signed on their behalf by:

.....
David Ball
Trustee

25/9/ 2024

.....
Les Ward
Trustee

Registered Company Number: 2914936

SIGNPOSTS (LUTON)

CASH FLOW STATEMENT
YEAR ENDED 31 MARCH 2024

	Notes	Total 2024 £	Total 2023 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activity	16	379,688	42,924
Cash flows from investing activities:			
Interest from investments		680	511
Proceeds from sale of property, plant & equipment		9,001	-
Purchase of property, plant & equipment		(1,335,179)	(54,789)
Net cash provided by (used in) investing activities		(1,325,497)	(54,278)
Cash flows from financing activities:			
Repayments of borrowing		(34,862)	(9,398)
Cash inflows from new borrowing		1,272,218	-
Net cash used in financing activities		1,237,357	(9,398)
Change in cash & cash equivalents in the reporting period		309,546	(20,752)
Cash & cash equivalents at the beginning of the period		153,044	173,796
Cash & cash equivalents at the end of the period		462,590	153,044

Net debt reconciliation

	At start of year	Cash Movement	Other Non-Cash Movement	At end of year
Cash	153,044	309,546	-	462,590
Loans falling due within one year	(9,576)	(1,237,357)	1,228,559	(18,374)
Loans falling due more than one year	(25,282)	-	(1,228,562)	(1,253,844)
NET DEBT	**118,186**	**(927,811)**	**(3)**	**(809,628)**

1 Accounting policies

1.1 Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and include the results of the Charity's operations, all of which are continuing, which are described in the Report of the Trustees to the Members.

The financial statements have been prepared in accordance with the Charity Commission Statement of Recommended Practice – Accounting and Reporting by provisions of 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).

The financial statements are prepared in pounds sterling, which is the functional currency of the charity.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Trustees confirm that the charity is a public benefit entity.

1.2 Funds

Unrestricted funds: These comprise net accumulated surpluses and are available for use in the furtherance of the charitable objectives of the company.
Restricted funds: These are funds and assets subject to specific conditions imposed by the donors. It is the company's policy to use restricted funds before unrestricted funds where they are available.
Designated funds: These are funds identified by the Trustees for the specific future needs of the charity and to support its continued smooth running. They have been set aside and do not form part of the free reserves but they can be spent at the Trustees' absolute discretion.

1.3 Income

Resources arising include the total receivable by the company from all its charitable activities. Rental income from clients is shown net of bad debts to reflect the client group with whom we work.
Incoming resources in the form of donated assets have been included in the SOFA at a reasonable estimate of their value, taking into account the market value of the assets and comments made by the donor. Gifts in kind received in the year had a value of £4,075.

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

The costs of charitable activities include all costs directly attributable to those activities. In addition, any costs that cannot be directly attributed to the charitable activities have been allocated to those activities on a basis consistent with the use of those resources. In general, overheads have been allocated on the basis of staff time spent on the different activities and projects.

1.4 **Expenditure**

Governance costs comprise external audit costs, legal advice relating to governance and constitutional matters, trustee meeting expenses and costs of preparing the statutory accounts.

1.5 **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives. Assets over £500 are capitalised.

Furniture and equipment	20%	straight line
Motor vehicles, Computer equipment and Residents Furniture	25%	straight line
Buildings	2%	straight line
Refurbishments	10%	straight line

1.6 **Pensions**

The company operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

1.7 **VAT**

The company is not registered for VAT and therefore all costs are inclusive of VAT.

1.8 **Financial instruments**

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.9 **Key judgments and estimates**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

A critical judgment for the charity is in respect of bad debts. Bad debt is provided for once the client has vacated accommodation in excess of 3 months. This policy is reviewed on an ongoing basis for suitability.

2 **Donations & Fundraising**

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Donations & Fundraising			
Gifts in kind	4,075	-	4,075
Grants	-	22,720	22,720
Other	18,685	3,600	22,285
	22,760	26,320	49,080

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Donations & Fundraising			
Winter pressures income -Luton Borough Council	4,347	-	4,347
Consultancy costs contributions from partners	4,005	-	4,005
Southall Black Sisters – client support	1,215	-	1,215
Homeless Prevention Fund-Luton Borough Council	52,307	-	52,307
Personalisation Fund -Luton Borough Council	5,000	-	5,000
Unknown -Luton Borough Council	330	-	330
Squared – repair income	1,737	-	1,737
Luton Homeless Partnership (LHP) - NHS	-	30,000	30,000
LHP Co-Ordinator – Luton Borough Council	-	25,000	25,000
Gifts in kind	10,157		10,157
Other	16,109		16,109
	95,207	55,000	150,207

Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Local Authority Contracts			
Supporting People – Luton	129,536	-	129,536
Supporting People – Central Bedfordshire	109,370	-	109,370
Somewhere Safe to Stay - Luton	124,926	-	124,926
Grants			
Grants	-	6,905	6,905
Hostel Accommodation income	3,047,282	-	3,047,282
	3,411,114	6,905	3,418,019

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Local Authority Contracts			
Supporting People – Luton	129,537	-	129,537
Supporting People – Central Bedfordshire	162,238	-	162,238
Somewhere Safe to Stay - Luton	91,779	-	91,779
Grants			
Grants	-	37,014	37,014
Hostel Accommodation income	2,744,838	-	2,744,838
	3,128,392	37,014	3,165,406

Other income

	Unrestricted Funds £	Restricted Funds £	Total 2024 £
Other income			
Compensation/Proceeds from crime	3,242	-	3,242
Equipment sales/repair contributions	730	-	730
Profit on disposal of assets	8,894	-	8,894
	12,866	-	12,866

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Other income			
Compensation/Proceeds from crime	786	-	786
Equipment sales/repair contributions	970	-	970
Onecom – tech refund	44,000	-	44,000
	45,756	-	45,756

3 **Cost of charitable activities**

	Direct Costs 2024 £	Other Costs 2024 £	Total 2024 £	Direct Costs 2023 £	Other Costs 2023 £	Total 2023 £
Floating Support and Outreach	-	-	-	19,020	10,154	29,174
Hostel Accommodation & Support	2,406,635	933,705	3,340,340	2,203,557	1,190,848	3,394,405
	2,406,635	933,705	3,340,340	2,222,577	1,201,002	3,423,579

Costs include:		
Payroll (Note 4)	1,694,864	1,748,072
Temporary Staff and other staff costs	44,485	47,983
Premises	1,009,817	927,234
Depreciation	90,106	70,523
Food	45,406	51,018
Telephone	66,496	115,488
Training and staff development	30,337	33,590
Legal, office and other costs	350,494	405,921
Loss on disposal of assets	-	8,769
Client support services	8,335	14,981
	3,340,340	3,423,579

Restricted funds included in the total figure: £81,467 (2023: £41,811)

4 **Payroll costs:**

	2024	2023
	£	£
Wages and Salaries	1,499,717	1,541,018
Social security costs	136,154	145,473
Pension costs	58,993	61,581
	1,694,864	1,748,072

The average number of employees, analysed by function was:	Number	Number
Charitable activity	46	48
Administration	15	16
	61	64

Employees emoluments
Number of employees who received emoluments of £70,000 - £80,000: 1 (2023: 1).
Total remuneration of key management personnel in the period was £190,407 (2023: £184,953.)

5 **Net incoming resources**

	2024	2023
	£	£
The net incoming/(outgoing) resources are stated after charging:		
Auditors remuneration- audit	21,492	18,328
(Profit)/Loss on disposal of fixed assets	(8,894)	8,769
Rents payable under operating leases	6,574	7,389
Depreciation	90,106	70,523

6 **Transactions with trustees and connected persons**

No trustee or connected person received any remuneration. Trustee expenses of £53.50 were incurred by one trustee and reimbursed during the year. These related to travel expenses to attend trustee meetings (2023: £16.50). Total donations and fundraising income received from three members of the board was £1,728 (2023: £1,663). Total donations received from Luton Rotary club where one trustee is also a trustee was £500 (2023: £0).

During the year the Charity entered into a related party transaction with Adiru Consulting Ltd for the provision of GDPR training, which is 100% owned by one of the trustees, J. Williams. A payment for £1,590 (2023: £nil) was made for these services.

7 **Members contingent liability**

The Company is Limited by guarantee. The contingent liability arising from the guarantee given by each member of the company to contribute (if required) is an amount not exceeding £1. There are currently eight such members.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

8 **Tangible fixed assets**

	Freehold Property and improvements £	Fixtures and equipment £	Computers and motor vehicles £	Residents furniture £	Total £
Cost					
At 1 April 2023	922,123	336,966	134,564	22,154	1,415,807
Additions	1,278,481	55,678	503	517	1,335,179
Disposals	-	(357)	(27,624)	-	(27,981)
At 31 March 2024	2,200,604	392,287	107,443	22,671	2,723,005
Depreciation					
At 1 April 2023	283,815	217,662	113,118	20,083	634,678
Charge for the year	36,867	38,720	13,482	1,037	90,106
Disposals	-	(250)	(27,624)	-	(27,874)
At 31 March 2024	320,682	256,132	98,976	21,120	696,910
Net book value At 31 March 2024	1,879,922	136,155	8,467	1,551	2,026,095
Net book value At 31 March 2023	638,308	119,304	21,446	2,071	781,129

9 **Debtors: Due within one year**

	2024 £	2023 £
Rental income	120,857	221,195
Other debtors and prepayments	107,067	162,656
	227,924	383,851

10 **Creditors: Amounts falling due within one year**

	2024 £	2023 £
Trade creditors	219,120	148,242
Other creditors and accruals	59,590	48,178
Tax and social security costs	29,900	33,284
Bank loans	18,374	9,562
	326,984	239,266

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

11 Creditors: Amounts falling due after more than one year

	2024 £	2023 £
Bank loans		
Later than one year and not later than five years	89,457	25,298
Over five years	1,164,387	-
	1,253,844	25,298

A new bank loan of £1,282,000 was secured on the purchase of two of our Dunstable properties on High Street South & High Street North. £320,500 of the loan is repayable over 25 years with a fixed interest of 7.70% and £961,500 is repayable over 25 years with a rate of 2.50% over base rate. The Haystack property on Swasedale Road, Holland House property on Parkside Drive and the Belmont Road property are also security on the loan. The new loan repaid the remainer of the previous loan. The total outstanding on loans at 31st March 2024 was £1,272,218 (2023: £34,860).

12 Unrestricted income funds 2024

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	10,000	(1,029)	-	8,971
Facilities Development Fund	86,787	(12,972)	-	73,815
Refurbishment Fund	42,684	-	-	42,684
General Funds:				
General Funds	860,286	144,564	-	1,004,850
Total Unrestricted Funds	999,757	130,563	-	1,130,320

Unrestricted income funds 2023

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	6,666	(2,736)	6,070	10,000
Facilities Development Fund	32,040	-	54,747	86,787
Contingency Fund	54,747	-	(54,747)	-
Refurbishment Fund	51,304	(8,620)	-	42,684
General Funds:				
General Funds	943,971	(83,685)	-	860,286
Total Unrestricted Funds	1,088,728	(95,041)	6,070	999,757

The Trustees have created the designated Client Support Fund to provide future funds for individuals whose income is insufficient to cover the rent in the supported accommodation or other costs. Each case will be assessed on an individual basis and the Trustees may choose to add to the fund in future when resources permit.

The Facilities Development Fund represents funding for future development plans as we wish to expand our services per our future plans. Some was spent on legal fees for the property purchases in the year.

The Refurbishment Fund represents funding for specific costs for refurbishment in the Dunstable properties.

The Trustees will review the need to set aside funds annually and will reflect the changing economic environment through the designated funds.

13 **Restricted income funds 2024**

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Sapsworth hot water & showers	23,112	-	(23,112)	-
Swasedale kitchen	5,591	-	(5,591)	-
ISO 45003 assessment	-	3,540	(3,540)	-
Portacabin at GH	-	15,780	(15,780)	-
Portacabin set up	-	6,940	(4,172)	2,768
Client Expenses Grants	-	3,365	(3,365)	-
LHP Co-ordinator	25,000	-	(25,000)	-
Aila Donation	-	3,600	(907)	2,693
Total Restricted Funds	53,703	33,225	(81,467)	5,461

Restricted income funds 2023

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Lutons Citizens Fund	3,500	-	(3,500)	-
Sapsworth hot water & showers	-	30,000	(6,888)	23,112
Swasedale kitchen	-	5,591	-	5,591
Client Expenses Grant	-	1,423	(1,423)	-
LHP Co-ordinator	-	25,000	-	25,000
Total Restricted Funds	3,500	62,014	(11,811)	53,703

Restricted Project Funds
These are funds which are restricted to the continued operating of the specific project for which the money was given or for other specified purposes.

The Garfield Weston and Screwfix grants were to fund new shower cylinders and rooms at Sapsworth House. Works were completed in 2023/24.

The BLCF grant was to fund a new kitchen at Swasedale Road, this was completed in 2023/24.

The Wixam Tree grant was to fund the Dharma Centre of Wellbeing to complete an assessment for ISO 45003 – Psychological Health and Safety at Work. This was completed in 2023/24.

The Steel Trust grant was to fund a portacabin at Guildford Hall to be used as a Welcome Shack, an extra office/meeting space for staff and clients. This was completed in 2023/24.

The Luton Borough Council grant was to fund the set up on the Welcome Shack at Guildford Hall. Some was spent in 2023/24, remainder to be spent in 2024/25.

The Client Expenses grants are from Big Change and were all spent in the year.

The LHP Co-ordinator income from Luton Borough Council was to fund this position but this was not filled in the year. This was paid to Noah who are now managing this position.

The Aila donation was given to be spent on the Dunstable projects, some was spent in 2023/24 and remainder will be spent in 2024/25.

14 **Analysis of net assets between funds 2024**

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	2,026,095	2,026,095
Debtors	-	-	227,924	227,924
Bank	5,461	125,470	331,659	462,590
Creditors due within one year	-	-	(326,984)	(326,984)
Creditors due after more than one year	-	-	(1,253,844)	(1,253,844)
	5,461	125,470	1,004,850	1,135,781

Analysis of net assets between funds 2023

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	781,129	781,129
Debtors	-	-	383,851	383,851
Bank	28,703	139,471	(15,130)	153,044
Creditors due within one year	-	-	(239,266)	(239,266)
Creditors due after more than one year	-	-	(25,298)	(25,298)
	28,703	139,471	885,286	1,053,460

15 **Commitments under operating leases**

	Land and Buildings 2024 £	Land and Buildings 2023 £	Other 2024 £	Other 2023 £
As at 31 March 2024 the charity had commitments under non-cancellable operating leases as follows:				
Leases expiring				
Within one year	439,068	408,291	6,466	6,466
Between two and five years	413,051	648,051	14,548	25,862
Over five years	-	-	-	-
	852,119	1,056,342	21,014	32,328

16 **Reconciliation of net incoming/(outgoing) resources to net cash flow from operating activities**

	2024	2023
	£	£
Net incoming/(outgoing) resources for the reporting period (per statement of financial activities)	82,321	(38,468)
Depreciation	90,106	70,523
Interest from investments	(680)	(511)
Loss/(profit) on the sale of fixed assets	(8,894)	8,769
(Increase)/decrease in debtors	155,924	16,502
Increase/(decrease) in creditors	78,911	(13,591)
Net cash inflow from operating activities	**379,688**	**42,924**

17 **Comparative SOFA 2023**

	Notes	Income funds Unrestricted £	Restricted £	Total 2023 £
Income and endowments from:				
Donations and Fundraising		95,207	55,000	150,207
Investment income		511	-	511
Charitable activities:				
Floating Support and Outreach		24,656	-	24,656
Hostel Accommodation & Support	2	3,128,392	37,014	3,165,406
Other	2	45,756	-	45,756
Total income and endowments		3,294,522	92,014	3,386,536
Expenditure on:				
Raising funds		1,725	-	1,725
Charitable activities:				
Floating Support and Outreach	3	29,174	-	29,174
Hostel accommodation & Support	3	3,352,594	41,811	3,394,405
Total expenditure		3,383,493	41,811	3,425,304
Net income/(expenditure)		(88,971)	50,203	(38,768)
Reconciliation of funds:				
Total funds brought forward	12,13	1,088,728	3,500	1,092,228
Total funds carried forward		999,757	53,703	1,053,460

SIGNPOSTS (LUTON)

England & Wales - Charity number 1040860

Accounts

Registered Company No: 2914936
Registered Charity No: 1040860

SIGNPOSTS (LUTON)

ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2023

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SIGNPOSTS (LUTON)

LEGAL AND ADMINISTRATIVE INFORMATION

The Trustees who served during the financial year were as follows:

Trustees:	C Vanschagen (Resigned as Chairman 21.09.22) L Ward (Chair of Finance Committee) A Hyde C Newbery D Ball (appointed Chair 21.09.22) C Slough K Lee J Williams J Little M Tzaig Trustees are appointed by the Board of Trustees in a general meeting. The number nearest to one third of Trustees shall retire by rotation at each Annual General Meeting and may offer themselves for re-election.
Chief Executive Officer	T Archbold
Finance Manager	L Nutt
Registered Office:	Unit 6 Titan Court, Laporte Way, Luton, LU4 8EF
Auditors:	Saffery Champness 71 Queen Victoria Street London EC4V 4BE
Solicitors:	Russell-Cooke 2 Putney Hill Putney London SW15 6AB
Bankers:	Natwest 31 George Street Luton LU1 2YN CAF Bank 25 Kings Hill Avenue West Malling ME19 4TA
Company No:	2914936
Charity No:	1040860
Constitution:	Signposts (Luton) is a registered charity and a company limited by guarantee, registered in England. It is governed by its memorandum and articles of association dated 31st March 1994.

MESSAGE FROM THE CHAIR OF TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

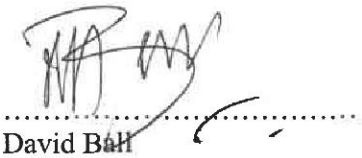
2022-23 was a year for consolidation and stability at Signposts. We have maintained our housing related support services across Luton and Central Bedfordshire with great effect.

Working in partnership with Luton Borough Council and through the Rough Sleeper Initiative we have dedicated beds in our Guildford Hall service to provide somewhere safe to stay for anyone sleeping rough in Luton.

We have developed our 3-year strategic vision taking us forward to 2026 to ensure the ongoing relevance of the services we provide.

As I start my tenure as Chair of Trustees at Signposts, I would like to warmly thank my predecessor Carole Vanschagen for her stewardship over the past 2 decades which has left a lasting legacy.

The astounding work of our staff team shows that rough sleeping and homelessness is not an inevitable part of society and that given the right resources, focus and commitment that everyone can have a safe and secure place to live.



.....

David Ball
Chair of the Trustees

2023

REPORT OF THE TRUSTEES TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2023

The Trustees, who are also directors of the company, present their annual report on the affairs of the Charity, together with the Accounts and Auditor's Report for the year ended 31 March 2023. The annual report and financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – second edition.

Principal objects and activities
The objects of the Charity, as stated in its memorandum of association, continue to be to offer accommodation and support to persons between the ages of 16 to 65 years who are homeless and in need of support by skilled workers to assist them to reintegrate back into the community.

The Trustees have reviewed the Charity Commission's statutory guidance on public benefit and have ensured that it is taken into account, both in the day-to-day management of the Charity and in the planning for the future. The Trustees are satisfied that all of the Charity's activities very clearly provide public benefit.

Organisational Structure
The Charity is wholly based in the UK having its Head Office in Luton and thirteen projects in Bedfordshire & Luton. General policy is determined by the Trustees of the Charity. The main Board of Trustees are supported by two sub-committees: one dealing with operational matters and the other with finance. Day to day management is delegated to the Chief Executive Officer and the Senior Leadership Team.

Pay and remuneration for key management personnel are benchmarked against the ACEVO Pay Survey covering salaries and benefits.

Recruitment, induction, and training of trustees
At all levels of the organisation, Signposts (Luton) seeks to reflect the community it serves, this includes the appointment of trustees. In the past we have used a Trustee Recruitment programme delivered by Getting on Board. Getting On Board are well respected Trustee Recruitment specialists who contributed to the review of the Charity Governance Code. This programme concentrated on designing and targeting Trustee recruitment to further diversify Signposts board membership.

Review of activities
Signposts (Luton) remains focused on the provision of supportive accommodation and the provision of support in the community. Signposts (Luton) has a full complement of skilled workers who provide this support.

Aim
Signposts (Luton)'s aim is to help clients achieve their own maximum potential to live and develop in the community.

Mission
- Developing our relationships with statutory agencies to promote best practice and quality support.
- Taking innovative approaches to problem solving as well as acknowledging existing good social work practices.
- Recognise the dignity of each person whom we seek to help.
- Developing our staff team to their utmost potential.

Support working
A support worker is allocated to each individual when he/she enters the service. The support is intended to be holistic, and the support worker will provide support in the following areas:

- Crisis support e.g. dealing with immediate needs, emotional and/or motivational
- Moral support & encouragement
- Health/mental health related support needs
- Daily living skills e.g. housekeeping, budgeting, cleaning, personal hygiene
- Promotion of independence e.g. accessing counselling, training, employment, further/higher education, benefits advice
- Social Inclusion e.g. advocacy, accompanying service users to appointments, ensuring they have meaningful input into his/her own support

Performance
The Charity uses many forms of performance measurement to ensure the aims of the Charity are met. These include: measuring utilisation and void management as well as the efficiency of outcomes of residents and numbers returning to the community with/without further support.

During the year, the total number of hostel resident rooms reduced from 182 to 167. The utilisation target was 90.3% and the actual was 93.0%. There were 562 users of the service, the efficiency target 71.3% and the actual was 59.3%.

The Charity manages one project for people with long term support needs. This project has not been included in the above targets.

Significant Developments
The recommissioning process surrounding Luton Borough Council's Housing Related Support contract has been extended for a further year and Signposts have been awarded a further 1-year contract extension. Signposts and The Luton Homeless Partnership are continuing to support this process.

We are continuing to provide housing related support across South Central Bedfordshire, During 2022/23 we have maintained our allocation of 6 social lettings allocations through into 2023/24.

Due to changes in the Luton Rough Sleeper pathway Signposts no longer provides on street outreach, however we now have 3 fully funded somewhere safe to stay beds. These are available to anyone rough sleeping in Luton to enable a swift intervention when people are found sleeping rough.

Contribution of Volunteers
Several volunteers from the local community along with current and ex clients support our work in a variety of ways. Our Staff Team along with our volunteers provide hours of support to the community.

Finance and accounts review
Signposts sources of income includes rental income from clients, contract income from Luton Borough Council and Central Bedfordshire Council along with a small number of donations and fundraising activities.

The Charity has £1,078,758 of assets less current liabilities, of which £781,129 are fixed assets. The Charity has £153,044 of cash balances.

Signposts (Luton) aims to achieve break-even between the operating income and expenditure at its projects. Any surpluses are used in subsequent years to improve and expand the services provided to clients.

Risk Review
The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems are in place to mitigate our exposure to the major risks. These procedures are reviewed annually. The main risk areas are listed below:

Risk Area	Risk	Current Control	Monitoring
External	Local authority changes to social policy	Networking and lobbying	Quarterly at Board
	Competition from new or existing local providers	Networking, operational standards and reputation	Quarterly at Board
	Housing Association loss of partnership agreement	Contingency planning ensuring alternative buildings to deliver contractual obligations	Quarterly at Board
	Cost of living Crisis	Through quarterly budget review	Quarterly at Board and monthly at SLT
Regulatory and Compliance	Changes to benefit system	Income diversification and financial planning	Quarterly at Board
Operational	Illness, epidemic, pandemic and widespread absence	Pandemic plan	Weekly at SLT and Quarterly at Board

We are committed to regular reviews of our safeguarding policy and provide training for all trustees, staff and volunteers.

Reserves policy
The Trustees have considered the need for the charity to maintain a level of free reserves that supports its ongoing sustainability and ensures that service users receive uninterrupted care in the case of short term funding delays. In particular, in agreeing the optimum level of reserves they have considered the current cash flow projections of the charity, future plans, the availability of funding and the ability to reduce costs on a medium-term basis if the need arose without causing undue problems for service users.

The Trustees have calculated a prudent level of reserves based on their budget for the coming year. In assessing the optimum level, they have used a stratified approach to assessing salary costs, overheads and the cash outlay on mortgages as each would need to be managed differently if there was a reduction in funding. The level of reserves that would be optimum is therefore in the region of £560,000 to £620,000.

At 31 March 2023 the charity held free reserves of £310,541, a decrease from the 2022 figure of £332,058. This figure excludes the charity's investment in the properties used to carry out its core business, and associated mortgages. These are not considered realisable if the charity is to continue with the current level of service provision. The Trustees realise that moving to a level of reserves at the optimum level will be challenging, nevertheless they are focussed on ensuring the charity's long-term stability and will engage with funders with the clear objectives of growing this level of working capital. However, they believe that were a crisis to occur they would be protected by their investment in fixed assets.

Fundraising
The Trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The Charity does not work directly with commercial sponsors in relation to fundraising. The Trustees are not aware of any complaints made in respect of fundraising during the period. The Charities in-house fundraiser has been mainly working on its brand awareness and social media presence in the year with a few online campaigns to raise small donations using the Donorbox platform. We continue to expand our Corporate and Community Fundraising activities in line with future strategic objectives, this also includes more charitable grant applications to improve our portfolio of properties.

The Need For Our Work
People experiencing homelessness are some of the most marginalised and vulnerable in our society and today many are facing hugely challenging circumstances the intensity and complexity of which haven't been seen in their lifetime.

In 2020, the onset of the Covid-19 pandemic saw the government mandate extraordinary action to get everyone in the UK into safe emergency accommodation. However, across the UK, a lot of people facing homelessness have struggled immensely over the past three years. Many have seen their mental health decline because of the chaos and uncertainty of the pandemic and cost of living crisis now engulfing the country. An increasing proportion of people accessing our services have significant mental ill health combined with this more people are struggling with substance and alcohol use.

Since the Covid-19 pandemic the level of Local Authority funding has significantly reduced, and we are expecting this to further reduce over the coming 18 months. This is during what can only be termed as a housing crisis in Luton with 1 in 66 people in Luton allocated a homeless status and the national level of 1 in 100 children in unsecure or temporary accommodation.

So the stark reality is we are seeing the levels of need significantly increase whilst the available funding is equally significantly reducing, these are direct results of political decisions made at central government and Signposts along with the sector are continuing to lobby for the people we are here to support.

Homelessness is also extremely likely to also become a larger long-term issue as well. It is widely accepted that Adverse Childhood Experiences (ACEs) are a significant contributor to homelessness, and the factors above, plus two years of lockdown and school closures indicate a potential tsunami of ACEs in the future.

So, it is with all of this in mind that Signposts thoroughly backs the Luton 2040 Vision and the following priorities:

1. Building an inclusive economy that delivers investment to support the growth of businesses, jobs and income.
2. Improving population wellbeing and tackling health inequalities to enable everyone to have a good quality of life and reach their full potential.
3. Becoming a child friendly town, where our children grow up happy, healthy and secure, with a voice that matters and the opportunities they need to thrive.
4. Tackling the climate emergency and becoming a net zero town with sustainable growth and a healthier environment.
5. Supporting a strong and empowered community, built on fairness, local pride and a powerful voice for all our residents.

We remain 100% committed to our community and have no plans to expand outside Luton or Central Bedfordshire.

Where We've Been
In 1985, Signposts opened Luton's first designated accommodation for homeless people, with 16 bedrooms. We've come a long way since then. We now have 11 properties with 167 bed spaces across Luton and Central Bedfordshire and we no longer just offer a bed for the night - we aim to provide the expert support vulnerable people need to thrive and develop to their utmost potential. We aim to give people the time and safe space they need to work through life's traumas and learn coping mechanisms and skills to move forward successfully.

Our strengths are many. We are renowned for supporting homeless individuals aged 16-64, no matter how complex their needs are. We have a strong reputation as the only local organisation offering support with few acceptance criteria and are extremely effective at identifying, engaging, and admitting those people into our services.

Yet funding for our work is becoming increasingly difficult to find, against a backdrop of rising costs. High rents mean we are finding it difficult to help people move into more permanent accommodation, leaving them taking up a much-needed space with us. Insurance cover for our buildings is more expensive and harder to find.

Over the past twelve months we have evaluated the population needs of Luton and Central Bedfordshire along with the current best practice across the country. We have also worked alongside the people who use our services to better understand the improvements and changes that are required.

We have undertaken comprehensive reviews of our properties, identifying the immediate and longer-term improvements required. This process has led to us returning two properties that no longer met the needs of our services.

Operating a Psychologically Informed Environment
We are proud to operate a Psychologically Informed Environment (PIE). This means our services are progressing towards being fully trauma-informed and considering the thinking, emotions, personalities, and past experiences of the people we help. This is a highly effective approach to supporting people out of homelessness; in particular, those who have experienced complex trauma, which research from Lankelly Chase estimates affects around 80% of our client cohort.

Listening to our clients and staff, and designing services and support together, is at the core of everything we do. We are committed to our journey toward genuine co-production - where we invite people to direct and define their own support. Although we are not there yet, we believe that as we build psychological safety across the organisation, we will build trust and capacity, and increasingly, major decisions about the future of Signposts will be directly driven by our clients.

Delivering a strengths-based approach
The bespoke strengths-based approach we have introduced is another positive. We recognise that the people we support possess an array of skills and talents, which sometimes lay dormant, but can be used to benefit both them and our local community. We promote a culture of using sharing and learning new skills and working together to create a great community. A big part of this is our Team SP project was reintroduced in 2022 post pandemic. Team SP has seen our clients and staff deliver thousands of volunteer hours in the local community, marshalling local events, working on environmental projects and more.

Social Justice
The aim of social justice is to eliminate the harmful impacts of structural inequality, social exclusion, discrimination, inequality, and poverty that are still experienced by many of our staff and clients daily and that prevent them from enjoying their rights in full.

We achieve through the following key strands:

1. Equality: Treating people the same way and ensuring they do not suffer discrimination because of who they are, however simply doing that might result in them not getting the result they need.
2. Equity: Treating people fairly and recognising their needs as individuals – we don't all start from the same place, so we all need to take steps together to put this right.
3. Diversity: Recognising people's many differences whilst understanding that people who share a common identity or characteristic are still individuals.
4. Inclusion: Social measures taken to change situations where some people do not have equal access to the opportunities that allow them to lead a decent happy life.
5. Cohesion: A condition of the community where there is an environment which offers a common vision and sense of belonging for all.

Building partnerships
Another change in the past three years is our commitment to building and investing in relationships with other organisations doing similar work. Others in the statutory, voluntary and private sectors, including businesses, members of the public, faith groups, schools and community groups. We firmly believe that ending homelessness can only be achieved by collaboration and that the most effective and sustainable responses to many of the challenges faced by both Signposts and our clients lie within these partnerships.

Where we are now
We are a robust, effective, caring organisation, with the potential to deliver even more for our community. We have high aspirations and are already on a transformational journey, and we have found through our strategic discussions that when we take time to reflect deeply, there are many opportunities and ideas that we want to explore further to identify the right approaches to optimise our social impact and financial sustainability over the long term.

Our social impact
We want to continuously improve our ability to serve people experiencing homelessness in Luton and Central Bedfordshire. Although excellent at what we do, too often we see that a lack of permanent accommodation creates a 'revolving door' of people returning to us; we want to ensure more of our clients go on to thrive in a home that is safe, secure and decently run. As such, we will explore changing the balance between the amount of temporary and 'move on' accommodation that we offer. In the long term that could include purpose-built accommodation that mixes people at different stages of recovery from homelessness, possibly even alongside private accommodation. In 2023/24 we will continue to explore the desirability and viability of different approaches.

We intend to further build and develop our PIE, trauma-informed and wrap-around services for those with the greatest need; our challenge is developing a funding model that will reliably support this.

Our great strength is that we are open to all, we also want to explore whether we should offer more specialist or focused services and if so, to who.

We are serious about our journey to genuine co-production and greater collaboration when tackling these questions. We want to hear from our clients and potential clients and appreciate that this takes time, dedication and encouragement. We also want to deepen our understanding of what other partners and colleagues are doing within the Luton area to make sure that the overall balance of services and support meet the needs of homeless people in our community.

Our financial sustainability
We intend to strengthen our financial sustainability, diversify our funding, and strengthen our business model. This will allow us to provide the levels of support and services that we feel will best support our clients (move-on accommodation, PIE, greater wrap-around support etc.) Equally, if not even more important, is the fact that our existing operating model is unlikely to continue to be fit for purpose. Our over-reliance on rents and contracts (more than 99% of our current income) leaves us highly vulnerable to the economic trends precipitated by the pandemic.

To develop a stronger business model for Signposts, we need greater clarity about our differentiating strengths, what is it that Signposts does consistently and with excellence that make us stand out. We will also assess the success of new fundraising initiatives under development.

We have been investigating a registered provider process; however, the current cost of living crisis has meant that we have needed to put this on hold for now. We are however exploring the potential for Signposts to work in partnership with existing registered providers to ensure we don't miss any current opportunities made available to registered providers.

These are fundamental questions that are likely to cause a significant shift in the Signposts' operating model. We want to get our five years and beyond future direction as adaptably 'right' as we can and develop a long-term strategic framework in a thoughtful, inclusive and measured way. The continuing cost of living crisis and uncertainty has not allowed us, or our key stakeholders, the 'bandwidth' to comprehensively engage in this process.

Rather than set a fresh 5–10-year strategic direction at this stage, we've developed a shorter term 3-year vision to lay the foundations, putting us in a position to outline a bold and ambitious set of goals for the following five years.

Three Year Strategic Vision

Governance
We will have a Board of Trustees that sets the Cultural and Strategic tone for the organisation that is accessible to staff and clients alike with a robust structure enabling Governance oversight, policies and processes that are in line with best practices. This will include regular Governance reviews and skills audits ensuring the mix of skills and expertise on Signposts' Board meet the changing needs of the organisation.

Operational and Service Delivery
Our clients come first. Although we want to develop our organisational capacity to do more in the future, the immediate needs of those we support today are always our priority.

The full implementation of our bespoke strengths-based support model is the precursor to the development of a coaching service grounded in the principles of Neuro Linguistic Programming (NLP) that also incorporates our award-winning Team SP.

The face of homelessness both nationally and locally is changing. There are growing levels of women experiencing homelessness, the recent Luton Homelessness Partnership Women's Conference highlighted the gender inequality faced by women experiencing homelessness. We know that this is also the case for members of the LGBTQIA+ community. Therefore, there is an ever growing requirement that our services are gender informed and that there are safe spaces for women and members of the LGBTQIA+ community, this will be a feature of all our future services and informed through effective co-production with our clients, the wider community and other stakeholders.

Financial Sustainability and Systems
The current cost of living crisis and recent Covid-19 pandemic have made it essential for us to adapt our income streams and further develop our current streams.

This will be achieved through further reliance on trusts and grant funders along with exploration of corporate partnership and widening our partnerships with other local providers to strengthen community fundraising for homelessness in Luton and Central Bedfordshire.

Estate and Property
Having completed a comprehensive review of our current accommodation we shall use the coming three years to bring all properties up to standard.

Once the purchase of Dunstable One and Two has been completed we shall then look at the potential full refurbishment and expansion of each property.

It is a strategic objective that any future buildings or refurbishment of current stock will only include rooms with ensuite facilities and we are committed to creating a portfolio of move on accommodation that will include the provision of accommodation for staff as required.

People (Human Resources)
We care deeply about all our people and know that to achieve our strategic vision, having a motivated, happy, empowered, and well-structured staff team is crucial.
The culture of our organisation must come from the Board of Trustees who will set the tone for an organisation that has a foundation of psychological safety at all levels. Signposts will work towards achieving ISO 45003 – Psychological Health and Safety in the Workplace and ensuring our continued IIP progress toward IIP Gold Standard.

As Signposts develops towards this strategic vision, we shall constantly review the staff structure to ensure employee health and work life balance are prioritised whilst our staff resources are providing the highest possible impact. We shall deliver this by ensuring that each staff team has the correct mix of competence and capability.

Partnership
Signposts is committed to developing effective strategic partnerships that further enable us to deliver our strategic vision. Central to this is the furthering of the Luton Homeless Partnership and creating a comprehensive partnership of clients, providers, funders, local community, corporate partners, statutory partners and the local authority all committed to ending homelessness in our town.

Homelessness is a community issue and therefore the solution lies in a full community response, Signposts will lead this response alongside all other partners.

Sustainability
Signposts is committed to moving towards Luton's 2040 vision for Luton to become a net zero town by 2040.

Our buildings will reach an EPC level C or higher and we shall be using sustainable energy including the installation of solar panels where feasible.

We shall continue to explore the effects of climate change on people experiencing homelessness and rough sleeping, this includes severe weather events and the local response to these.

Our cycle to work schemes, planned installation of electric car charging points and provision of public transport season ticket loans are all aimed at helping our staff to reduce their individual carbon footprint.

A comprehensive implementation of recycling points and use of suppliers with a sustainability policy will further our move towards net zero.

Digital and Technology
We shall further embed the capability of Inform along with the ensuring our finance systems have the required capacity to facilitate the anticipated diversification of income streams. This is to include the capacity to become VAT registered and manage any corporation tax liabilities.

We shall also work to develop the possibility to use digital solutions to client support issues, particularly housing management.

Statement of Trustees' responsibilities

The trustees (who are also directors of Signposts (Luton) for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

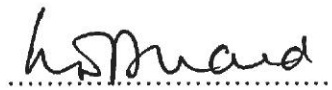
In so far as the trustees are aware:

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

Auditors

A resolution proposing the re-appointment of Saffery Champness as auditors to the company will be put to the annual general meeting.

Approved by the Trustees and signed on their behalf by



Les Ward
Trustee 30/8/2023

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2023

Opinion

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

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of trustees
As explained more fully in the Trustees' Responsibilities Statement set out on page 11, the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales .

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

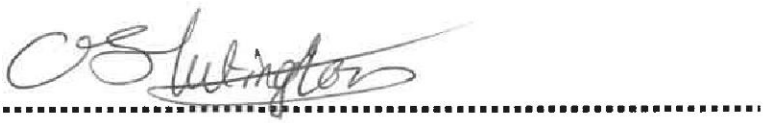
During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2023

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turtington (Senior Statutory Auditor)
for and on behalf of Saffery Champness

Chartered Accountants 71 Queen Victoria Street

Statutory Auditors London

Date: 20 September 2023 EC4V 4BE

Saffery Champness is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

SIGNPOSTS (LUTON)

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Income funds Unrestricted £	Restricted £	Total 2023 £	Total 2022 £
Income and endowments from:					
Donations and Fundraising	2	95,207	55,000	150,207	38,610
Investment income		511	-	511	9
Charitable activities:					
Floating Support and Outreach		24,656	-	24,656	149,566
Hostel Accommodation & Support	2	3,128,392	37,014	3,165,406	3,105,163
Other	2	45,756	-	45,756	61,206
Total income and endowments		3,294,522	92,014	3,386,536	3,354,554
Expenditure on:					
Raising funds		1,725	-	1,725	1,706
Charitable activities:					
Floating Support and Outreach	3	29,174	-	29,174	146,392
Hostel accommodation & Support	3	3,352,594	41,811	3,394,405	3,219,198
Total expenditure		3,383,493	41,811	3,425,304	3,367,296
Net income/(expenditure)		(88,971)	50,203	(38,768)	(12,742)
Reconciliation of funds:					
Total funds brought forward	12,13	1,088,728	3,500	1,092,228	1,104,970
Total funds carried forward		999,757	53,703	1,053,460	1,092,228

The accounts have been prepared on the basis that all operations are continuing.

The statement of financial activities contains all recognised gains and losses for the year.

The notes on pages 21 to 30 form part of these financial statements

SIGNPOSTS (LUTON)

BALANCE SHEET
AS AT 31 MARCH 2023

	Notes	Total 2023 £	Total 2022 £
Fixed assets			
Tangible assets	**8**	781,129	805,633
Total fixed assets		781,129	805,633
Current assets			
Debtors	**9**	383,851	400,348
Cash at bank and in hand		153,044	173,796
Total current assets		536,895	574,144
Liabilities			
Creditors:			
Amounts falling due within one year	**10**	(239,266)	(252,862)
Net current assets		297,629	321,282
Total assets less current liabilities		1,078,758	1,126,915
Creditors: Amounts falling due after more than one year	**11**	(25,298)	(34,687)
Total net assets		1,053,460	1,092,228
The funds of the charity:			
Income funds			
- Restricted	**13**	53,703	3,500
- Unrestricted	**12**	999,757	1,088,728
Total funds		1,053,460	1,092,228

The notes on pages 21 to 30 form part of these financial statements
Approved by the trustees and signed on their behalf by:

.....
David Ball
Trustee

.....
Les Ward
Trustee

30 August 2023

Registered Company Number: 2914936

SIGNPOSTS (LUTON)

CASH FLOW STATEMENT
YEAR ENDED 31 MARCH 2023

	Notes	Total 2023 £	Total 2022 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activity	16	42,924	(23,759)
Cash flows from investing activities:			
Interest from investments		511	9
Purchase of property, plant & equipment		(54,789)	(65,842)
Net cash provided by (used in) investing activities		(54,278)	(65,833)
Cash flows from financing activities:			
Repayments of loan		(9,398)	(9,487)
Net cash used in financing activities		(9,398)	(9,487)
Change in cash & cash equivalents in the reporting period		(20,752)	(99,079)
Cash & cash equivalents at the beginning of the period		173,796	272,875
Cash & cash equivalents at the end of the period		153,044	173,796

Net debt reconciliation

	At start of year	Cash Movement	Other Non-Cash Movement	At end of year
Cash	173,796	(20,752)	-	153,044
Loans falling due within one year	(9,569)	9,398	(9,405)	(9,576)
Loans falling due more than one year	(34,687)	-	9,405	(25,282)
NET DEBT	**129,540**	**(11,354)**	**-**	**118,186**

1 Accounting policies

1.1 Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and include the results of the Charity's operations, all of which are continuing, which are described in the Report of the Trustees to the Members.

The financial statements have been prepared in accordance with the Charity Commission Statement of Recommended Practice – Accounting and Reporting by provisions of 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).

The financial statements are prepared in pounds sterling, which is the functional currency of the charity.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Trustees confirm that the charity is a public benefit entity.

1.2 Funds

Unrestricted funds: These comprise net accumulated surpluses and are available for use in the furtherance of the charitable objectives of the company.
Restricted funds: These are funds and assets subject to specific conditions imposed by the donors. It is the company's policy to use restricted funds before unrestricted funds where they are available.
Designated funds: These are funds identified by the Trustees for the specific future needs of the charity and to support its continued smooth running. They have been set aside and do not form part of the free reserves but they can be spent at the Trustees' absolute discretion.

1.3 Income

Resources arising include the total receivable by the company from all its charitable activities. Rental income from clients is shown net of bad debts to reflect the client group with whom we work.
Incoming resources in the form of donated assets have been included in the SOFA at a reasonable estimate of their value, taking into account the market value of the assets and comments made by the donor. Gifts in kind received in the year had a value of £10,157.

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

The costs of charitable activities include all costs directly attributable to those activities. In addition, any costs that cannot be directly attributed to the charitable activities have been allocated to those activities on a basis consistent with the use of those resources. In general, overheads have been allocated on the basis of staff time spent on the different activities and projects.

1.4 **Expenditure**

Governance costs comprise external audit costs, legal advice relating to governance and constitutional matters, trustee meeting expenses and costs of preparing the statutory accounts.

1.5 **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives. Assets over £500 are capitalised.

Furniture and equipment	20%	straight line
Motor vehicles, Computer equipment and Residents Furniture	25%	straight line
Buildings	2%	straight line
Refurbishments	10%	straight line

1.6 **Pensions**

The company operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

1.7 **VAT**

The company is not registered for VAT and therefore all costs are inclusive of VAT.

1.8 **Financial instruments**

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.9 **Key judgments and estimates**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current
and future periods.

A critical judgment for the charity is in respect of bad debts. Bad debt is provided for once the client has vacated accommodation in excess of 3 months. This policy is reviewed on an ongoing basis for suitability.

2 Donations & Fundraising

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Donations & Fundraising			
Winter pressures income -Luton Borough Council	4,347	-	4,347
Consultancy costs contributions from partners	4,005	-	4,005
Southall Black Sisters – client support	1,215	-	1,215
Homeless Prevention Fund-Luton Borough Council	52,307	-	52,307
Personalisation Fund -Luton Borough Council	5,000	-	5,000
Unknown -Luton Borough Council	330	-	330
Squared – repair income	1,737	-	1,737
Luton Homeless Partnership (LHP) - NHS	-	30,000	30,000
LHP Co-Ordinator – Luton Borough Council	-	25,000	25,000
Gifts in kind	10,157		10,157
Other	16,109		16,109
	95,207	55,000	150,207

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Donations & Fundraising			
Legacy income	23,000	-	23,000
Gifts in kind	7,211	-	7,211
Other	8,399	-	8,399
	38,610	-	38,610

Income from charitable activities

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Local Authority Contracts			
Supporting People – Luton	129,537	-	129,537
Supporting People – Central Bedfordshire	162,238	-	162,238
Somewhere Safe to Stay - Luton	91,779	-	91,779
Grants			
Grants	-	37,014	37,014
Hostel Accommodation income	2,744,838	-	2,744,838
	3,128,392	37,014	3,165,406

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Local Authority Contracts			
Supporting People – Luton	129,537	-	129,537
Supporting People – Central Bedfordshire	187,973	-	187,973
Grants			
Grants	1,440	9,685	11,125
Hostel Accommodation income	2,776,528	-	2,776,528
	3,095,478	9,685	3,105,163

Other income

	Unrestricted Funds £	Restricted Funds £	Total 2023 £
Other income			
Compensation/Proceeds from crime	786	-	786
Equipment sales/repair contributions	970	-	970
Onecom – tech refund	44,000	-	44,000
	45,756	-	45,756

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Other income			
Compensation/Proceeds from crime	5,798	-	5,798
Equipment sales	461	-	461
Winter pressures income -Luton Borough Council	10,000	-	10,000
Consultancy costs contributions from partners	1,947	-	1,947
Covid recovery income -Luton Borough Council	43,000	-	43,000
	61,206	-	61,206

3 **Cost of charitable activities**

	Direct Costs 2023 £	Other costs 2023 £	Total 2023 £	Direct Costs 2022 £	Other Costs 2022 £	Total 2022 £
Floating Support and Outreach	19,020	10,154	29,174	103,676	42,716	146,392
Hostel Accommodation & Support	2,203,557	1,190,848	3,394,405	2,088,400	1,130,798	3,219,198
	2,222,577	1,201,002	3,423,579	2,192,076	1,173,514	3,365,590

Costs include:		
Payroll (Note 4)	1,748,072	1,738,434
Temporary Staff and other staff costs	47,983	36,774
Premises	927,234	905,589
Depreciation	70,523	65,395
Food	51,018	51,234
Telephone	115,488	68,876
Training and staff development	33,590	47,298
Legal, office and other costs	405,921	405,187
Loss on disposal of assets	8,769	26,085
Client support services	14,981	20,718
	3,423,579	3,365,590

Restricted funds included in the total figure: £41,811 (2022: £40,130)

4 **Payroll costs:**

	2023	2022
	£	£
Wages and Salaries	1,541,018	1,538,390
Social security costs	145,473	138,567
Pension costs	61,581	61,477
	1,748,072	1,738,434

The average number of employees, analysed by function was:	Number	Number
Charitable activity	48	48
Administration	16	15
	64	63

Employees emoluments
Number of employees who received emoluments of £60,000 - £70,000: 0 (2022: 1).
Number of employees who received emoluments of £70,000 - £80,000: 1 (2022: 0).
Total remuneration of key management personnel in the period was £184,953 (2022: £177,961.)

5 **Net incoming resources**

	2023	2022
	£	£
The net incoming/(outgoing) resources are stated after charging:		
Auditors remuneration- audit	18,328	12,628
Loss on disposal of fixed assets	8,769	26,085
Rents payable under operating leases	7,389	5,536
Depreciation	70,523	65,395

6 **Transactions with trustees and connected persons**
No trustee or connected person received any remuneration. Trustee expenses of £16.50 were incurred in the year (2022: £0). Total donations and fundraising income received from three members of the board was £1,663 (2022: £1,080). Total donations received from Luton Rotary club where one trustee is also a trustee was £0 (2022: £2,000).

During the year there have been no related party transactions (2022: none).

7 **Members contingent liability**

The Company is Limited by guarantee. The contingent liability arising from the guarantee given by each member of the company to contribute (if required) is an amount not exceeding £1. There are currently eight such members.

8 **Tangible fixed assets**

	Freehold Property and improvements £	Fixtures and equipment £	Computers and motor vehicles £	Residents furniture £	Total £
Cost					
At 1 April 2022	922,123	329,110	140,721	25,213	1,417,167
Additions	-	53,824	-	965	54,789
Disposals	-	(45,968)	(6,157)	(4,024)	(56,149)
At 31 March 2023	922,123	336,966	134,564	22,154	1,415,807
Depreciation					
At 1 April 2022	262,454	225,912	101,689	21,479	611,534
Charge for the year	21,361	32,040	16,151	972	70,524
Disposals	-	(40,290)	(4,722)	(2,368)	(47,380)
At 31 March 2023	283,815	217,662	113,118	20,083	634,678
Net book value At 31 March 2023	638,308	119,304	21,446	2,071	781,129
Net book value At 31 March 2022	659,669	103,198	39,032	3,734	805,633

9 **Debtors: Due within one year**

	2023 £	2022 £
Rental income	221,195	266,848
Other debtors and prepayments	162,656	133,500
	383,851	400,348

10 **Creditors: Amounts falling due within one year**

	2023 £	2022 £
Trade creditors	148,242	148,654
Other creditors and accruals	48,178	57,707
Tax and social security costs	33,284	36,932
Bank loans	9,562	9,569
	239,266	252,862

11 Creditors: Amounts falling due after more than one year

	2023 £	2022 £
Bank loans		
Later than one year and not later than five years	25,298	34,687
Over five years	-	-
	25,298	34,687

The original bank loan of £68,500 was secured on the Holland House property on Parkside Drive and the Belmont Road property, repayable over 7 years with an interest of 3.25% over base rate. The Haystack property on Swasedale Road is also security on the loan. The total outstanding on this loan at 31 March 2023 was £34,860 (2022: £44,256).

12 Unrestricted income funds 2023

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	6,666	(2,736)	6,070	10,000
Facilities Development Fund	32,040	-	54,747	86,787
Contingency Fund	54,747	-	(54,747)	-
Refurbishment Fund	51,304	(8,620)	-	42,684
General Funds:				
General Funds	943,971	(83,685)	-	860,286
Total Unrestricted Funds	1,088,728	(95,041)	6,070	999,757

Unrestricted income funds 2022

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	10,000	(3,334)	-	6,666
Facilities Development Fund	32,040	-	-	32,040
Contingency Fund	54,747	-	-	54,747
Refurbishment Fund	60,000	(8,696)	-	51,304
General Funds:				
General Funds	914,238	29,733	-	943,971
Total Unrestricted Funds	1,071,025	17,703	-	1,088,728

The Trustees have created the designated Client Support Fund to provide future funds for individuals whose income is insufficient to cover the rent in the supported accommodation or other costs. Each case will be assessed on an individual basis and the Trustees may choose to add to the fund in future when resources permit.

The Facilities Development Fund represents funding for future development plans as we wish to expand our services per our future plans.

The Contingency Fund represented funding that could be accessed easily in case of emergency and to fund immediate cash flow problems. This has been moved to Facilities Development to be spent on the deposit for the new building purchase due in 2023/24.

The Refurbishment Fund represents funding for specific costs for refurbishment in the Dunstable properties. Some was spent in 2022/23 with more works are planned for 2023/24.

The Trustees will review the need to set aside funds annually and will reflect the changing economic environment through the designated funds.

13 **Restricted income funds 2023**

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Lutons Citizens Fund	3,500	-	(3,500)	-
Sapsworth hot water & showers	-	30,000	(6,888)	23,112
Swasedale kitchen	-	5,591	-	5,591
Client Expenses Grant	-	1,423	(1,423)	-
LHP Co-ordinator	-	25,000	-	25,000
Total Restricted Funds	3,500	62,014	(11,811)	53,703

Restricted income funds 2022

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Budget training	1,635	-	(1,635)	-
First Give Grant	-	1,000	(1,000)	-
Lutons Citizens Fund	-	3,500	-	3,500
B&Q Foundation	-	5,000	(5,000)	-
Client Expenses Grant	-	185	(185)	-
Homeless Partnership donations	32,310	-	(32,310)	-
Total Restricted Funds	33,945	9,685	(40,130)	3,500

Restricted Project Funds
These are funds which are restricted to the continued operating of the specific project for which the money was given or for other specified purposes.

The Lutons Citizens Fund was to fund a client counselling service. This was spent in 2022/23.

The Garfield Weston and Screwfix grants were to fund new shower cylinders and rooms at Sapsworth House. In 2022/23 the hot water cylinders were replaced, rest of works to be complete in 2023/24.

The BLCF grant was to fund a new kitchen at Swasedale Road, this is to be completed early 2023/24.

The Client Expenses grants are from Big Change and St Martins in the Field and were all spent in the year.

The LHP Co-ordinator income from Luton Borough Council was to fund this position but this was not filled in the year.

14 **Analysis of net assets between funds 2023**

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	781,129	781,129
Debtors	-	-	383,851	383,851
Bank	28,703	139,471	(15,130)	153,044
Creditors due within one year	-	-	(239,266)	(239,266)
Creditors due after more than one year	-	-	(25,298)	(25,298)
	28,703	139,471	885,286	1,053,460

Analysis of net assets between funds 2022

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	805,633	805,633
Debtors	-	-	400,348	400,348
Bank	3,500	144,757	25,539	173,796
Creditors due within one year	-	-	(252,862)	(252,862)
Creditors due after more than one year	-	-	(34,687)	(34,687)
	3,500	144,757	943,971	1,092,228

15 **Commitments under operating leases**

	Land and Buildings		Other	
	2023 £	2022 £	2023 £	2022 £
As at 31 March 2023 the charity had commitments under non-cancellable operating leases as follows:				
Leases expiring				
Within one year	408,291	384,625	6,466	5,488
Between two and five years	648,051	892,053	25,862	1,372
Over five years	-	-	-	-
	1,056,342	1,276,678	32,328	6,860

16 **Reconciliation of net incoming/(outgoing) resources to net cash flow from operating activities**

	2023	2022
	£	£
Net incoming/(outgoing) resources for the reporting period (per statement of financial activities)	(38,768)	(12,742)
Depreciation	70,523	65,395
Interest from investments	(511)	(9)
Loss/(profit) on the sale of fixed assets	8,769	26,085
(Increase)/decrease in debtors	16,502	(66,408)
Increase/(decrease) in creditors	(13,591)	(36,080)
Net cash inflow from operating activities	**42,924**	**(23,759)**

17 **Comparative SOFA 2022**

		Income funds		Total
		Unrestricted	Restricted	2022
	Notes	£	£	£
Income and endowments from:				
Donations and Fundraising		38,610	-	38,610
Investment income		9	-	9
Charitable activities:				
Floating Support and Outreach		149,566	-	149,566
Hostel Accommodation & Support	2	3,095,478	9,685	3,105,163
Other	2	61,206	-	61,206
Total income and endowments		3,344,869	9,685	3,354,554
Expenditure on:				
Raising funds		1,706	-	1,706
Charitable activities:				
Floating Support and Outreach	3	146,392	-	146,392
Hostel accommodation & Support	3	3,179,068	40,130	3,219,198
Total expenditure		3,327,166	40,130	3,367,296
Net income/(expenditure)		17,703	(30,445)	(12,742)
Reconciliation of funds:				
Total funds brought forward	12,13	1,071,025	33,945	1,104,970
Total funds carried forward		1,088,728	3,500	1,092,228

SIGNPOSTS (LUTON)

England & Wales - Charity number 1040860

Accounts

Registered Company No: 2914936
Registered Charity No: 1040860

SIGNPOSTS (LUTON)

ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2022

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LEGAL AND ADMINISTRATIVE INFORMATION

The Trustees who served during the financial year were as follows:

Trustees:	C Vanschagen (Chairman) L Ward (Chair of Finance Committee) A Hyde C Newbery D Ball C Slough K Lee J Williams J Little (appointed 12/05/2021) M Tzaig (appointed 17/11/2021) Trustees are appointed by the Board of Trustees in a general meeting. The number nearest to one third of Trustees shall retire by rotation at each Annual General Meeting and may offer themselves for re-election.
Chief Executive Officer	T Archbold
Finance Manager	L Nutt
Registered Office:	Unit 6 Titan Court, Laporte Way, Luton, LU4 8EF
Auditors:	Saffery Champness LLP 71 Queen Victoria Street London EC4V 4BE
Solicitors:	Russell-Cooke 2 Putney Hill Putney London SW15 6AB
Bankers:	Natwest 31 George Street Luton LU1 2YN CAF Bank 25 Kings Hill Avenue West Malling ME19 4TA
Company No:	2914936
Charity No:	1040860
Constitution:	Signposts (Luton) is a registered charity and a company limited by guarantee, registered in England. It is governed by its memorandum and articles of association dated 31st March 1994.

MESSAGE FROM THE CHAIRMAN FOR THE YEAR ENDED 31 MARCH 2022

2021-2022 like the previous year has thrown at us the word unprecedented constantly…

Unprecedented inflation
Unprecedented cost of living crisis
Unprecedented levels of poverty.

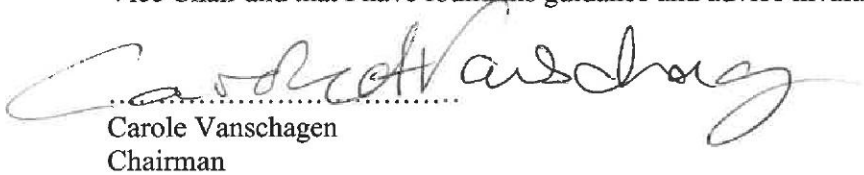
However, despite these and the continued spectre of COVID-19 I am extremely proud of how all our staff have continued deliver our services without interruption. You'll read further in this report a review of the past year along with an outline of our future aspirations and plans as an organisation.

As you'll read, we as a Board of Trustees together with our CEO Tim Archbold and the rest of the Senior Leadership Team are embarking on a journey that we believe will enable Signposts to better work towards ending homelessness.

On a personal level I have decided that after 23 years as Chair of the Board the time is right for me to take a back seat and step down as Chair. Although I am stepping down as Chair I shall continue to serve as a Trustee at Signposts. Over my tenure I have seen many changes and challenges delivered and overcome, but the one constant has always been our clients. It is those people who come to Signposts at their greatest time of need that have given me the encouragement and motivation to deliver as Chair of the Board. To each one of you I say thank you for allowing me and Signposts to be a part of your journey.

This gratitude also extends to all the staff that I have worked alongside throughout my tenure you are all amazing people who always go the extra mile when required and I speak for myself and the Board when I say how proud of you all we are and how proud we are all to be associated with this wonderful organisation.

Finally, I would like to express my gratitude to Les Ward who has stood by my side throughout my tenure as Vice Chair and that I have found his guidance and advice invaluable throughout my tenure. Thank you, Les!



Carole Vanschagen
Chairman

2022

REPORT OF THE TRUSTEES TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also directors of the company, present their annual report on the affairs of the Charity, together with the Accounts and Auditor's Report for the year ended 31 March 2022. The annual report and financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – second edition.

Principal objects and activities
The objects of the Charity, as stated in its memorandum of association, continue to be to offer accommodation and support to persons between the ages of 16 to 65 years who are homeless and in need of support by skilled workers to assist them to reintegrate back into the community.

The Trustees have reviewed the Charity Commission's statutory guidance on public benefit and have ensured that it is taken into account, both in the day-to-day management of the Charity and in the planning for the future. The Trustees are satisfied that all of the Charity's activities very clearly provide public benefit.

Organisational Structure
The Charity is wholly based in the UK having its Head Office in Luton and thirteen projects in Bedfordshire & Luton. General policy is determined by the Trustees of the Charity. The main Board of Trustees are supported by two sub-committees: one dealing with operational matters and the other with finance. Day to day management is delegated to the Chief Executive Officer and the Senior Leadership Team.

Pay and remuneration for key management personnel are benchmarked against the ACEVO Pay Survey covering salaries and benefits.

Recruitment, induction, and training of trustees
At all levels of the organisation, Signposts (Luton) seeks to reflect the community it serves, this includes the appointment of trustees. During 2021 we embarked on a Trustee Recruitment programme delivered by Getting on Board. Getting On Board are well respected Trustee Recruitment specialists who recently contributed to the review of the Charity Governance Code. This programme concentrated on designing and targeting Trustee recruitment to further diversify Signposts board membership. As a direct result of this recruitment drive Signposts have now appointed three new trustees to the board bringing with them a wealth of lived experience of homelessness, governance knowledge and strategic financial planning. All three new trustees are representative of the community we serve.

Review of activities
Signposts (Luton) remains focused on the provision of supportive accommodation and the provision of support in the community. Signposts (Luton) has a full complement of skilled workers who provide this support.

Aim
Signposts (Luton)'s aim is to help clients achieve their own maximum potential to live and develop in the community.

Mission
- Developing our relationships with statutory agencies to promote best practice and quality support.
- Taking innovative approaches to problem solving as well as acknowledging existing good social work practices.
- Recognise the dignity of each person whom we seek to help.
- Developing our staff team to their utmost potential.

Support working
A support worker is allocated to each individual when he/she enters the service. The support is intended to be holistic, and the support worker will provide support in the following areas:

- Crisis support e.g. dealing with immediate needs, emotional and/or motivational
- Moral support & encouragement
- Health/mental health related support needs
- Daily living skills e.g. housekeeping, budgeting, cleaning, personal hygiene
- Promotion of independence e.g. accessing counselling, training, employment, further/higher education, benefits advice
- Social Inclusion e.g. advocacy, accompanying service users to appointments, ensuring they have meaningful input into his/her own support

Performance
The Charity uses many forms of performance measurement to ensure the aims of the Charity are met. These include: measuring utilisation and void management as well as the efficiency of outcomes of residents and numbers returning to the community with/without further support.

During the year, the total number of hostel resident rooms was 182. The utilisation target was 90.3% and the actual was 93.3%. There were 701 users of the service, the efficiency target 71.3% and the actual was 77.5%.

The Charity manages one project for people with long term support needs. This project has not been included in the above targets.

Significant Developments
To facilitate an unprecedented piece of commissioning co-production Luton Borough Council decided to extend their Housing Related Support contract with Signposts for a further year. This has enabled Signpost and the other providers to work with Luton Borough Council, Homeless Link and the University of Bedfordshire to undergo a full review of current services, national best practice and extensive feedback from clients, staff, commissioners and other providers. This has led to the development of a new service specification that will ensure this service meets the requirements of all parties. We are particularly proud to be part of this ground-breaking piece of work for Luton and look forward seeing the new service flourish.

Following last year's tender award by Central Bedfordshire Council we have continued to provide residential services across South Central Bedfordshire and have been working collaboratively with Central Bedfordshire to ensure a smooth referral and admission process from the Housing Services to ourselves. During 2021/22 our full allocation of five social lettings were utilised meaning this allocation has now been increased to six for 2022/23.

Signposts were commissioned to provide Rough Sleeper Outreach across Luton through the Rough Sleeper Initiative for a 3rd year 2021/22. During this period our Outreach team continued to be an ever-present service on the streets of Luton. Over the three years of Signposts' service delivery there have been significant reductions in the number of people seen sleeping rough in Luton with a year-on-year reduction of 46% for 2021/22 and a total of 577 individuals supported during the 3-year tenure of our contract as detailed below:

Number of People Sleeping Rough			
2019/20	2020/21	2021/22	Total
231	224	122	577

During 2021/22 we continued to deliver the everyone in initiative with a total of 344 people being accommodated through 'everyone in', the annual breakdown is:

2020 – 223 people
2021 – 92 people
2022 – 29 people

Contribution of Volunteers
Several volunteers from the local community along with current and ex clients support our work in a variety of ways. Our Staff Team along with our volunteers provide hours of support to the community.

Finance and accounts review
Signposts sources of income includes rental income from clients, contract income from Luton Borough Council and Central Bedfordshire Council along with a small number of donations and fundraising activities.

The Charity has £1,126,917 of assets less current liabilities, of which £805,633 are fixed assets. The Charity has £173,796 of cash balances.

Signposts (Luton) aims to achieve break-even between the operating income and expenditure at its projects. Any surpluses are used in subsequent years to improve and expand the services provided to clients.

Risk Review
The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems are in place to mitigate our exposure to the major risks. These procedures are reviewed annually. The main risk areas are listed below:

Risk Area	Risk	Current Control	Monitoring
External	Local authority changes to social policy	Networking and lobbying	Quarterly at Board
	Competition from new or existing local providers	Networking, operational standards and reputation	Quarterly at Board
	Housing Association loss of partnership agreement	Contingency planning ensuring alternative buildings to deliver contractual obligations	Quarterly at Board
	Cost of living Crisis	Through quarterly budget review	Quarterly at Board and monthly at SLT
Regulatory and Compliance	Changes to benefit system	Income diversification and financial planning	Quarterly at Board
Operational	Illness, epidemic, pandemic and widespread absence	Pandemic plan	Weekly at SLT and Quarterly at Board

We are committed to regular reviews of our safeguarding policy and provide training for all trustees, staff and volunteers.

Reserves policy
The Trustees have considered the need for the charity to maintain a level of free reserves that supports its ongoing sustainability and ensures that service users receive uninterrupted care in the case of short term funding delays. In particular, in agreeing the optimum level of reserves they have considered the current cash flow projections of the charity, future plans, the availability of funding and the ability to reduce costs on a medium-term basis if the need arose without causing undue problems for service users.

The Trustees have calculated a prudent level of reserves based on their budget for the coming year. In assessing the optimum level, they have used a stratified approach to assessing salary costs, overheads and the cash outlay on mortgages as each would need to be managed differently if there was a reduction in funding. The level of reserves that would be optimum is therefore in the region of £500,000 to £560,000.

At 31 March 2022 the charity held free reserves of £332,058, an increase from the 2021 figure of £320,895. This figure excludes the charity's investment in the properties used to carry out its core business, and associated mortgages. These are not considered realisable if the charity is to continue with the current level of service provision. The Trustees realise that moving to a level of reserves at the optimum level will be challenging, nevertheless they are focussed on ensuring the charity's long-term stability and will engage with funders with the clear objectives of growing this level of working capital. However, they believe that were a crisis to occur they would be protected by their investment in fixed assets.

Fundraising
The Trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The charity does not actively raise funds or solicit donations directly from the general public. The Charity does not work directly with commercial sponsors in relation to fundraising. The Trustees are not aware of any complaints made in respect of fundraising during the period. Our 2022/23 Organisational Roadmap has detailed the requirement to expand our Corporate and Community Fundraising activities in line with future strategic objectives, this also includes more charitable grant applications to improve our portfolio of properties.

Signposts' Response to COVID-19 and the future
Any review of 2021/22 must acknowledge the continued impact that the coronavirus pandemic has had on our services – both operationally and financially.

Working from home directives along with the winter wave of Omicron had significant operational impact. However we were able to draw on previous experience and delivered a smooth service throughout these challenges whilst ensuring the safety of staff and clients throughout.

The financial cost of Covid to Signposts is immense. The emotional and physical impact on our staff has been huge – we have asked so much of them, yet they have stepped up to every new challenge like the superstars they are. We are immensely proud to say we have kept all our clients safe and well throughout the pandemic, and despite a handful of positive cases we managed to avoid any outbreaks.

Organisational objectives - by March 2023
To strengthen our future capacity, we will develop the following areas:

Upgrade our estate and properties
A foundational task in this period will be a comprehensive review of our current accommodation estate and see what's fit for the future, what needs to be upgraded, and what buildings we might buy or sell. Specifics include

- Complete a review of our current accommodation estate to identify the most appropriate buildings for potential conversion to move-on/tenancy accommodation

- Review all accommodation for environmental and operational improvements, prioritise, plan and deliver those improvements in line with a long-term estate development plan and budget availability
- Introduce a female-only accommodation unit in the most appropriate property and location to enable safety and security for this vulnerable group
- Purchase two or three properties from our current (leased) estate
- Prepare planning applications for potential conversions of our existing accommodation to independent living
- By March 2023 we will have conducted research, review and analysis of Signposts needs and defined the five-year estate development objectives that will best support the organisational strategy from April 2023 on

Develop our partnerships
We will deepen our existing partnerships and form new ones to facilitate as well as directly deliver more for our clients. We believe that by working in closer collaboration with others through delivery, funding, digital and corporate partnerships we can create a greater impact than working on our own.

We will explore working with other providers and services that can improve the services and outcomes for people accessing our services, these may be specialists in areas such as; mental health, support to those with no recourse to public funds, vulnerable women, 16 to 25 year olds, LGBTQIA community and private housing developers.

Our Chief Executive, Tim Archbold, has recently been appointed chair of Luton Homeless Partnership, and we are looking at how the organisations can work more closely going forward, to provide more 'joined up' and comprehensive support to homeless people in Luton, whilst raising a stronger public awareness of our work through this collaboration.

By March 2023 we will have deepened key relationships and have a clear view on the role each collaboration will play in delivering our five-year strategy.

Apply for Registered Provider status
Over 2022, we will continue to work towards registered provider status. Registering with the government as a provider of social housing is a significant undertaking but it will bring greater transparency and oversight of our services. It also acts as a quality mark to potential funders such as Homes England and to mortgage providers if we wish to purchase additional properties. In addition, it's a prudent course of action given that our accommodation is 'exempt' accommodation, and it's possible that the government will decide that all exempt accommodation must have registered provider status.

By March 2023 we will be clear on our Registered Provider status which will inform our future business model and five-year strategy.

Strengthen Organisational Governance
We have made progress in the recent diversification of Board membership, but we know that our governance arrangements will be facing close scrutiny through the Registered Provider application process. Although we widely meet Charity Commission requirements, by March 2023 we will establish additional policies and processes in line with best practices, implement a regular review of the mix of skills and expertise on our Board to meet our changing future needs, and update our existing ways of working to ensure that the Board are fully engaged in regular strategic as well as fiduciary discussions.

Strengthen Financial Sustainability and Systems
Our existing business model is unlikely to continue to be fit for purpose as our reliance on rents and contracts (more than 99% of our current income) leaves us highly vulnerable to the economic trends precipitated by the pandemic and it's vital that we develop new income streams and increase existing ones to make our goals possible. While we have plans to do so, it takes some investment of time and resources we need to make sure we maintain a healthy cash flow through this phase of transition.

For example, although we have an existing refurbishment budget, we will need to invest further to upgrade some of the buildings to attract new funders, as well as develop the women's accommodation in line with our ambitions.

We anticipate that both corporate and community fundraising initiatives will gather pace over 2022 and there may be a need to create a trading subsidiary. We will closely monitor our return on investment and forecasts for these projects. (More detail on these below)

The finance team will prioritise support for the registered provider process and then action the trading subsidiary project. These are two major undertakings that require HR and systems support.

We will also develop a rolling budget, allowing us to review how we spend our money each quarter and make adjustments to make the biggest impact. We will continue the digitisation of our finance systems focusing on online payslips and contactless payments.

By March 2023 we will have mapped Signposts ambitions and potential resources and defined the five-year business model to deliver the organisational strategy from April 2023 on.

Diversifying Our Income
At their online conference in 2020 Third Sector drew a grim picture regarding future public donations in the light of long term covid recovery, stating more than once that the sector must look outside the normal box to weather the financial storm that is to come. In 2021 we employed a Brand and Partnership Manager tasked with both raising public awareness of our brand and its key messages, as well as leading on strategic income generation moving forward.

With targets of £100,000 in 2022 (rising to £300,000 by 2024) we are keen to attract new sources of income via

- Grant applications for specific projects
- Two fundraising events per annum, including a fundraiser to help with the refurbishments of key sites to Psychologically Informed Environment standards
- A "Friends of Signpost" initiative that seeks to form corporate partnerships with businesses for the purposes of a financial donation, sponsorship of events, Gifts In Kind and free services such as plumbing
- An ambassadors project with five ambassadors, local people who can champion our work to potential funders

In addition, we'll review our digital brand to align purpose and messaging, so that our overall organisational purpose is clear to supporters, funders, and all other external interest parties. We will also refine our case(s) for support and key messages and make better use of social media and other technology for raising brand awareness leading to fundraising opportunities.

We'll also explore social enterprise opportunities via non-traditional means (charity shops/coffee shops) to create unrestricted funds. By March 2023 we will have defined the fundraising objectives that will best support the five-year organisational strategy.

Move our sustainability goals forward
We are committed to minimising our impact on the planet and our contribution to the climate emergency. By March 2023, we will have set a clear pathway to achieving net-zero emissions by 2030 and we will have a plan to achieve the following initiatives:

- Further expand our cycle to work scheme
- Offer season ticket loans to use public transport
- Install electric car charging points at all work locations
- Ensure that all accommodation energy certification is level c and above

Use digital, data and technology to thrive
We recognise the importance of robust, transparent data to help us improve our programmes but also to empower staff and enable decision-making. We plan to improve how we collect, analyse and use data over the period. We will:

- Carry out a comprehensive review of our technology and digital systems, identifying what we can streamline
- Review how we could establish a central cloud-based repository for shared data storage and access
- Survey our client base and use previous data sources to ascertain the level of ability/skill/equipment to use digital means, for inclusion and to enhance their experience and support
- Investigate opportunities to provide services and support clients using current technology or off the shelf solutions to enhance client support
- By March 2023 we will have conducted research, review and analysis of Signposts needs and defined the five-year digital development objectives that will best support the five-year organisational strategy.

Develop how we monitor our impact
We currently monitor the number of clients entering our service and also entering employment, education or training, evidencing our impact on developing clients to thrive in the community.

Over 2022 we will build on this data and start to evidence the positive impact our new support model has on the emotional wellbeing and happiness of our clients. We understand the difficulties involved in measuring outcomes, as it is subjective and also all our clients are individuals and possess different levels of skill, talent and ability. In the first year, much of our evidence will be qualitative, rather than quantitative as we explore good practice both within the sector, therapeutic services and further afield.
In addition, much of the impact we want to achieve is centred around empowering people to contribute to their community and so by measuring client involvement in Team SP we can use engagement as an output indicator.

Given how closely our teams work with our clients, we believe that an initial proxy indicator for client well-being will be to measure staff wellbeing, and we will introduce tools for measuring this in 2022. We will also work with partners on how we can measure our contribution to wider social impact in the local community.

By March 2023 we will have conducted research, review and analysis and defined the five-year impact, quality and outcome measures that will best support the organisational strategy.

Build our people, skills and capacity to deliver our aims
We care deeply about all of our people and know that to achieve our aims, having a motivated, happy, well-structured staff is crucial. The challenges we face in supporting our clients are significant and for their sake, we have a responsibility to build resilient and agile teams who are able to withstand and thrive in complexity and change. To that end, we will:

- Embed psychological safety, providing training and support on how to model and facilitate this at all levels across our organisation
- Perform an organisation-wide review of our policies to ensure accuracy, consistency and alignment with our culture and develop a training programme in themes such as unconscious bias, equality, diversity and inclusion. We will ground our anti-racism aspirations in clear goals to be reviewed on a quarterly basis
- Conduct Pulse surveys to give our team the chance to provide regular feedback
- Review and change our workforce structure as appropriate and/or viable, to better support work-life balance and employee health, ensuring regular periods of rest
- Put in place transparent salary structures/reviews with clear career pathways so people can see their personal growth and development
- Launch a new onboarding process and introduce a training platform for all employees to drive their own development
- Review structure and reporting to develop clearer lines of communication and workflows

By March 2023 we will have also reviewed Signposts' future needs and defined our five-year 'People' objectives to align with the organisational strategy.

Statement of Trustees' responsibilities
The trustees (who are also directors of Signposts (Luton) for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

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

Auditors

A resolution proposing the re-appointment of Saffery Champness LLP as auditors to the company will be put to the annual general meeting.

Approved by the Trustees and signed on their behalf by

.....

Les Ward
Trustee 21/9/2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2022

Opinion

We have audited the financial statements of Signposts (Luton) for the year ended 31 March 2022 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's state of affairs as at 31 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006
In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception
In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of trustees
As explained more fully in the Trustees' Responsibilities Statement set out on page 11, the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements
We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales .

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2022

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Cara Turtington (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Chartered Accountants
Statutory Auditors

71 Queen Victoria Street
London
EC4V 4BE

Date: 5 October 2022

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2022

	Notes	Income funds Unrestricted £	Restricted £	Total 2022 £	Total 2021 £
Income and endowments from:					
Donations and Fundraising		38,610	-	38,610	96,407
Investment income		9	-	9	7
Charitable activities:					
Floating Support and Outreach		149,566	-	149,566	139,465
Hostel Accommodation & Support	2	3,095,478	9,685	3,105,163	2,881,890
Other	2	61,206	-	61,206	1,212
Total income and endowments		3,344,869	9,685	3,354,554	3,118,981
Expenditure on:					
Raising funds		1,706	-	1,706	1,965
Charitable activities:					
Floating Support and Outreach	3	146,392	-	146,392	160,966
Hostel accommodation & Support	3	3,179,068	40,130	3,219,198	2,835,305
Total expenditure		3,327,166	40,130	3,367,296	2,998,236
Net income/(expenditure)		17,703	(30,445)	(12,742)	120,745
Reconciliation of funds:					
Total funds brought forward	12,13	1,071,025	33,945	1,104,970	984,225
Total funds carried forward		1,088,728	3,500	1,092,228	1,104,970

The accounts have been prepared on the basis that all operations are continuing.

The statement of financial activities contains all recognised gains and losses for the year.

The notes on pages 19 to 29 form part of these financial statements

SIGNPOSTS (LUTON)

BALANCE SHEET
AS AT 31 MARCH 2022

	Notes	Total 2022 £	Total 2021 £
Fixed assets			
Tangible assets	**8**	805,633	831,271
Total fixed assets		805,633	831,271
Current assets			
Debtors	**9**	400,348	333,940
Cash at bank and in hand		173,796	272,875
Total current assets		574,144	606,815
Liabilities			
Creditors: Amounts falling due within one year	**10**	(252,862)	(288,724)
Net current assets		321,282	318,091
Total assets less current liabilities		1,126,915	1,149,362
Creditors: Amounts falling due after more than one year	**11**	(34,687)	(44,392)
Total net assets		1,092,228	1,104,970
The funds of the charity:			
Income funds			
- Restricted	**13**	3,500	33,945
- Unrestricted	**12**	1,088,728	1,071,025
Total funds		1,092,228	1,104,970

The notes on pages 19 to 29 form part of these financial statements
Approved by the trustees and signed on their behalf by:

Carole Vanschagen
Trustee

Les Ward
Trustee

2022

Registered Company Number: 2914936

CASH FLOW STATEMENT
YEAR ENDED 31 MARCH 2022

	Notes	Total 2022 £	Total 2021 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activity	16	(23,759)	179,430
Cash flows from investing activities:			
Interest from investments		9	7
Purchase of property, plant & equipment		(65,842)	(117,118)
Net cash provided by (used in) investing activities		(65,833)	(117,111)
Cash flows from financing activities:			
Repayments of loan		(9,487)	(9,044)
Net cash used in financing activities		(9,487)	(9,044)
Change in cash & cash equivalents in the reporting period		(99,079)	53,275
Cash & cash equivalents at the beginning of the period		272,875	219,600
Cash & cash equivalents at the end of the period		173,796	272,875

Net debt reconciliation

	At start of year	Cash Movement	Other Non-Cash Movement	At end of year
Cash	272,875	(99,079)	-	173,796
Loans falling due within one year	(9,351)	9,487	(9,705)	(9,569)
Loans falling due more than one year	(44,392)	-	9,705	(34,687)
NET DEBT	**219,132**	**(89,592)**	**-**	**129,540**

1 Accounting policies

1.1 Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and include the results of the Charity's operations, all of which are continuing, which are described in the Report of the Trustees to the Members.

The financial statements have been prepared in accordance with the Charity Commission Statement of Recommended Practice – Accounting and Reporting by provisions of 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).

The financial statements are prepared in pounds sterling, which is the functional currency of the charity.

At the time of approving the financial statements, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Trustees confirm that the charity is a public benefit entity.

1.2 Funds

Unrestricted funds: These comprise net accumulated surpluses and are available for use in the furtherance of the charitable objectives of the company.
Restricted funds: These are funds and assets subject to specific conditions imposed by the donors. It is the company's policy to use restricted funds before unrestricted funds where they are available.
Designated funds: These are funds identified by the Trustees for the specific future needs of the charity and to support its continued smooth running. They have been set aside and do not form part of the free reserves but they can be spent at the Trustees' absolute discretion.

1.3 Income

Resources arising include the total receivable by the company from all its charitable activities. Rental income from clients is shown net of bad debts to reflect the client group with whom we work.
Incoming resources in the form of donated assets have been included in the SOFA at a reasonable estimate of their value, taking into account the market value of the assets and comments made by the donor. Gifts in kind received in the year had a value of £7,211.

Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

The costs of charitable activities include all costs directly attributable to those activities. In addition, any costs that cannot be directly attributed to the charitable activities have been allocated to those activities on a basis consistent with the use of those resources. In general, overheads have been allocated on the basis of staff time spent on the different activities and projects.

1.4 **Expenditure**

Governance costs comprise external audit costs, legal advice relating to governance and constitutional matters, trustee meeting expenses and costs of preparing the statutory accounts.

1.5 **Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives. Assets over £500 are capitalised.

Furniture and equipment	20%	straight line
Motor vehicles, Computer equipment and Residents Furniture	25%	straight line
Buildings	2%	straight line
Refurbishments	10%	straight line

1.6 **Pensions**

The company operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

1.7 **VAT**

The company is not registered for VAT and therefore all costs are inclusive of VAT.

1.8 **Financial instruments**

The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

1.9 **Key judgments and estimates**

In the application of the charity's accounting policies, the Trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current
and future periods.

A critical judgment for the charity is in respect of bad debts. Bad debt is provided for once the client has vacated accommodation in excess of 3 months. This policy is reviewed on an ongoing basis for suitability.

2 **Income from charitable activities**

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Local Authority Contracts			
Supporting People – Luton	129,537	-	129,537
Supporting People – Central Bedfordshire	187,973	-	187,973
Grants			
Grants	1,440	9,685	11,125
Hostel Accommodation income	2,776,528	-	2,776,528
	3,095,478	9,685	3,105,163

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Local Authority Contracts			
Supporting People – Luton	177,160	-	177,160
Supporting People – Central Bedfordshire	215,210	-	215,210
Grants			
Covid19 Grants	-	183,500	183,500
Big Change Grant	-	614	614
Hostel Accommodation income	2,305,406	-	2,305,406
	2,697,776	184,114	2,881,890

Other income

	Unrestricted Funds £	Restricted Funds £	Total 2022 £
Other income			
Compensation/Proceeds from crime	5,798	-	5,798
Equipment sales	461	-	461
Winter pressures income from Luton Borough Council	10,000	-	10,000
Consultancy costs contributions from partners	1,947	-	1,947
Covid recovery income from Luton Borough Council	43,000	-	43,000
	61,206	-	61,206

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Other income			
Compensation/Proceeds from crime	60	-	60
Equipment sales	1,015	-	1,015
Other	137	-	137
	1,212	-	1,212

3 **Cost of charitable activities**

	Direct Costs 2022 £	Other costs 2022 £	Total 2022 £	Direct Costs 2021 £	Other Costs 2021 £	Total 2021 £
Floating Support and Outreach	103,676	42,716	146,392	130,195	30,771	160,966
Hostel Accommodation & Support	2,088,400	1,130,798	3,219,198	1,984,390	850,915	2,835,305
	2,192,076	1,173,514	3,365,590	2,114,585	881,686	2,996,271

Costs include:

Payroll (Note 4)	1,738,434	1,604,311
Temporary Staff and other staff costs	36,774	35,870
Premises	905,589	853,337
Depreciation	65,395	67,405
Food	51,234	50,145
Telephone	68,876	66,022
Training and staff development	47,298	37,249
Legal, office and other costs	405,187	250,636
Loss on disposal of assets	26,085	5,579
Client support services	20,718	25,717
	3,365,590	2,996,271

Restricted funds included in the total figure: £40,130 (2021: £202,003)

4 **Payroll costs:**

	2022 £	2021 £
Wages and Salaries	1,538,390	1,416,835
Social security costs	138,567	127,647
Pension costs	61,477	59,829
	1,738,434	1,604,311

The average number of employees, analysed by function was:	Number	Number
Charitable activity	48	44
Administration	15	13
	63	57

Employees emoluments
Number of employees who received emoluments of £60,000 - £70,000: 1 (2021: 2).
Total remuneration of key management personnel in the period was £177,961 (2021: £226,518. This includes the retiring and superseding CEO's remuneration.)

5 **Net incoming resources**

	2022	2021
	£	£
The net incoming/(outgoing) resources are stated after charging:		
Auditors remuneration- audit	12,628	10,980
Loss on disposal of fixed assets	26,085	5,579
Rents payable under operating leases	5,536	5,536
Depreciation	65,395	67,405

6 **Transactions with trustees and connected persons**

No trustee or connected person received any remuneration. No trustee expenses were incurred in the year (2021: £0). No trustees received any reimbursement of expenses in this or the previous period. Total donations and fundraising income received from three members of the board was £1,080 (2021: £1,280). Total donations received from Luton Rotary club where one trustee is also a trustee was £2,000 (2021: £2,500).

During the year there have been no related party transactions (2021: none).

7 **Members contingent liability**

The Company is Limited by guarantee. The contingent liability arising from the guarantee given by each member of the company to contribute (if required) is an amount not exceeding £1. There are currently eight such members.

8 **Tangible fixed assets**

	Freehold Property and improvements	Fixtures and equipment	Computers and motor vehicles	Residents furniture	Total
	£	£	£	£	£
Cost					
At 1 April 2021	922,123	283,969	172,009	27,209	1,405,310
Additions	-	59,804	5,510	528	65,842
Disposals	-	(14,663)	(36,798)	(2,524)	(53,985)
At 31 March 2022	922,123	329,110	140,721	25,213	1,417,167
Depreciation					
At 1 April 2021	241,094	212,206	100,694	20,045	574,039
Charge for the year	21,360	23,246	18,304	2,485	65,395
Disposals	-	(9,540)	(17,309)	(1,051)	(27,900)
At 31 March 2022	262,454	225,912	101,689	21,479	611,534
Net book value At 31 March 2022	659,669	103,198	39,032	3,734	805,633
Net book value At 31 March 2021	681,029	71,763	71,315	7,164	831,271

9 Debtors: Due within one year

	2022	2021
	£	£
Rental income	266,848	190,898
Other debtors and prepayments	133,500	143,042
	400,348	333,940

10 Creditors: Amounts falling due within one year

	2022	2021
	£	£
Trade creditors	148,654	161,222
Other creditors and accruals	57,707	86,642
Tax and social security costs	36,932	31,509
Bank loans	9,569	9,351
	252,862	288,724

11 Creditors: Amounts falling due after more than one year

	2022	2021
	£	£
Bank loans		
Later than one year and not later than five years	34,687	40,696
Over five years	-	3,696
	34,687	44,392

The original bank loan of £68,500 was secured on the Holland House property on Parkside Drive and the Belmont Road property, repayable over 7 years with an interest of 3.25% over base rate. The Haystack property on Swasedale Road is also security on the loan. The total outstanding on this loan at 31 March 2022 was £44,256 (2021: £53,742).

12 Unrestricted income funds 2022

	Opening balance	Movements in year	Transfers	Closing balance
	£	£	£	£
Designated Funds:				
Client Support Fund	10,000	(3,334)	-	6,666
Facilities Development Fund	32,040	-	-	32,040
Contingency Fund	54,747	-	-	54,747
Refurbishment Fund	60,000	(8,696)	-	51,304
General Funds:				
General Funds	914,238	29,733	-	943,971
Total Unrestricted Funds	1,071,025	17,703	-	1,088,728

Unrestricted income funds 2021

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	3,854	(1,245)	7,391	10,000
Facilities Development Fund	69,042	(37,002)	-	32,040
Contingency Fund	54,747	-	-	54,747
Database/entry system Fund	8,191	(6,842)	(1,349)	-
Refurbishment Fund	-	-	60,000	60,000
General Funds:				
General Funds	846,557	67,681	-	914,238
Total Unrestricted Funds	982,391	22,592	66,042	1,071,025

The Trustees have created the designated Client Support Fund to provide future funds for individuals whose income is insufficient to cover the rent in the supported accommodation or other costs. Each case will be assessed on an individual basis and the Trustees may choose to add to the fund in future when resources permit.
The Facilities Development Fund represents funding for future development plans as we wish to expand our services per our future plans.
The Contingency Fund represents funding that can be accessed easily in case of emergency and to fund immediate cash flow problems.

The Database/Entry System Fund represents funding for specific costs which were due in 2018/2019, the database was purchased in 2018/2019, the entry systems were purchased in 2020/2021.
The Refurbishment Fund represents funding for specific costs for refurbishment at Swasedale Road and Dunstable Three. Some was spent in 2021/22 with more works planned for 2022/23.
The Trustees will review the need to set aside funds annually and will reflect the changing economic environment through the designated funds.

13 **Restricted income funds 2022**

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Budget training	1,635	-	(1,635)	-
First Give Grant	-	1,000	(1,000)	-
Lutons Citizens Fund	-	3,500	-	3,500
B&Q Foundation	-	5,000	(5,000)	-
Client Expenses Grant	-	185	(185)	-
Homeless Partnership donations	32,310	-	(32,310)	-
Total Restricted Funds	33,945	9,685	(40,130)	3,500

Restricted income funds 2021

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Budget training	1,834	-	(199)	1,635
Covid 19 Grants	-	183,500	(183,500)	-
Client expenses Grant	-	614	(614)	-
Homeless Partnership donations	-	50,000	(17,690)	32,310
Total Restricted Funds	1,834	234,114	(202,003)	33,945

Restricted Project Funds
These are funds which are restricted to the continued operating of the specific project for which the money was given or for other specified purposes.

Budget training – grant received from the Steel Charitable Trust to provide a service which teaches homeless/socially excluded individuals to budget for themselves. The remainder was spent in the year.

The First Give Grant was awarded by Challney High School for Girls to be spent in Luton. All spent in 2021/22.

The Lutons Citizens Fund was to fund a client counselling service. This will begin in 2022/23.

The B&Q Foundation grant was towards the refurbishment at Swasedale Road. All spent in 2021/22.

The Client Expenses grant was from the Big Change for client's move on expenses. All spent in 2021/22.

Homeless Partnership donations were given by other Luton homeless agencies, to fund the Participation Co-ordinator role for 2021.

14 **Analysis of net assets between funds 2022**

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	805,633	805,633
Debtors	-	-	400,348	400,348
Bank	3,500	144,757	25,539	173,796
Creditors due within one year	-	-	(252,862)	(252,862)
Creditors due after more than one year	-	-	(34,687)	(34,687)
	3,500	144,757	943,971	1,092,228

Analysis of net assets between funds 2021

	Restricted Funds	Designated Funds	General Fund	Total
	£	£	£	£
Tangible Fixed assets	-	-	831,271	831,271
Debtors	-	-	333,940	333,940
Bank	33,945	156,787	82,143	272,875
Creditors due within one year	-	-	(288,724)	(288,724)
Creditors due after more than one year	-	-	(44,392)	(44,392)
	33,945	156,787	914,238	1,104,970

15 **Commitments under operating leases**

	Land and Buildings		Other	
	2022	2021	2022	2021
	£	£	£	£
As at 31 March 2022 the charity had commitments under non-cancellable operating leases as follows:				
Leases expiring				
Within one year	384,625	375,994	5,488	5,488
Between two and five years	892,053	1,241,630	1,372	6,861
Over five years	-	-	-	-
	1,276,678	1,617,624	6,860	12,349

16 **Reconciliation of net incoming/(outgoing) resources to net cash flow from operating activities**

	2022	2021
	£	£
Net incoming/(outgoing) resources for the reporting period (per statement of financial activities)	(12,742)	120,745
Depreciation	65,395	67,405
Interest from investments	(9)	(7)
Loss/(profit) on the sale of fixed assets	26,085	5,579
(Increase)/decrease in debtors	(66,408)	(128,524)
Increase/(decrease) in creditors	(36,080)	114,232
Net cash inflow from operating activities	**(23,759)**	**179,430**

17 Comparative SOFA 2021

	Notes	Income funds Unrestricted £	Restricted £	Total 2021 £
Income and endowments from:				
Donations and Fundraising		46,407	50,000	96,407
Investment income		7	-	7
Charitable activities:				
Floating Support and Outreach		139,465	-	139,465
Hostel Accommodation & Support	2	2,697,776	184,114	2,881,890
Other		1,212	-	1,212
Total income and endowments		2,884,867	234,114	3,118,981
Expenditure on:				
Raising funds		1,965	-	1,965
Charitable activities:				
Floating Support and Outreach	3	160,966	-	160,966
Hostel accommodation & Support	3	2,633,302	202,003	2,835,305
Total expenditure		2,796,233	202,003	2,998,236
Net income/(expenditure)		88,634	32,111	120,745
Reconciliation of funds:				
Total funds brought forward	12,13	982,391	1,834	984,225
Total funds carried forward		1,071,025	33,945	1,104,970

SIGNPOSTS (LUTON)

England & Wales - Charity number 1040860

Accounts

Registered Company No: 2914936
Registered Charity No: 1040860

SIGNPOSTS (LUTON)

ANNUAL REPORT & FINANCIAL STATEMENTS

FOR THE YEAR ENDED

31 MARCH 2021

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SIGNPOSTS (LUTON)

LEGAL AND ADMINISTRATIVE INFORMATION

The Trustees who served during the financial year were as follows:

Trustees:	C Vanschagen (Chairman) L Ward (Chair of Finance Committee) A Hyde C Newbery D Ball C Slough D Wood (resigned 15/02/2021) K Lee (appointed 28/09/2020) J Williams (appointed 18/03/2021) J Little (appointed 12/05/2021) Trustees are appointed by the Board of Trustees in a general meeting. The number nearest to one third of Trustees shall retire by rotation at each Annual General Meeting and may offer themselves for re-election.
Chief Executive Officer	K Porter (retired June 2020)/T Archbold (appointed July 2020)
Company Secretary	K Lee (resigned May 2020)
Finance Manager	L Nutt
Registered Office:	Unit 7 Titan Court, Laporte Way, Luton, LU4 8EF
Auditors:	Saffery Champness LLP 71 Queen Victoria Street London EC4V 4BE
Solicitors:	Russell-Cooke 2 Putney Hill Putney London SW15 6AB
Bankers:	Natwest 31 George Street Luton LU1 2YN CAF Bank 25 Kings Hill Avenue West Malling ME19 4TA
Company No:	2914936
Charity No:	1040860
Constitution:	Signposts (Luton) is a registered charity and a company limited by guarantee, registered in England. It is governed by its memorandum and articles of association dated 31st March 1994.

MESSAGE FROM THE CHAIRMAN
FOR THE YEAR ENDED 31 MARCH 2021

2020/21 has been a challenging year for everybody. The Board of Trustees at Signposts is incredibly proud of the way our whole organisation has responded to these challenges and continues to deliver meaningful change in so many people's lives.

We work closely with the Chief Executive and the Senior Leadership Team at Signposts to ensure that the direction of the charity reflects our main charitable aim, which is:

To help clients achieve their own maximum potential to live and develop in the community.

We achieve this by:

- Promoting best practice and quality support.
- Making innovative approaches to problem solving as well as acknowledging existing good social work practices.
- Recognising the dignity of each person whom we seek to help.
- Developing our staff team to their utmost potential.

2020 saw the retirement of Kevin Porter as Chief Executive of Signposts, after an incredible 29 years with the charity. The Board of Trustees has enjoyed a strong and fruitful relationship with Kevin, and we have seen some major developments in the growth and direction of the charity under his leadership.

The appointment of a successor to Kevin Porter was a critical step for the Trustees and in Tim Archbold we believe we have appointed the right individual with first class qualities suited to this role. He has already settled well into the role, and we look forward to developing and taking Signposts forward with him at the helm.

We would like to thank everyone who has helped Signposts to achieve the results we are sharing within this Annual Report, and we hope you all stay safe and well throughout 2021 and beyond.

Carole Vanschagen
Chairman

2021

REPORT OF THE TRUSTEES TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also directors of the company, present their annual report on the affairs of the Charity, together with the Accounts and Auditor's Report for the year ended 31 March 2021. The annual report and financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) – second edition.

Principal objects and activities
The objects of the Charity, as stated in its memorandum of association, continue to be to offer accommodation and support to persons between the ages of 16 to 65 years who are homeless and in need of support by skilled workers to assist them to reintegrate back into the community.

The Trustees have reviewed the Charity Commission's statutory guidance on public benefit and have ensured that it is taken into account, both in the day-to-day management of the Charity and in the planning for the future. The Trustees are satisfied that all of the Charity's activities very clearly provide public benefit.

Organisational Structure
The Charity is wholly based in the UK having its Head Office in Luton and thirteen projects in Bedfordshire & Luton. General Policy is determined by the Trustees of the Charity. The main Board of Trustees are supported by two Sub-committees: one dealing with Operational matters and the other with Finance. Day to day Management is delegated to the Chief Executive Officer and the Senior Leadership Team.
Pay and remuneration for key management personnel are benchmarked against the ACEVO Pay Survey covering salaries and benefits.

Recruitment, induction, and training of trustees
At all levels of the organisation, Signposts (Luton) seeks to reflect the community it serves, this includes the appointment of trustees. During 2021 we embarked on a Trustee Recruitment programme delivered by Getting on Board. Getting On Board are well respected Trustee Recruitment specialists who recently contributed to the review of the Charity Governance Code. This programme concentrated on designing and targeting Trustee recruitment to further diversify Signposts board membership.

Review of activities
Signposts (Luton) remains focused on the provision of supportive accommodation and the provision of support in the community. Signposts (Luton) has a full complement of skilled workers who provide this support.

Aim
Signposts (Luton)'s aim is to help clients achieve their own maximum potential to live and develop in the community.

Mission
- Developing our relationships with statutory agencies to promote best practice and quality support.
- Taking innovative approaches to problem solving as well as acknowledging existing good social work practices.
- Recognise the dignity of each person whom we seek to help.
- Developing our staff team to their utmost potential.

Support working
A support worker is allocated to each individual when he/she enters the service. The support is intended to be holistic, and the support worker will provide support in the following areas:

- Crisis support e.g. dealing with immediate needs, emotional and/or motivational
- Moral support & encouragement
- Health/mental health related support needs
- Daily living skills e.g. housekeeping, budgeting, cleaning, personal hygiene
- Promotion of independence e.g. accessing counselling, training, employment, further/higher education, benefits advice
- Social Inclusion e.g. advocacy, accompanying to appointments, ensuring resident has meaningful input into his/her own support

Performance
The Charity uses many forms of performance measurement to ensure the aims of the Charity are met these include: measuring utilisation, void management, monitoring of the many ethnic and other potentially excluded groups, efficiency, outcomes of residents and numbers returning to the community with/without further support.

During the year, the total number of hostel resident rooms was 182. The utilisation target was 90.3% and the actual was 93.1%. There were 658 users of the service, the efficiency target 71.3% and the actual was 67.4%.

The Charity manages one project for people with long term support needs. This project has not been included in the above targets.

Significant Developments
Our contract with Luton Borough Council (LBC) for residential services, has been extended for an additional year to March 2022.
Following a tender process Signposts have been awarded a new contract with Central Bedfordshire Council to provide residential services for two years from October 2021 with an option for a further two years from 2023. Signposts continues to provide on street outreach supporting people who are rough sleeping to access appropriate accommodation. This service is being delivered as part of MHCLG's Rough Sleeper Initiative and has been contracted to March 2022. This contract is reviewed annually.

Contribution of Volunteers
A number of volunteers from the local community along with current and ex clients support our work in a variety of ways. Our Community Development Team along with our volunteers provide hours of support to the community.

Finance and accounts review
Signposts sources of income includes rental income from clients, contract income from Luton Borough Council and Central Bedfordshire Council along with a small number of donations and fundraising activities.

The Charity has £1,149,360 of assets less current liabilities, of which £831,271 are fixed assets. The Charity has £272,875 of cash balances.

Signposts (Luton) aims to achieve break-even between the operating income and expenditure at its projects. Any surpluses are used in subsequent years to improve and expand the services provided to clients.

Risk Review
The Trustees have assessed the major risks to which the company is exposed, in particular those related to the operations and finances of the Charity and are satisfied that systems are in place to mitigate our exposure to the major risks. These procedures are reviewed annually. The main risk areas are listed below:

Risk Area	Risk	Current Control	Monitoring
External	Local authority changes to social policy	Networking and lobbying	Quarterly at Board
	Competition from new or existing local providers	Networking, operational standards and reputation	Quarterly at Board
	Housing Association loss of partnership agreement	Contingency planning ensuring alternative buildings to deliver contractual obligations	Quarterly at Board
Regulatory and Compliance	Changes to benefit system	Income diversification and financial planning	Quarterly at Board
Operational	Illness, epidemic, pandemic and widespread absence	Pandemic plan	Weekly at SLT and Quarterly at Board

We are committed to regular reviews of our safeguarding policy and provide training for all trustees, staff and volunteers.

Reserves policy
The Trustees have considered the need for the charity to maintain a level of free reserves that supports its ongoing sustainability and ensures that service users receive uninterrupted care in the case of short term funding delays. In particular, in agreeing the optimum level of reserves they have considered the current cash flow projections of the charity, future plans, the availability of funding and the ability to reduce costs on a medium-term basis if the need arose without causing undue problems for service users.

The Trustees have calculated a prudent level of reserves based on their budget for the coming year. In assessing the optimum level, they have used a stratified approach to assessing salary costs, overheads and the cash outlay on mortgages as each would need to be managed differently if there was a reduction in funding. The level of reserves that would be optimum is therefore in the region of £500,000 to £560,000.

At 31 March 2021 the charity held free reserves of £320,895, an increase from the 2020 figure of £208,789. This figure excludes the charity's investment in the properties used to carry out its core business, and associated mortgages. These are not considered realisable if the charity is to continue with the current level of service provision. The Trustees realise that moving to a level of reserves at the optimum level will be challenging, nevertheless they are focussed on ensuring the charity's long-term stability and will engage with funders with the clear objectives of growing this level of working capital. However, they believe that were a crisis to occur they would be protected by their investment in fixed assets.

Fundraising
The Trustees take their responsibility under the Charities (Protection and Social Investment) Act 2016 seriously and have considered the implications on their activities. The charity does not actively raise funds or solicit donations directly from the general public. The Charity does not work directly with commercial sponsors in relation to fundraising. The Trustees are not aware of any complaints made in respect of fundraising during the period.

Signposts' Response to COVID-19 and the future
Any review of 2020 must acknowledge the significant impact that the coronavirus pandemic has had on our services – both operationally and financially.

Lockdown in March was a big adjustment for our clients, many of whom found it difficult to adjust their behaviour – social distancing and staying at home were uncomfortable and took some getting used to. We adopted a policy of encouragement, rather than enforcement, and supported some of our clinically vulnerable clients to shield.

All local authorities were charged with getting those people who were rough sleeping into accommodation, and our outreach team stepped up to the task. Over the course of a weekend, they worked tirelessly with our partners to ensure almost 40 people were placed in hotels.

Meanwhile, in our supported accommodation, food shopping became a challenge due to shortages in the supermarkets. We were so grateful for the support of our community during these days, who often pitched up with donations and really kept us going.

All the events we had planned were cancelled, meaning fundraising came to a complete standstill. This impacted us heavily, especially with the opening of Guildford Hall in May which we had planned a whole fundraising campaign around. All our volunteering stopped as well, meaning clients struggled to stay occupied. Our support workers swung into action, planning yoga and mindfulness sessions, as well as socially distanced volleyball!

When the second lockdown arrived in November, some of our team developed Covid and had to self-isolate. At one point, we lost 20% of our staff team to sickness, and as most of our projects have 24-hour staff cover, this meant yet another financial hit, getting bank staff in to cover and ensure all our projects stayed open.

Christmas brought disappointment for both staff and clients, as we learned we would not be able to see friends and family. This was hard on everyone, but nevertheless, our resilient staff provided some amazing Christmas meals and gave presents to every single client.

The financial cost of Covid to Signposts is immense. The emotional and physical impact on our staff has been huge – we have asked so much of them, yet they have stepped up to every new challenge like the superstars they are. We are immensely proud to say we have kept all our clients safe and well throughout the pandemic, and despite a handful of positive cases we managed to avoid any outbreaks.

Future Plans
To register with the Social Housing Regulator thereby becoming a registered provider of Social Housing thus enabling the development of long-term tenancies in move on accommodation for people currently using Signposts current Temporary Supported Accommodation.

To develop Signposts' digital capacity to embrace future technological advances.

To strengthen Signposts as an anti-racist organisation and to challenge inequality and injustice at all levels within the Homeless Sector and our wider community.

REPORT OF THE TRUSTEES TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2021

Statement of Trustees' responsibilities

The trustees (who are also directors of Signposts (Luton) for the purposes of company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

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

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

In so far as the trustees are aware:

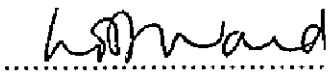
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

This report was prepared in accordance with the special provisions in part 15 of the Companies Act 2006.

Auditors

A resolution proposing the re-appointment of Saffery Champness LLP as auditors to the company will be put to the annual general meeting.

Approved by the Trustees and signed on their behalf by



Les Ward
Trustee 15/9 2021

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS FOR THE YEAR ENDED 31 MARCH 2021

Opinion

We have audited the financial statements of Signposts (Luton) for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 charitable company's state of 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 Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on 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 auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Annual Report which includes the Directors' Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters 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; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and to take advantage of the small companies exemption in preparing the Trustees' Annual Report.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement set out on [page x], the trustees (who are also 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 to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Companies Act 2006 and report in accordance with regulations made under that Act.

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

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 specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.

Identifying and assessing risks related to irregularities:
We assessed the susceptibility of the charitable company's financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the charitable company by discussions with trustees and updating our understanding of the sector in which the charitable company operates.

Laws and regulations of direct significance in the context of the charitable company include The Companies Act 2006, and guidance issued by the Charity Commission for England and Wales .

Audit response to risks identified:
We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the charitable company's records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the charitable company's policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner's review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.
A further description of our responsibilities is available on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report
This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Cara Turtington (Senior Statutory Auditor)
for and on behalf of Saffery Champness LLP

Chartered Accountants

71 Queen Victoria Street
London
EC4V 4BE

Statutory Auditors

Date: 7 October 2021

Saffery Champness LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

STATEMENT OF FINANCIAL ACTIVITIES (Incorporating the Income and Expenditure Account) FOR THE YEAR ENDED 31 MARCH 2021

	Notes	Income funds Unrestricted £	Restricted £	Total 2021 £	Total 2020 £
Income and endowments from:					
Donations and Fundraising		46,407	50,000	96,407	26,558
Investment income		7	-	7	38
Charitable activities:					
Floating Support and Outreach		139,465	-	139,465	140,553
Hostel Accommodation & Support	2	2,697,776	184,114	2,881,890	2,209,760
Other		1,212	-	1,212	13,324
Total income and endowments		2,884,867	234,114	3,118,981	2,390,233
Expenditure on:					
Raising funds		1,965	-	1,965	1,755
Charitable activities:					
Floating Support and Outreach	3	160,966	-	160,966	107,875
Hostel accommodation & Support	3	2,633,302	202,003	2,835,305	2,302,428
Total expenditure		2,796,233	202,003	2,998,236	2,412,058
Net income/(expenditure)		88,634	32,111	120,745	(21,825)
Reconciliation of funds:					
Total funds brought forward	12,13	982,391	1,834	984,225	1,006,050
Total funds carried forward		1,071,025	33,945	1,104,970	984,225

The accounts have been prepared on the basis that all operations are continuing.

The statement of financial activities contains all recognised gains and losses for the year.

The notes on pages 16 to 23 form part of these financial statements

SIGNPOSTS (LUTON)

BALANCE SHEET
AS AT 31 MARCH 2021

	Notes	Total 2021 £	Total 2020 £
Fixed assets			
Tangible assets	**8**	831,271	787,137
Total fixed assets		831,271	787,137
Current assets			
Debtors	**9**	333,940	205,416
Cash at bank and in hand		272,875	219,600
Total current assets		606,815	425,016
Liabilities			
Creditors:			
Amounts falling due within one year	**10**	(288,724)	(174,187)
Net current assets		318,091	250,829
Total assets less current liabilities		1,149,362	1,037,966
Creditors: Amounts falling due after more than one year	**11**	(44,392)	(53,741)
Total net assets		1,104,970	984,225
The funds of the charity:			
Income funds			
- Restricted	**13**	33,945	1,834
- Unrestricted	**12**	1,071,025	982,391
Total funds		1,104,970	984,225

The notes on pages 16 to 23 form part of these financial statements
Approved by the trustees and signed on their behalf by:

Carole Vanschagen
Trustee

Les Ward
Trustee

15/09/ 2021

Registered Company Number: 2914936

CASH FLOW STATEMENT
YEAR ENDED 31 MARCH 2021

	Notes	Total 2021 £	Total 2020 £
Cash flows from operating activities:			
Net cash provided by (used in) operating activity	16	179,430	86,113
Cash flows from investing activities:			
Interest from investments		7	38
Purchase of property, plant & equipment		(117,118)	(51,241)
Net cash provided by (used in) investing activities		(117,111)	(51,203)
Cash flows from financing activities:			
Original loan repaid		-	(70,622)
New loan taken out		-	68,500
Repayments of new loan		(9,044)	(5,713)
Net cash used in financing activities		(9,044)	(7,835)
Change in cash & cash equivalents in the reporting period		53,275	27,074
Cash & cash equivalents at the beginning of the period		219,600	192,526
Cash & cash equivalents at the end of the period		272,875	219,600

Net debt reconciliation

	At start of year	Cash Movement	Other Non-Cash Movement	At end of year
Cash	219,600	53,275	-	272,875
Loans falling due within one year	(9,046)	9,046	(9,351)	(9,351)
Loans falling due more than one year	(53,741)	-	9,351	(44,390)
NET DEBT	**156,813**	**62,321**	-	**219,134**

1 Accounting policies

1.1 Basis of preparation of accounts

The financial statements have been prepared under the historical cost convention and include the results of the Charity's operations, all of which are continuing, which are described in the Report of the Trustees to the Members.

The financial statements have been prepared in accordance with the Charity Commission Statement of Recommended Practice – Accounting and Reporting by provisions of 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).

The financial statements are prepared in pounds sterling, which is the functional currency of the charity.

At the time of approving the financial statements and after considering the ongoing COVID-19 Pandemic, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the trustees continue to adopt the going concern basis of accounting in preparing the financial statements. The Trustees confirm that the charity is a public benefit entity.

1.2 Funds

Unrestricted funds: These comprise net accumulated surpluses and are available for use in the furtherance of the charitable objectives of the company.
Restricted funds: These are funds and assets subject to specific conditions imposed by the donors. It is the company's policy to use restricted funds before unrestricted funds where they are available.
Designated funds: These are funds identified by the Trustees for the specific future needs of the charity and to support its continued smooth running. They have been set aside and do not form part of the free reserves but they can be spent at the Trustees' absolute discretion.

1.3 Income

Resources arising include the total receivable by the company from all its charitable activities. Rental income from clients is shown net of bad debts to reflect the client group with whom we work.
Incoming resources in the form of donated assets have been included in the SOFA at a reasonable estimate of their value, taking into account the market value of the assets and comments made by the donor. Gifts in kind received in the year had a value of £14,694.
Grants receivable are accounted for when there is sufficient information to enable the claim to be made or the claim has been made and there is clear indication to suggest the claim will be met.

The costs of charitable activities include all costs directly attributable to those activities. In addition, any costs that cannot be directly attributed to the charitable activities have been allocated to those activities on a basis consistent with the use of those resources. In general, overheads have been allocated on the basis of staff time spent on the different activities and projects

1.4 **Expenditure**
Governance costs comprise external audit costs, legal advice relating to governance and constitutional matters, trustee meeting expenses and costs of preparing the statutory accounts.

1.5 **Tangible fixed assets and depreciation**
Tangible fixed assets are stated at cost less depreciation. Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives. Assets over £500 are capitalised.

Furniture and equipment	20%	straight line
Motor vehicles, Computer equipment and Residents Furniture	25%	straight line
Buildings	2%	straight line
Refurbishments	10%	straight line

1.6 **Pensions**
The company operates a defined contribution pension scheme. Contributions are charged to the income and expenditure account as they become payable in accordance with the rules of the scheme.

1.7 **VAT**
The company is not registered for VAT and therefore all costs are inclusive of VAT.

1.8 **Financial instruments**
The charity has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are recognised initially in the accounts at transaction price, including any transaction costs. At the end of each accounting period, basic financial instruments are recognised at amortised cost. For debt instruments this is calculated using the effective interest rate method.

2 **Income from charitable activities**

	Unrestricted Funds £	Restricted Funds £	Total 2021 £
Local Authority Contracts			
Supporting People – Luton	177,160	-	177,160
Supporting People – South Bedfordshire	215,210	-	215,210
Grants			
Covid19 Grants	-	183,500	183,500
Big Change Grant	-	614	614
Hostel Accommodation income	2,305,406	-	2,305,406
	2,697,776	184,114	2,881,890

	Unrestricted Funds £	Restricted Funds £	Total 2020 £
Local Authority Contracts			
Supporting People – Luton	192,567	-	192,567
Supporting People – South Bedfordshire	213,628	-	213,628
Grants			
Open Minds Lottery Funding	-	2,398	2,398
Hostel Accommodation income	1,801,167	-	1,801,167
	2,207,362	2,398	2,209,760

3 Cost of charitable activities

	Direct costs £	Other costs £	Total 2021 £	Total 2020 £
Floating Support and Outreach	130,195	30,771	160,966	107,875
Hostel Accommodation & Support	1,984,390	850,915	2,835,305	2,302,428
	2,114,585	881,686	2,996,271	2,410,303

Costs include:		
Payroll (Note 4)	1,604,311	1,266,398
Temporary Staff and other staff costs	35,870	79,145
Premises	853,337	614,042
Depreciation	67,405	59,118
Food	50,145	49,343
Telephone	66,022	46,238
Training and staff development	37,249	25,383
Legal, office and other costs	250,636	251,654
Loss on disposal of assets	5,579	3,342
Client support services	25,717	15,640
	2,996,271	2,410,303

Restricted funds included in the total figure: £202,003 (2020: £4,819)

4 Payroll costs:

	2021 £	2020 £
Wages and Salaries	1,416,835	1,107,200
Social security costs	127,647	100,292
Pension costs	59,829	58,906
	1,604,311	1,266,398

The average number of employees, analysed by function was:	Number	Number
Charitable activity	44	37
Administration	13	10
	57	47

Employees emoluments

Number of employees who received emoluments of £60,000 - £70,000: 2 (2020: 1).

Total remuneration of key management personnel in the period was £226,518 (2020: £187,137). This includes the retiring and superseding CEO's remuneration.

Kevin Lee was appointed as a trustee on 28th September 2020. Until 1st June 2020 he was employed by Signposts (Luton) as Training Manager but did not form part of the key management personnel of the charity. He is not being remunerated in his position as trustee.

5 Net incoming resources

	2021	2020
	£	£
The net incoming/(outgoing) resources are stated after charging:		
Auditors remuneration- audit	10,980	10,680
Auditors remuneration- other	-	-
Loss on disposal of fixed assets	5,579	3,342
Rents payable under operating leases	5,536	5,536
Depreciation	67,405	59,118

6 Transactions with trustees and connected persons

No trustee or connected person received any remuneration. No trustee expenses were incurred in the year (2020: £0). No trustees received any reimbursement of expenses in this or the previous period. Total donations and fundraising income received from three members of the board was £1,280 (2020: £2,486).

During the year there have been no related party transactions (2020: none).

7 Members contingent liability

The Company is Limited by guarantee. The contingent liability arising from the guarantee given by each member of the company to contribute (if required) is an amount not exceeding £1. There are currently eight such members.

8 Tangible fixed assets

	Freehold Property and improvements	Fixtures and equipment	Computers and motor vehicles	Residents furniture	Total
	£	£	£	£	£
Cost					
At 1 April 2020	922,123	271,023	130,809	27,538	1,351,493
Additions	-	46,807	62,109	8,202	117,118
Disposals	-	(33,861)	(20,909)	(8,531)	(63,301)
At 31 March 2021	922,123	283,969	172,009	27,209	1,405,310
Depreciation					
At 1 April 2020	219,734	223,136	94,982	26,504	564,356
Charge for the year	21,360	20,125	23,897	2,023	67,405
Disposals	-	(31,055)	(18,185)	(8,482)	(57,722)
At 31 March 2021	241,094	212,206	100,694	20,045	574,039
Net book value					
At 31 March 2021	681,029	71,763	71,315	7,164	831,271
Net book value					
At 31 March 2020	702,389	47,887	35,827	1,034	787,137

9 Debtors: Due within one year

	2021	2020
	£	£
Rental income	190,898	161,088
Other debtors and prepayments	143,042	44,328
	333,940	205,416

10 Creditors: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	161,222	82,718
Other creditors and accruals	86,642	49,046
Tax and social security costs	31,509	33,377
Bank loans	9,351	9,046
	288,724	174,187

11 Creditors: Amounts falling due after more than one year

	2021	2020
	£	£
Bank loans		
Later than one year and not later than five years	40,696	39,357
Over five years	3,696	14,384
	44,392	53,741

There is a bank loan of £68,500 secured on the Holland House property on Parkside Drive and the Belmont Road property, repayable over 7 years with an interest of 3.25% over base rate. The Haystack property on Swasedale Road is also security on the loan. The total outstanding on this loan at 31 March 2021 was £53,742 (2020: £62,787).

12 **Unrestricted income funds 2021**

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	3,854	(1,245)	7,391	10,000
Facilities Development Fund	69,042	(37,002)	-	32,040
Contingency Fund	54,747	-	-	54,747
Database/entry system Fund	8,191	(6,842)	(1,349)	-
Refurbishment Fund	-	-	60,000	60,000
General Funds:				
General Funds	846,557	67,681	-	914,238
Total Unrestricted Funds	982,391	22,592	66,042	1,071,025

Unrestricted income funds 2020

	Opening balance £	Movements in year £	Transfers £	Closing balance £
Designated Funds:				
Client Support Fund	5,286	(1,432)	-	3,854
Facilities Development Fund	79,833	(10,791)	-	69,042
Contingency Fund	54,747	-	-	54,747
Database/entry system Fund	8,191	-	-	8,191
General Funds:				
General Funds	853,738	(7,181)	-	846,557
Total Unrestricted Funds	1,001,795	(19,404)	-	982,391

The Trustees have created the designated Client Support Fund to provide future funds for individuals whose income is insufficient to cover the rent in the supported accommodation or other costs. Each case will be assessed on an individual basis and the Trustees may choose to add to the fund in future when resources permit.

The Facilities Development Fund represents funding for future development plans as we wish to expand our services per our future plans. Some was spent in the year on our new building, Guildford Hall.

The Contingency Fund represents funding that can be accessed easily in case of emergency and to fund immediate cash flow problems.

The Database/Entry System Fund represents funding for specific costs which were due in 2018/2019, the database was purchased in 2018/2019, the entry systems were purchased in 2020/2021.

The Refurbishment Fund represents funding for specific costs due in 2021/2022 for refurbishment at Swasedale Road and Dunstable Three.

The Trustees will review the need to set aside funds annually and will reflect the changing economic environment through the designated funds.

13 **Restricted income funds 2021**

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Restricted donations	-	-	-	-
Budget training	1,834	-	(199)	1,635
Covid 19 Grants	-	183,500	(183,500)	-
Client expenses Grant	-	614	(614)	-
Homeless Partnership donations	-	50,000	(17,690)	32,310
Total Restricted Funds	1,834	234,114	(202,003)	33,945

Restricted income funds 2020

	Opening balance £	Income in year £	Expenditure in year £	Closing balance £
Budget training	4,255	-	(2,421)	1,834
Open Minds lottery funding	-	2,398	(2,398)	-
Total Restricted Funds	4,255	2,398	(4,819)	1,834

Restricted Project Funds

These are funds which are restricted to the continued operating of the specific project for which the money was given or for other specified purposes.

Budget training – grant received from the Steel Charitable Trust to provide a service which teaches homeless/socially excluded to budget for themselves. Some more training took place during in the year and will continue.

Open Minds – lottery funding in partnership with Luton Community Housing Ltd, University of Bedfordshire and Mary Seacole Housing Association to address the mental health needs of hostel based homeless young people in Luton, spent in 2019/20. Ended in the 2019/20.

Covid 19 grants received in 2020/21 were for Covid 19 costs including PPE, cleaning equipment, staff costs and room voids.

The Client Expenses grant was from the Big Change for client's move on expenses. All spent in 2020/21.

Homeless Partnership donations were given by other Luton homeless agencies, to fund the Participation Co-ordinator role for 2021. The role ends in December 2021.

14 **Analysis of net assets between funds 2021**

	Restricted Funds £	Designated Funds £	General Fund £	Total £
Tangible Fixed assets	-	-	831,271	831,271
Debtors	-	-	333,940	333,940
Bank	33,945	156,787	82,143	272,875
Creditors due within one year	-	-	(288,724)	(288,724)
Creditors due after more than one year	-	-	(44,392)	(44,392)
	33,945	156,787	914,238	1,104,970

Analysis of net assets between funds 2020

	Restricted Funds	Designated Funds	General Fund	Total
	£	£	£	£
Tangible Fixed assets	-	-	787,137	787,137
Debtors	-	-	205,416	205,416
Bank	1,834	135,834	81,932	219,600
Creditors due within one year	-	-	(174,187)	(174,187)
Creditors due after more than one year	-	-	(53,741)	(53,741)
	1,834	135,834	846,557	984,225

15 **Commitments under operating leases**

	Land and Buildings		Other	
	2021	2020	2021	2020
	£	£	£	£
As at 31 March 2021 the charity had commitments under non-cancellable operating leases as follows:				
Leases expiring				
Within one year	375,994	203,944	5,488	5,488
Between two and five years	1,241,630	799,078	6,861	12,349
Over five years	-	117,296	-	-
	1,617,624	1,120,318	12,349	17,837

16 **Reconciliation of net incoming/(outgoing) resources to net cash flow from operating activities**

	2021	2020
	£	£
Net incoming/(outgoing) resources for the reporting period (per statement of financial activities)	120,745	(21,825)
Depreciation	67,405	59,118
Interest from investments	(7)	(38)
Loss/(profit) on the sale of fixed assets	5,579	3,342
(Increase)/decrease in debtors	(128,524)	3,837
Increase/(decrease) in creditors	114,232	41,679
Net cash inflow from operating activities	**179,430**	**86,113**