HOMELESS LINK

England & Wales · Charity number 1089173

Details

Status	Registered
Legal form	Charitable company
Company number	04313826
Registered	2001-11-01
Register	View on the Charity Commission register

Contact

Address	Homeless Link 3rd Floor Minories House 2-5 Minories London
Phone	07958417802
Email	info@homelesslink.org.uk
Website	www.homeless.org.uk

Activities

Objects: THE COMPANY IS ESTABLISHED FOR THE PUBLIC BENEFIT TO RELIEVE POVERTY, SICKNESS AND NEED WHICH IS MAINLY, BUT NOT EXCLUSIVELY, CAUSED BY HOMELESSNESS OR THAT MAY RESULT IN HOMELESSNESS BY PROVIDING INFORMATION, EDUCATION, ADVICE, SYSTEMS,PROCESSES, AID AND SUPPORT TO INDIVIDUALS, ORGANISATIONS AND OTHER BODIES.

Activities: The charity undertakes a number of key activities. These comprise:1) Ending Homelessness2) Research and Development3) Social Enterprise4) Funds for Grant Distribution5) Membership and Campaigning

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Classification

- **How:** Makes Grants To Organisations, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** Other Charities Or Voluntary Bodies

Geography

- Throughout England

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,037,679	£9,631,127	£1,535,050	98
2024-03-31	£10,028,561	£10,151,921	£1,027,974	110
2023-03-31	£8,755,572	£9,022,343	£1,151,333	98
2022-03-31	£11,469,875	£11,870,565	£1,418,104	85
2021-03-31	£21,788,360	£21,648,751	£1,818,794	78

Trustees

Name	Role	Appointed
Derek Heath		2023-12-15
Eleanor McNeil		2024-12-05
Harish Sumanlal BHAYANI		2017-10-19
Jamie Andrew Burton KC		2024-12-19
Janice Elizabeth Hughes		2023-12-15
Maria Iglesias		2020-12-09
Scott Andrew Robson		2023-12-13
Simon Hewett-Avison		2023-12-15
Thomas Cannon		2025-12-10

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HOMELESS LINK

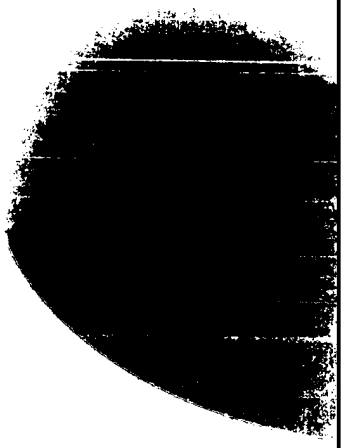
England & Wales - Charity number 1089173

Accounts

Annual Report

Report and financial statements for the year ended 31 March 2025





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Homeless Link

Registered charity number: 1089173

Registered company number: 04313826

Homeless Link

Annual Report & Accounts

Report & financial statements for year ended 31 March 2025

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Chair's introduction

In this, my first Annual Report since becoming Chair of Homeless Link, I want to start by thanking my predecessor, the indefatigable Anne McLoughlin. Thanks to Anne, the board of trustees and our energetic and highly committed staff and leadership team, I have the pleasure of introducing an impressive report describing the immense impact of Homeless Link.

From supporting the homelessness sector and improving services for people experiencing homelessness to raising the voice of our members to change broken systems - Homeless Link plays a unique and vital role in shaping and strengthening the collective power of the sector to achieve our shared vision of an end to homelessness in England.

I'm particularly pleased that this year's results show return a small financial surplus, after three years of deficits. As for many of our members, recent years have been difficult ones, and tough choices have had to be made. Thanks to the skilful efforts of our leadership team, our highly successful social enterprises and the support of our funders and partners, we can now be confident that our organisation's ambitions are underpinned by stable and healthy finances.

Of particular note this year, the Making Every Adult Matter (MEAM) cross-sector coalition marked 15 years of supporting local areas to improve the lives of people facing multiple disadvantage by becoming an independent charity. Through our representation on their board, alongside our partners Clinks, Collective Voice and Mind, we look forward to supporting MEAM's continued success

This year also saw the election of a new government, one that has made very welcome pledges to address the housing crisis and to take much needed holistic, cross-government approach to ending homelessness. However, the challenge is immense, with all forms of homelessness reaching new record highs.

It is appalling that so many lives are being destroyed by being pushed into homelessness. At the same time too many of our members are at financial breaking point. We need to see an ambitious and long-term national strategy and funding model that matches the challenge and drives real change by ensuring that all government departments are accountable and working together to end homelessness. Key to this will be a focus on prevention so that fewer people become homeless in the first place and to providing rapid, effective support for those who do.

Homeless Link is committed to supporting the government to achieve this, providing evidence, insight and solutions from our members. We will promote partnership between the VCS and government at all levels - while knowing that strong partnerships are built on trust and a confidence to speak up when things need to change. Homeless Link will continue to be an unwavering voice for our members and for people experiencing homelessness.

Jamie Burton KC
1 October 2025

About Homeless Link

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it. Our social enterprise supports the homelessness sector through specialised software, engaging training, expert consultancy, and impactful events that also helps to fund our wider work to end homelessness for good.

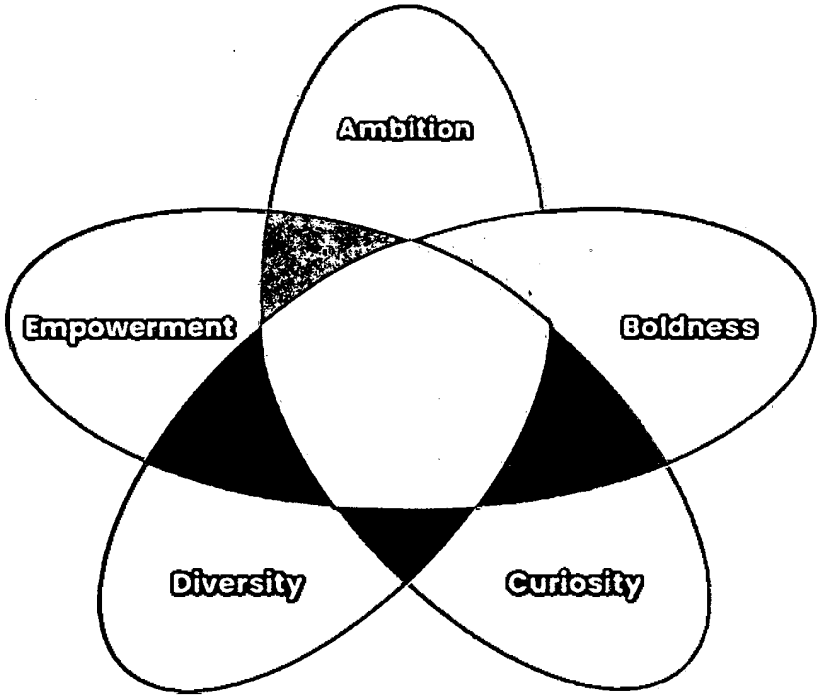
Our Vision

Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.

Our Mission

To develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

Our Values

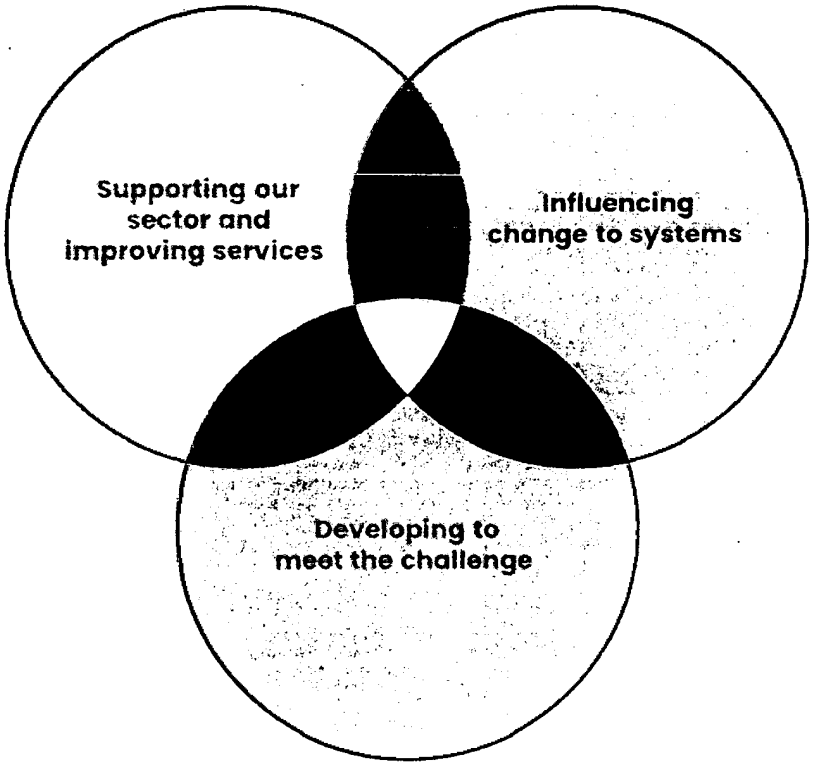


Ambition: we aim high for ourselves and our members to drive innovation and improvement in services and systems
Boldness: we speak up with integrity, confidence and unwavering commitment to equity and justice
Curiosity: we listen and learn to develop knowledge and expertise and to create new solutions grounded in evidence
Diversity: on our journey towards equity, we advocate and strive for diversity and proactive inclusion to improve collaboration and connections within our organisation, our work and our sector
Empowerment: we support each other with compassion and empathy to harness strengths and unlock potential

Many voices, one vision: uniting to end homelessness

Our Strategic Ambitions 2024 - 2027

This year was the first year of our new three-year strategy. We have set ourselves three bold ambitions.



Firstly, to support our members and partners to be strong, resilient and inclusive organisations delivering the excellent accommodation and support services that are at the heart of preventing and ending homelessness. Through our guidance and research, our events, training and development offer and our In-Form case management systems, we aim to support organisations, leaders and their workforces to develop and improve.

But those services operate within systems which too often act as barriers to progress. Our second goal is therefore to work with our members to influence systemic change - both local and national. We aim to be a strong voice for the sector and run collaborative campaigns that seek to harness our collective power. We will develop and promote new evidence-based approaches to preventing and ending homelessness and build strong partnerships within and across sectors to deliver them.

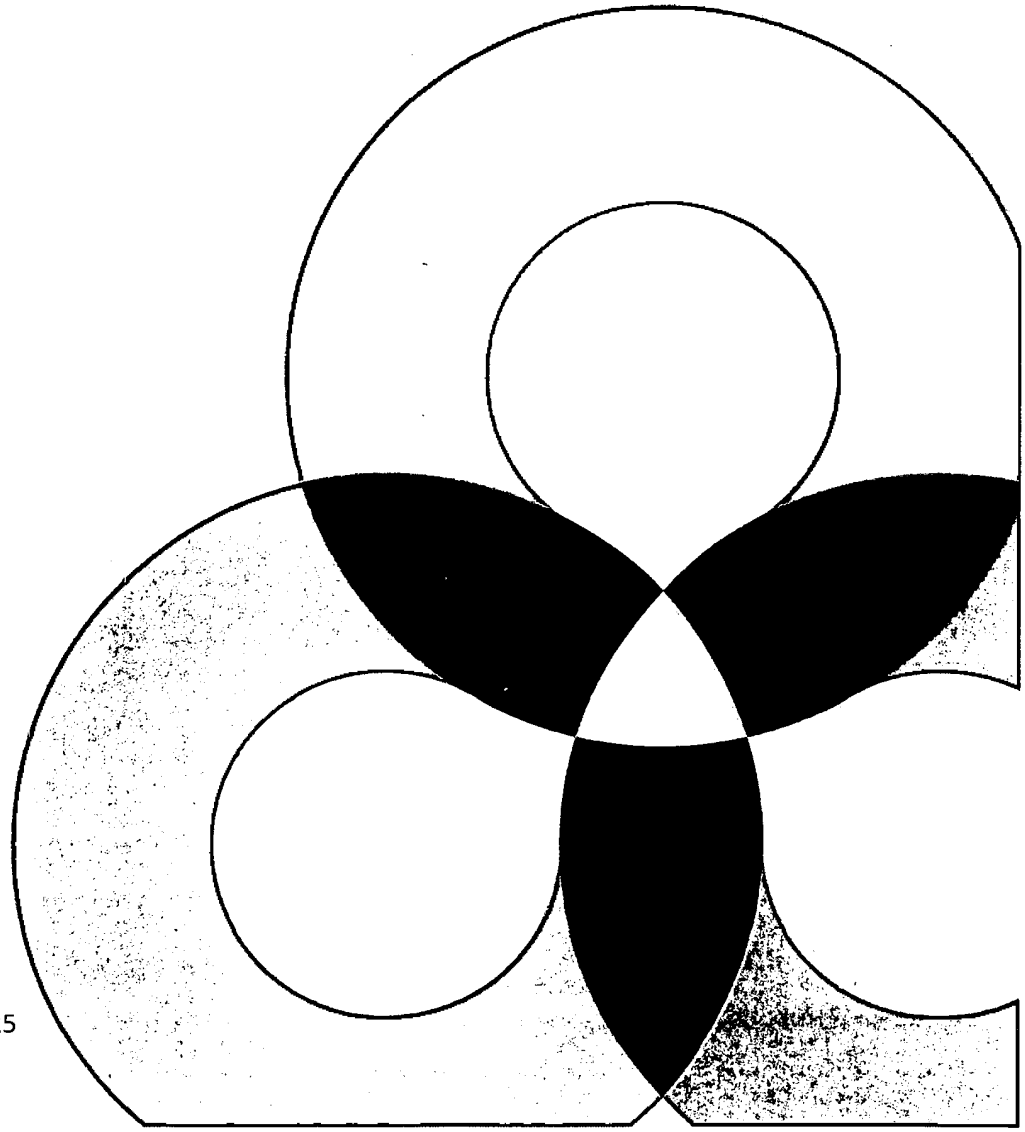
Thirdly, to achieve these ambitions, Homeless Link must be a strong and resilient organisation and provide outstanding services to our members. We will be responsive to members' changing needs and able to adapt to the opportunities and threats of the world around us. And we will model the best practice we promote, including being an excellent and inclusive employer and embedding equity, diversity and inclusion in everything we do.

Our Approach

Homeless Link's members are our greatest strength and at the heart of everything we do. It is with and through them and their beneficiaries that we will achieve our vision of an end to homelessness. We adopt a 'partnerships by default' approach to our work, meaning that we actively seek out partners including people with lived experience and work collaboratively wherever possible.
We want membership of Homeless Link to be accessible to every frontline homelessness organisation, so we keep the fees affordable and take an enterprising approach to our activities and finances. We actively avoid being dependent on any one source of funding and self-generate resources wherever possible. This can be via fundraising and corporate sponsorship, and surpluses on contracts and social enterprises which also further our mission.

We work within a fast-changing world and over the life of this strategy we will always be learning and evolving. We will enhance our use of data and take advantage of innovative technologies, while maintaining robust risk management and control systems.

We are fully committed to Equity, Diversity and Inclusion (EDI) and our journey to be an anti-racist organisation. We aim to embed a confident and principled approach to EDI within every aspect of our work and culture, and lead by learning, embedding and sharing inclusive, accessible and equitable approaches that are rooted in the diverse experiences and needs of people experiencing homelessness.



Highlights from 2024-25 and future plans

Ambition 1: Supporting our sector and improving services

The sector will be stronger, and our members will develop and deliver excellent services to prevent and end homelessness.

1.1 Supporting the sector's journey in becoming more effective, innovative and resilient, with strong and diverse leadership and continuous improvement in service delivery.

Our popular Leadership Development Programme went from strength to strength this year with 100 established, senior and emerging leaders participating in the fully funded, ILM Recognised programme. An interim evaluation of the programme has shown that the opportunity to come together to problem solve and support one another was universally praised - with a particular focus on the action learning sets as a great way to do this.

Our analysis has shown that the homelessness sector senior leadership is not currently representative of the wider workforce from a race and ethnicity perspective. In response we've secured funding to scope and develop a leadership programme aimed at supporting individuals from racially and/or ethnically marginalised communities. We have also secured funding for a new Aspiring Leaders Programme to meet an identified gap for staff not currently managing people, but who show great future leadership potential.

This year saw attendance levels at in-person conferences returning to pre-pandemic levels and we held three very successful events, bringing the sector together to connect, network, reflect and provide peer support with one another. Over the year we expanded the use of event sponsorship, helping to make our events affordable for all our members.

This success gave us the confidence to expand our programme for 2025-26 with our first residential summer conference since 2019 and an additional health focused event in the autumn.

1.2 Expanding the capabilities and use of In-Form across the sector, supporting our customers to deliver better services and demonstrate their impact.

Developed and owned by Homeless Link, In-Form is the UK's leading case management and client relationship solution. Through In-Form we help our members deliver better services to people experiencing homelessness and to demonstrate their impact to funders and other stakeholders. We also generate a small surplus to support our charitable activities and are building an evidence base on homelessness and the impact of the sector.

Our goal is to encourage as many Homeless Link members as possible to use In-Form, for it to be the default system for our sector and to make it better every year.

In 2024-25 the number of In-Form customers grew by 3% to 311, with total users increasing by 5% to 23,400. 51% of Homeless Link full members now use either the paid for or free In-Form systems. Our annual customer survey recorded an overall satisfaction level of 88%, with customer support particularly highly regarded.

This year we took the decision to bring product development in house, building up to a team of eight. In 2025-26 the team will continue to expand and our external developers in India will be stood down.

We have a significant ongoing programme of product development. This includes upgrades to existing functionality and development of new functionality. The most significant of these have been the development of In-Form Housing. The team has created new Repairs and Cyclical Maintenance modules and Tenant Satisfaction Measures, which have been combined with the existing In-Form Rent functionality to form the new In-Form Housing product. The product will be released in Q1 2025-26.

1.3 Connecting and convening our members, partners and stakeholders in creating inclusive partnerships and embedding coproduction to drive innovation, inclusion and improved outcomes for people with diverse experiences of homelessness.

Funded by government, our Partnerships team works across the country brokering relationships, developing forums and enabling organisations to access support. Through this work Homeless Link is enabling more coordinated and effective services to be delivered in local areas

At the beginning of the year, we launched our Partnership Self-Assessment Framework and Toolkit which has been used by more than 20 local areas to improve partnership approaches across operational and strategic levels within both statutory and non-statutory organisations.

Our MHCLG funded programme, which funds 6 regional Partnership Manager posts, achieved great results included supporting 80+ areas, convening 80 forums, delivering 300 pieces of tailored support to organisations and individuals, supporting the creation of 25 frameworks or charters, facilitating 60 workshops, consultations or stakeholder events, and acting as a critical friend in the development of many local homelessness strategies across England.

We commissioned an external evaluation of this programme. This highlighted many examples of improved joined up working across many different local areas and increased resilience of organisations across the sector due to the interventions we delivered.

The London PLUS programme funded by London Councils effectively met the needs of the sector by providing tailored and responsive training and webinars with significant improvements made to how we deliver our programme. 92% of participants said they were able to demonstrate improved knowledge and practice as a result of our programme.

1.4 Evidencing and sharing what works to improve the design and delivery of services that prevent and relieve homelessness.

To prevent and end homelessness we need effective services, systems and workforce. Our National Practice Development team works ensures the sector has access to the information it needs to navigate changes affecting practice, as well as enabling and influencing the design, development and delivery of consistent, high quality and inclusive services for people at risk of, or experiencing, homelessness across England.

With the support of key funders, this year we had more flexibility than ever before to work across a wide range of different areas of practice and to be responsive to the changing needs of the sector.

Themes included exploring and providing support on services and interventions such rough sleeping services and Severe Weather Emergency Protocols, prison discharge, modular housing and trauma-informed care, including compassion-informed practice and moral injury. We worked on projects to help develop the right conditions for change such as improving data and commissioning practice. And we represented the sector on national practice advisory groups such as the OFSTED supported accommodation regulations group and the ADASS/LGA safeguarding and homelessness group.

We have shared knowledge, expertise and advice through a range of channels including toolkits and other written resources, podcasts and communities of practise groups. We are working closely with our communications team to further develop Homeless Link's knowledge hub and to ensure our content is as relevant and accessible as possible and that we fully understand and reflect developments in communications and content consumption, including the use of AI.

1.5 Supporting the recruitment, retention and development of a sector workforce that is high performing, thriving and representative of the communities they serve

The homelessness workforce is the bedrock on which the entire homelessness support system is based. Without it – without these hard-working people who are committed to making a difference in the lives of others – the system falls apart. Our National Workforce Development team leads Homeless Link's training and development offer to the sector, providing a range of services that enable organisations to invest in their people.

This year we launched the National Homelessness Skills Framework that provides a professional benchmark of the knowledge, skills and behaviours needed for roles across the sector. The tool is designed to serve both people who are thinking of joining the sector and those wishing to develop their skills within their current role. It was developed in consultation with people working in the sector and those with direct experience of homelessness as part of our MHCLG funding.

Central to the recognition of the homelessness workforce is our development of accredited qualifications. This year we have secured centre status with the Chartered Institute of Housing and have been developing plans to extend our accredited qualifications offer to include a further Level 3 and a new Level 4 course in 2025-26.

This year we also convened a task and finish group for the Homelessness Minister looking at the needs of the sector workforce to enable homelessness to be prevented and ended.

We are delighted that as a first step MHCLG have commissioned Homeless Link to carry out a survey of the workforce early in 2025-26.

This will enable us and government to better understand its scale, its skills, its training needs and its challenges and to reflect this in plans for the future.



Ambition 2 - Influencing change to systems

Together we will influence government, agencies and partners at all levels to act in a holistic, collaborative and consistent way to prevent and end homelessness for good.

2.1 To be a strong voice for the sector, influencing national policy and funding decisions to ensure preventing and ending homelessness is a cross-party and -departmental priority.

As the membership body for the homelessness sector we have a key role representing our members' and their beneficiaries' interests to Government. Led by our Policy team a key goal for the year has been to establish strong and effective relationships with the new Government and key parliamentarians. Our success in this area was exemplified when our CEO was one of just 12 voluntary sector leaders invited to join Homelessness Minister's Expert Group advising the development of the new cross government strategy and asked to chair the Homelessness Workforce Task & Finish group.

The most significant issue for the year was funding for homelessness services. We published two major funding policy briefing, one shortly after the election in the summer 2024 followed up in autumn by "Breaking the cycle" policy report setting out history of homelessness funding, impacted on services and outcomes and setting out principles for a future funding model. We made submissions and representation ahead of the first phase of the Comprehensive Spending Review (announced in the budget in Autumn 2024) and the second phase

The Autumn Budget largely delivered on our asks, bringing the one-year rollover of existing funding and an additional £233m of funding for homelessness and rough sleeping – a huge relief for us and our members who had been facing a funding cliff edge - and promised a review of homelessness funding as one of 11 key priority areas across the whole government due to be announced in summer 2025.

The dominant issue of the final quarter was the government consultation on proposals for new regulation of Supported Accommodation and changes to eligibility criteria for Enhanced Housing Benefit. We ran a series of focus groups that ensured our response was informed by over 100 people from 60 of our member organisations. We took our members' voices directly to Government with two roundtable events with the key MHCLG and DWP civil servants who are developing the regulations. Although civil servants appeared to be listening to ourselves and our members the risk of unintended consequences to the sector from regulation will need to stay high on our agenda in 2025-26.

2.2 To take a bold and inclusive national and local campaigning approach, in which members play an active role, with positions and collective campaigns rooted in member experiences and knowledge.

When it comes to influencing change our members are our superpower, and their participation and insight is vital at every stage of our campaigning work.

The year started with the General Election where our campaign sought to influence the manifestos of the major political parties and to establish relationships with future MPs and ministers. With our support our members engaged over 450 candidates standing for election and vitally the Labour Party included key pledges within their manifesto, including the adoption of our ask for a cross-departmental homelessness strategy.

With the sector facing a funding cliff-edge in March 2025, our focus swiftly turned to campaigning for financial certainty for 2025-26 and for more significant reform thereafter. For the Autumn budget campaign we coordinated a sector letter signed by 76 members and secured the rollover of homelessness funding for 2025-26. We followed up the budget with a homelessness sector letter on the impact of employers NIC increases signed by 110 members warning that the changes could cost the sector between £50m and £60m, this sadly fell on deaf ears.

As we moved towards the 2026-29 Comprehensive Spending Review due in summer 2025, we launched our Breaking the Cycle campaign at our Parliamentary reception in February attended by more than 100 member organisations. This ran alongside our joint Reset Homelessness campaign with Inside Housing within which we coordinated 15 opinion pieces from our members on the different ways the current funding system fails them and the people they're supporting. This has been a powerful way to platform the work, experience and opinions of our members on issues from short-term funding and Enhanced Housing Benefit, to Commissioning and working with non-UK Nationals.

2.3 To produce and promote truly inclusive and anti-racist evidence and influencing approaches, which reflect and benefit the diverse lived experiences of everyone who faces homelessness.

The identities and needs of people experiencing homelessness are incredibly diverse, and the best support is often that which can flexibly, holistically adapt to these on an individual basis. Specialist, person-centred services across the country can – and do – deliver amazing support every day. However, the current system too often pushes providers towards one-size-fits-all approaches, and access to specialist support is often based more on where you live rather than what you need.

To effectively advocate for a system that works for all we need to ensure our own research and influencing approach and those of our members embeds equity, diversity and inclusion and clear and consistent co-production and lived experience involvement.

This year our new Policy & Research EDI Assessment Framework has been used in all new projects, with EDI considerations built in as standard. We ran webinars on co-production and EDI in policy influencing and research including external speakers from Groundswell, Revolving Doors, Solace Women's Aid, Bristol University, University of Kent and Trinity College Dublin. We have also developed co-production guides for core research activities such as interviews and focus groups

2.4 To champion partnership, multi-agency and cross-government approaches to addressing the systemic causes of homelessness, reaching out to other sectors with a compelling narrative that everyone has a part to play.

Time and time again our members tell us that the best outcomes are achieved when services work hand in hand. This is as true nationally as it is locally. Homelessness cannot be ended by one government department alone. For a significant proportion of the people supported by our members, their homelessness is about far more than housing.

We were delighted that the Labour Party manifesto included our ask for a cross-government homelessness strategy. Since the election they have established Interministerial Group chaired by Deputy Prime Minister Angela Rayner to develop the new strategy and are taking advice from the Expert Group we are represented on.

For Homeless Link's this means that we need to reach beyond MHCLG - to other national departments and, with increasing regional devolution, also to Mayors and Combined Authorities.

Key successes this year have been the pilot of increased notice for cessation of asylum support to 56 days, continuation of the Health & Wellbeing Alliance and input into the NHS 10-year plan and excellent engagement with Welfare Minister Sir Stephen Timms MP and the DWP Housing and Universal Credit Policy team.

We have continued to work closely with regional authorities and politicians in London, Manchester, Liverpool and the West Midlands and are building strong relationships in areas including West Yorkshire and the North-East of England.

Progress on the new national strategy has been slower than we had hoped with it now expected at some point in 2025-26. There are positive indications that new strategy will take a prevention focus and include homelessness workforce as a foundational theme of work, however over the next year we will need to continue our work to create the consistently high level of commitment and engagement we need across government departments and regional authorities.

2.5 To contribute to the advancement of knowledge into the diverse causes of and solutions to homelessness, in collaboration with people with lived experience and partners across the sector, academia and public spheres.

Homeless Link is a curious organisation and our research team is central to our evidence-based approach to developing our influencing priorities - for instance findings from our flagship Annual Review of Support to End Homelessness has underpinned this year's policy influencing and campaigning on sector funding.

In September we published our Prevention Into Action research report which identified gaps and opportunities for locally-led homelessness prevention in England. This supports our work to achieve a step-change in efforts to prevent homelessness in England through a more coordinated and upstream approach to policy and funding. The research was delivered in collaboration with Cardiff and Heriot-Watt universities and funded by the National Lottery Community Fund.



We also made significant progress with the HOME Study. Working with health and academic partners we are seeking to link homeless accommodation data held in In-Form systems with NHS health data to explore how homeless accommodation impacts on the health of people experiencing homelessness and to provide evidence for improvements in accommodation and health services. In 2025-26 we will publish the first phase report on typologies of homeless accommodation and move forward with data linkage.

Also in 2025-26 we will publish our third Unhealthy State of Homelessness report, drawing together the learnings from local Homeless Health Needs Audits over the last three years.

Ambition 3 -Developing to meet the challenge

Homeless Link will be an effective, innovative, agile and sustainable national membership body, able to meet our members' needs and modelling best practice as an organisation.

3.1 To ensure that the services we provide to our members are relevant, inclusive and valuable, and that our work is informed by and responsive to the diverse and changing needs of members and people experiencing homelessness.

Members are at the heart of Homeless Link. This year we have implemented two key membership policy changes.

Firstly, new Membership eligibility criteria which clarify the eligibility requirements of different membership categories and ensure we can take a robust approach to protect both our own and all our members' reputations by refusing or terminating membership when necessary. We have also put in place a fair "grace period" for late payment of membership fees. Membership benefits now cease if fees are not paid within 3 months of renewal date.

This year we were successful in securing a three-year grant to assist us in developing a new Membership Value Proposition and Strategy. Member views will be fundamental to this work which will commence in 2025-26 with a membership survey and research conducted by our partners Membership Matters.

3.2 To ensure we are a financially sustainable organisation with diverse income streams, including long term grants and growing social enterprise surpluses, alongside membership fee income.

Homeless Link actively avoids being dependent on any one source of funding and self-generates resources wherever possible. This can be via fundraising and corporate sponsorship, and surpluses on contracts and social enterprises which also further our mission. We aim to do this while holding reserves that cover 3 months of expenditure.

In 2024-25 we were delighted to return to financial surplus after three difficult years in financial deficit. Our key income streams grew by 7% with particular success in fundraising from major donors, trusts and foundations and across all our social enterprises. We also saw positive results as we grew sponsorship of our events, that both improved their financial viability and gained largely positive feedback from event participants.

For 2025-26, as was the case for many of our members, we were relieved to receive a one year roll-over of our statutory funding. Like many in the sector this has simply moved the cliff edge back to March 2026 and we await news of future funding opportunities and procurement rounds. However, thanks to our long-term income diversification strategy, funding from Government now represents around 10% of our income - while a decade ago this stood at 40%.

3.3 To be a workplace of choice, with a diverse, engaged and high performing workforce whose wellbeing and development is supported.

Homeless Link's most significant asset and resource is our staff team. It is our people who support our sector, who influence change, who listen and engage with our members and who innovate to adapt our services to their changing needs as well as new opportunities and threats of the world around us.

This year we adopted a new three-year People Strategy and commenced work on our multi-strand action plan. This year we have focused on exploration in partnership with our team - including a staff survey, conference and focus groups. This has enabled us to identify a number of areas where we can enhance our offer as an employer.

We are now consulting staff on changes to pay systems, starting to implement changes such a new recruitment system and building an enhanced staff training and development offer.

3.4 To be brilliant communicators, delivering relevant information to the people who need it, in the best format and at the optimum time, to drive change in the sector and society.

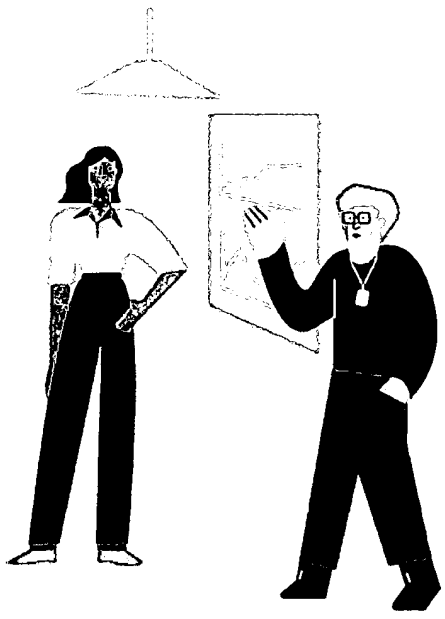
Effective communication is essential to the delivery of our strategy and our small communications and marketing team support every part of our organisation. The ways in which our members and stakeholders prefer to consume information is continuously changing and it's essential that we keep up with this change.

This year we successfully implemented our new email marketing system and strategy allowing a greater personalisation and targeting of information which was reflected in a 20% increase in the readership of our fortnightly bulletins. In January 2025, we took the decision to stop posting on X across all of our social media accounts. It was not an easy decision to take, but we needed to put our values and commitment to equity, diversity and inclusion first and after several months of building engagement on other platforms we felt confident that it was the right decision for us.

We were also secured funding for a three-year programme of improvements to our digital communications. This will focus on our web-based Knowledge Hub - building on this year's content review and user experience research and will explore the growing use of AI and how we can embrace new formats and tools to ensure our content continues to meet our busy members' needs.

3.5 To ensure our work and decisions are informed and supported by high quality data and robust and secure systems and processes.

This year we implemented a new finance system to create a more user friendly and 'live' ability for members of staff to gather the information they need to ensure robust financial scrutiny can take place. We also continued to develop our cyber security systems. Working with our new IT Managed Services provider we achieve recertification for Cyber Essentials, and are working towards Cyber Essentials Plus and ISO27001 certification.



We moved forward with our plans to improve our CRM by establishing a CRM technical team, supported by a senior Steering Group identifying priorities for investment into our data systems. We have secured additional funding for this work and have started to map out the improvements that are needed to better integrate systems, ensure more robust and complete data and support every part of our organisation to be more effective and data informed.

Financial review

Total income for the year, £10.04m, was similar to the previous year (2023-24 £10.03) with a change in the mix of income.

The most significant changes in the year were that:

- MEAM became an independent entity on the 31 December 2024 and therefore income recognised by Homeless Link decreased to £0.72m (2023-24 £1.07m) but this only represented 9 months of activity.

- In-Form income for the year, £4.14m, increased by 17% due to higher volume of customers increasing our annual license fee income by £0.64m.

- Trusts and foundations funding for some of our work has naturally come to an end and not been replaced in the financial year resulting in a £0.29m fall in income.

Expenditure for the year was £9.66m (2023-24 £9.76m) a decrease of £0.1m. The majority of the savings were the decrease in staff numbers 98 (2023-24 110) with MEAM becoming independent in December. Our total funds still increased to £1.50m from £1.42m in the previous year with unrestricted funds totalling £1.18m and restricted funds £0.32m

Change in Accounting Policy and prior year restatement

Homeless Link has been investing in our software product In-Form making improvements and enhancements to meet the demands of our customers and increase our market share. In-Form income has increased from £2.1m in 2021 to £4.1m in 2025 but as we have expensed all our development costs, we have no financial statement assets to reflect this investment. We have decided to change our accounting policy to capitalise the development of costs of In-Form and to restate the financial statement figures of 2024. This change better reflects our investment in the software and our financial performance in 2024 and 2025.

Reserves policy

This year we have reviewed our reserves policy and made changes to ensure it best reflects our organisation as it is today. We have removed the reference to MEAM expenditure as MEAM are now an independent charity. We have also removed the requirement to deduct fixed assets from our unrestricted reserves as this is typically used by organisations that hold significantly high fixed assets which is not relevant to Homeless Link. These changes sit alongside a new accounting policy to capitalise expenditure on In-Form product development, this spreads the cost of product development over the economic life cycle and creates an asset on our finance statements which more accurately reflect the value of In-Form as a realisable asset.

Homeless Link holds reserves primarily in order to maintain an adequate level of resilience against financial risks, and to be able to take advantage of new opportunities as they arise.

The trustees determine a minimum level of unrestricted reserves to be held on the basis of risk-weighted financial forecasts for possible future adverse events. Examples include:

- Ability to maintain adequate working capital in the event of a significant delay in receipt of income, or a requirement to incur significant additional expenditure;

- Ability to maintain service levels in the event of loss of a funding source, until the funding can be replaced or the charity can be appropriately restructured;

- In the last resort, ability to wind up the charity on a solvent basis.

On the above basis, the trustees require the charity to hold reserves that represent at least 3 months spending excluding grant-making and In-Form expenditure.

At the year-end, the charity's unrestricted reserves amounted to £1,203,145 (2023/24 £868,749) exceeding 3 months spending as defined in our reserves policy. The reserves policy is reviewed annually by the Board of Trustees, and they have resolved to adopt this new reserves policy as a target.

Administrative details of the charity, its trustees and advisors

Charity Number	1089173
Company Number	04313826
Registered Office	Minories House, 2-5 Minories, London EC3N 1BJ
Statutory Auditor	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP
Principal Banker	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
Solicitor	Russell Cooke 2 Putney Hill London SW15 6AB

Trustees and directors

Jamie Burton KC	Chair	Appointed 19 December 2024
Anne McLoughlin	Chair	Resigned 18 December 2024
Adele Duncan	Vice-chair	
Scott Robson	Treasurer	
Harish Bhayani	Independent	
Angela Lennox	Independent	
Ross Watkins	Independent	
Derek Heath	Drugs Link	
Simon Hewett-Avison	Homeless Oxfordshire	
Janice Hughes	Two Saints	
Maria Iglesias	Praxis	
David Smith	Oasis Community Housing	Resigned 6 July 2024
Salma Ravat	One Roof Leicester	Resigned 15 August 2024
Ellie McNeil	YMCA Together	Elected 5 December 2024
Gill Arupke	Social Interest Group	Elected 5 December 2024

Company Secretary
Fiona Colley

Senior Staff

Rick Henderson	Chief Executive	
Matt Harrison	Deputy Chief Executive	
Fiona Colley	Director of Social Change	
Peter Smith	Director of Sector Development	Resigned 1 July 2025
Alan Carson	Director of Finance & Resources	Appointed 20 May 2024

Structure, governance and management

Structure

- Homeless Link is a registered charity and a company limited by guarantee and is governed by its Articles of Association.
- Homeless Link Social Investment Limited is a wholly owned trading subsidiary of Homeless Link.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.

Governance and management

The Board of trustees of Homeless Link comprises a minimum of 5 and a maximum of 17 trustees. Trustees of Homeless Link are also directors of the company. The Board is comprised of:

- up to 10 trustees elected from amongst our membership
- up to 7 independent trustees including up to 2 trustees with lived experience of homelessness

Trustees are elected or appointed for an initial term of 3 years and may be elected or appointed for further periods of 3 years. No trustee may serve for more than 9 years continuously.

The Board has three sub-committees, Audit & Risk, Remunerations & Nominations and Resources & Enterprise to undertake detailed oversight in those areas and to make recommendations to the Board. This structure was adopted in 2023 and reviewed in December 2024 with some minor refinements implemented in March 2025.

Whilst the trustees have ultimate responsibility for the governance and direction of Homeless Link, the operations of Homeless Link are managed by the Chief Executive and the Senior Management Team.

Charity Governance Code
The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance. The Code sets out aspirational principles and recommended practice for good governance and is intended to be a tool for continuous improvement towards the highest standard.

In June 2021 we received the finding of an independent review to appraise ourselves against the Code and to provide a governance action plan. The review found that "Homeless Link's Board demonstrates many features of good governance as set out in the Code and there is evidence of ongoing review and development. However, as with most charities a review has identified scope for improvement in systems and processes to align arrangements with recommended practice."

The recommendations of this review have now been fully implemented with the completion and implementation of the review of the Board sub-committees in 2023-24.

After twelve months of operation we conducted a comprehensive review of our new sub-committee structure and processes, implementing some minor enhancements to the structure which is working well overall. We recruited 3 new trustees to the board including our new Chair Jamie Burton KC. Trustees and staff have attended training on enhancing skills, diversity and inclusion within Boards and are reviewing their skills gaps/needs.

The Board self-assesses against the Charity Governance Code annually and has not identified any significant concerns at this time. A strategic governance review, with external support, will be conducted in 2025-26.

Trustee recruitment and training

Homeless Link's trustees are recruited by a combination of membership election and Board appointment.

Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. We have implemented an annual trustee appraisal process, EDI and skills audits, and support trustees to develop their governance skills.

Key management personnel remuneration

The salaries and benefits are set based on the market rates for the sector in which Homeless Link operates.

Risk management

The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing.

We maintain a central register of all significant risks facing the organisation. Each quarter our Senior Management Team review the risk register and highlight areas of progress and concern. These are then addressed by the managers of each team.

The Audit & Risk board sub-committee scrutinises our full risk register on a quarterly basis, considering changes since the last meeting and action plans to control or mitigate the risks. At each Board meeting the Board receive, discuss and approve a review of the key risks facing the charity.

The top four key risks we have currently identified for action are as follows along with the key control and mitigation actions in place or planned:

Key Risk	Description	Mitigations
Loss of Influence	Homeless Link faces competition for attention of Government, local government, and media from other charities. With the new government comes both chance for others to gain more influence and a risk of less interest in single homelessness and VCS voices.	Our clear organisational vision, values and strategy are underpinned by the high profile of our CEO and the mandate provided by wide membership. We actively engage with homelessness minister, other key ministers, Mayors and senior civil servants. Our CEO is a members of the Minister's Homelessness Expert panel. Our Social Change directorate is in regular contact with MPs of all parties and maintains our profile in Westminster with parliamentary events & a strong presence at Party Conferences. We target our communications resources to maintain an effective media and social media presence that reaches decision makers.
Statutory funding	Our government funding from MHCLG was rolled over for 2025-26, but comes to an end in March 2026. Government will need to be persuaded to continue VCSF funding and even if they do, we expect this to be subject to a competitive bidding process with decisions very late in 2025-26.	We are working closely with the new government and civil servants to build the case for continued funding. This is supported with evaluation of the impact of our funded work. We are also contingency planning.

Cyber security	Cyber-attack on some or all of our systems. Cyber-attacks have cause significant detriment to a number of UK businesses and organisations in recent months.	In place Cyber Essentials certification Multi-Factor Authentication on key systems Microsoft 365 Backups Microsoft Defender and ATP security software With the support of our IT managed services provider we will upgrade our security certification to Cyber Essentials Plus in 2025 and ISO27001 in 2026. This will be supported with improved policies and procedures with mandatory staff training and full device management of all devices accessing Homeless Link systems
Finance systems	Internal audit in 2023-24 identified areas where we need to improve our systems and controls to enhance management information and reduce risk of fraud.	Review of systems and processes complete with changes implemented to improve automation, reduce time spent and use all capabilities of existing systems. We have implemented a new cloud-based finance system and digital invoice verification system.

Trustees' responsibilities in relation to the financial statements

The trustees of Homeless Link are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware:

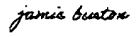
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor appointment

As part of the regular review of our governance, we carried out a review of our audit provider and decided to re-appoint Moore Kingston Smith LLP.

Approval

The Trustees' Report was approved on 1 October 2025 and is signed on their behalf by



Jamie Burton KC, Chair of Trustees

Independent auditors' report to the members of Homeless Link

Opinion

We have audited the financial statements of Homeless Link (the 'company') for the year ended 31 March 2025 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2025 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty

exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor ,9 Appold Street, London, EC1A 2AP

Date: 2 December 2025

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

Incorporating income and expenditure account

For the year ended 31 March 2025

	Notes	Unrestricted Funds £	Restricted Funds £	2025 Total Funds £	*Restated* 2024 Total Funds £
INCOME					
Income from charitable activities					
Statutory income	2	1,543,059	388,780	1,931,839	2,080,563
Trusts and Foundations	3	215,079	313,644	528,723	821,600
MEAM Services	4	429,500	295,167	724,667	1,066,036
In-Form	5	4,141,319	-	4,141,319	3,551,967
Membership Services	6	1,883,113	-	1,883,113	1,869,824
Grants Programme	7	159,243	-	159.243	138,000
Other income					
Other income	8	311,353	357,422	668,775	500,571
Total income		**8,682,666**	**1,355,013**	**10,037,679**	**10,028,561**
EXPENDITURE					
Expenditure on raising funds					
Fundraising		66,538	-	66,538	26,542
Expenditure on charitable activities					
Ending Homelessness		1,496,874	416,294	1,913,168	2,193,950
Research and Development		262,583	434,364	696,947	820,723
MEAM		445,475	347,910	793,385	1,003,399
In-Form		3,605,518	-	3,605,518	3,335,768
Membership Services		1,689,710	-	1,689,710	1,574,457
Grants Programme		162,874	-	162,874	143,724
Other expenditure		619,714	83,273	702,987	657,776
Total expenditure	9 - 10	**8,349,286**	**1,281,841**	**9,631,127**	**9,756,339**
Net movement in funds for the year		**333,380**	**73,172**	**406,552**	**272,222**
Reconciliation of funds:					
Unrestricted Transfer		32,964	(32,964)	-	-
Total funds brought forward		1,131,859	291,697	1,423,556	1,151,334
MEAM Transfer of Reserves		(295,058)	-	(295,058)	-
Total funds carried forward	20	**1,203,145**	**331,905**	**1,535,050**	**1,423,556**

All income and expenditure are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
The notes on pages 32 to 58 form an integral part of the financial statements.
A comparative of the Statement of Financial Activities for the year ended 31 March 2024 is on page 59.

Consolidated and charity balance sheets

As at 31 March 2025

	Notes	Group 2025 £	Charity 2025 £	*Restated* Group 2024 £	*Restated* Charity 2024 £
Fixed Assets					
Intangible fixed assets	13	747,421	747,421	454,896	454,896
Tangible fixed assets	13	42,561	42,561	70,733	70,733
Investments	14	1	2	1	2
		789,983	**789,984**	**525,630**	**525,631**
Debtors:					
amounts falling due after one year	15	-	-	-	-
Current Assets					
Debtors & prepayments	15	3,674,100	3,674,100	3,311,270	3,212,328
Cash at bank		1,367,057	1,367,057	1,786,062	1,510,158
Short term investments	16	136,792	136,792	139,546	139,546
		5,177,949	**5,177,949**	**5,236,878**	**4,862,032**
Creditors:					
amounts falling due within one year	17	(4,432,882)	(4,432,882)	(4,338,952)	(3,964,106)
Net current assets		**745,067**	**745,067**	**897,926**	**897,926**
Total assets less current liabilities		**1,535,050**	**1,535,051**	**1,423,556**	**1,423,557**
Creditors:					
amounts falling due after one year	18	-	-	-	-
Net assets		**1,535,050**	**1,535,051**	**1,423,556**	**1,423,557**
Represented by					
		2025	**2025**	**2024**	**2024**
Funds		**£**	**£**	**£**	**£**
Unrestricted funds: general	19	1,203,145	1,203,146	868,749	868,750
Unrestricted funds: designated	19	-	-	263,110	263,110
Restricted funds	20	331,905	331,905	291,697	291,697
Total Funds		**1,535,050**	**1,535,051**	**1,423,556**	**1,423,557**

The accounts were approved and authorised for issue by the Board of Trustees
On 1 October 2025 and signed on their behalf by:

Jamie Burton KC, Chair of the Board of Trustees

jamie burton

Consolidated statement of cash flows

For the year ended 31 March 2025

	Group 2025 £	*Restated* Group 2024 £
Cash flows from operating activities:		
Net (expenditure) / income (as per the Statement of Financial Activities)	406,552	272,222
Depreciation	324,480	214,492
Increase in short-term debtors	(362,830)	(103,671)
Decrease in Homeless Link Social Investment Ltd; Long-term debtors	-	113,940
Increase in short-term creditors	93,930	1,036,421
Decrease in Homeless Link Social Investment Ltd: Long-term creditors	-	(367,788)
Return of Funds to MEAM	(295,058)	-
Net Cash inflow/(outflow) from operating activities	167,074	1,165,616
Purchase of intangible assets	(570,874)	(491,494)
Purchase of fixed assets	(17,961)	(13,828)
Net Cash outflow from capital expenditure and investments	(588,835)	(505,322)
Change in cash and cash equivalents in the reporting period	(421,759)	(660,294)
Cash and cash equivalents at the beginning of the reporting period	1,925,608	1,265,314
Cash and cash equivalents at the end of reporting period	1,503,849	1,925,608
Analysis of cash and cash equivalents		
Cash in hand	1,367,057	1,786,062
Short term investments	136,792	139,546
Total cash and cash equivalents	**1,503,849**	**1,925,608**

Consolidated statement of cash flows

For the year ended 31 March 2025

Analysis of changes in net debt

	At start of year	Cash Flows	Other non-cash charges	At end of year
	£	£	£	£
Cash in hand	1,786,062	(419,005)	-	1,367,057
Short term investment	139,546	(2,754)	-	136,792
	1,925,608	(421,759)	-	1,503,849
Loans falling due within one year	(374,846)	-	374,846	-
Loans falling due after more than one year	-	-	-	-
Changes in net debt	**1,550,762**	**(421,759)**	**374,846**	**1,503,849**

Notes to the financial statements

For the year ended 31 March 2025

1. ACCOUNTING POLICIES

Basis of preparation

Homeless Link constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) including update bulletin 2, the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice.

The financial statements have been prepared in Sterling, which the functional currency of Homeless Link. Monetary amounts in the financial statements are rounded to the nearest Pound.

Consolidated financial statements

The financial statements consolidate the results of Homeless Link and its wholly owned subsidiary, Homeless Link Social Investment Ltd on a line-by-line basis. The subsidiary company has the same year end date of 31 March 2025.

Going Concern

The trustees have assessed whether the use of Going Concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a Going Concern. The trustees have given due consideration to the longer-term impact of the Covid-19 pandemic on the charity's operations and the current cost of living crisis.

Having reviewed forecasts prepared by management, the trustees are confident that the charity and group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. There were no judgements and estimates considered by the trustees to have significant effect on the amounts recognised in the financial statements.

Notes to the financial statements

For the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

Investments

Unlisted investment comprises investments in subsidiaries which are measured at cost less impairment.

Income

Grants, donations and legacies are recognised as income when they are receivable.
Membership fees are apportioned over the period of membership.
Fees from training and events are treated as income on the date the goods or services are supplied.
In-Form annual license fees are apportioned over the period of the signed contract
Other income from social enterprise activities is spread evenly over the period to which the services relate.

Expenditure

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

Expenditure is classified under the following activity headings:

- Expenditure on raising funds; and
- Expenditure on charitable activities.

Allocation of support costs

Expenditure that cannot be directly attributed to specific activities and services are pooled together as central overheads and are apportioned across activities and services using staff full time equivalents.

Grants payable

Grants payable are payments made to third parties in the furtherance of the charitable objectives of the Charitable Company. The grants are included in the Statement of Financial Activities in the period in which the awards are made.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of Homeless Link. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

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

Further details on each fund are disclosed in Notes 19 and 20.

Notes to the financial statements

For the year ended 31 March 2025

1. ACCOUNTING POLICIES (continued)

Depreciation of Tangible and Intangible Fixed Assets

It is Homeless Link's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of intangible and tangible fixed assets on a straight-line basis over their expected life.

Rates of Depreciation:	
Computer Equipment and systems	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Remaining length of lease

Capitalisation of Intangible Fixed Assets

Intangible assets are capitalised when the aggregate costs are over £10,000. Costs from internal staff and external costs that contribute to the development work of In-Form are capitalised as intangible assets. The intangible assets in the accounts will be amortised over three years.

A policy change has been made to capitalise In-form development costs to reflect the investment in our software which previously was expensed in the income statement, and no value was reflected in our financial statement. Our opinion is that the financial statements were not accurately reflecting the value of the asset and therefore a decision to implement this new policy to capitalise development costs and restate the prior year financial statements.

Changes to prior year financial statements

	Restated 2024	2024	Difference
Expenditure on charitable activities	£	£	£
In-Form	3,335,768	3,731,350	(395,582)
Total Expenditure	9,756,339	10,151,921	(395,582)
Net movement in funds for the year Reconciliation of funds:	272,222	(123,360)	395,582
Total funds carried forward	1,423,556	1,027,973	395,582
Intangible Fixed Assets	454,896	59,313	395,582
Net Assets	1,423,556	1,027,973	395,582
Unrestricted funds: general	868,749	473,166	395,582
Total Funds	1,423,556	1,027,975	395,582

Pensions
Homeless Link pays defined contributions into a stakeholder pension scheme set up in 2008. Contributions are charged to the Statement of Financial Activities as they occur.

Leased assets
Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as they occur.

Short term investments
The trustees, having regard to the liquidity requirements of operating the charity, have invested surplus funds in short-term units, COIF Charities Investment Fund Accumulation Units, managed by CCLA.

Short term investments are included on the balance sheet at their market value at the end of the financial year. Realised and unrealised gains/(losses) are credited/(debited) to the Statement of Financial Activities in the year in which they arise.

Notes to the financial statements

For the year ended 31 March 2025

2 STATUTORY INCOME

	Unrestricted Funds	Restricted Funds	2025 Total
	£	£	£
Department for Levelling Up, Housing and Communities	923,656	130,867	1,054,523
Greater London Authority (GLA)	619,403	0	619,403
London Councils	-	154,240	154,240
Department of Health and Social Care	-	103,673	103,673
	1,543,059	388,780	1,931,839

	Unrestricted Funds	Restricted Funds	2024 Total
	£	£	£
Department for Levelling Up, Housing and Communities	1,003,615	211,632	1,215,247
Greater London Authority (GLA)	537,300	5,500	542,800
London Councils	-	188,021	188,021
Department of Health and Social Care	-	132,245	132,245
Welsh Government	-	2,250	2,250
	1,540,915	539,648	2,080,563

Notes to the financial statements

For the year ended 31 March 2025

3 TRUSTS AND FOUNDATIONS

	Unrestricted Funds	Restricted Funds	2025 Total
	£	£	£
City Bridge Foundation	-	57,650	57,650
Jongen Charitable Trust	150,000	-	150,000
Lloyds Bank Foundation	-	52,553	52,553
London Housing Foundation	22,929	-	22,929
Salford University	42,150	-	42,150
Nationwide Foundation	-	56,694	56,694
St Martin-in-the Fields Charity	-	146,747	146,747
	215,079	313,644	528,723

	Funds	Restricted Funds	2024 Total
	£	£	£
Access - The Foundation for Social Investment	-	43,320	43,320
City Bridge Foundation	-	135,085	135,085
Comic Relief	-	65,000	65,000
John Laing Charitable Trust	30,000	-	30,000
Jongen Charitable Trust	50,000	100,000	150,000
Lloyds Bank Foundation	-	42,246	42,246
London Housing Foundation	23,094	-	23,094
National Institute for Health and Care Research	31,167	-	31,167
National Lottery Community Fund	-	115,303	115,303
Nationwide Foundation	-	90,978	90,978
St Martin-in-the Fields Charity	-	95,407	95,407
	134,261	687,339	821,600

Notes to the financial statements

For the year ended 31 March 2025

4 MEAM

	Unrestricted Funds	Restricted Funds	2025 Total
	£	£	£
National Lottery Community Fund	328,544	266,903	595,447
Other income	100,956	28,264	129,220
	429,500	295,167	724,667

	Unrestricted Funds	Restricted Funds	2024 Total
	£	£	£
National Lottery Community Fund	301,686	700,000	1,001,686
Other income	64,350	-	64,350
	366,036	700,000	1,066,036

5 IN-FORM

	Unrestricted Funds	Restricted Funds	2025 Total	2024 Total
	£	£	£	£
Annual Licence fees	3,603,183	-	3,603,183	2,964,206
Implementations & professional services	538,136	-	538,136	587,761
	4,141,319	-	4,141,319	3,551,967

All In-Form income is unrestricted.

Notes to the financial statements

For the year ended 31 March 2025

6 MEMBERSHIP SERVICES

	Unrestricted Funds	Restricted Funds	2025 Total	2024 Total
	£	£	£	£
Training	862,378	-	862,378	778,905
Consultancy services	544,726	-	544,726	635,598
Membership fees	289,888	-	289,888	323,963
Events and conferences	145,781	-	145,781	89,243
Job advertising	40,340	-	40,340	42,115
	1,883,113	-	1,883,113	1,869,824

All Membership Services income is unrestricted.

7 GRANTS PROGRAMME

	Unrestricted Funds	Restricted Funds	2025 Total	2024 Total
	£	£	£	£
Albert Hunt Trust	-	-	-	100,000
Access – The Foundation for Social Investment	-	-	-	38,000
Homewards Fund	159,243	-	159,243	-
	159,243	-	159,243	138,000

All funds received for our Grants Programme are restricted.

Notes to the financial statements

For the year ended 31 March 2025

8 OTHER INCOME

	Unrestricted Funds	Restricted Funds	2025 Total	2024 Total
	£	£	£	£
HL Social Investment	25,265	315,798	341,063	46,875
Interest receivable	51,107	-	51,107	21,589
Individual and Corporate Donations	47,664	-	47,664	114,163
London Homeless Collective	-	41,624	41,624	71,544
Other Consultancy services	122,798	-	122,798	185,691
Other income: Secondment	64,519	-	64,519	60,709
	311,353	357,422	668,775	500,571

Significant Donations included in above £1,000

	£	£	£	£
The Calypso Browning Trust	-	-	3,000	3,000
Jongen Charitable Trust	-	-	100,000	100,000

Notes to the financial statements

For the year ended 31 March 2025

9 Analysis of expenditure

	Payments to partners	Salaries	Direct costs	Support costs	2025 Total
	£	£	£	£	£
Ending Homelessness	135,116	1,179,620	307,017	291,415	1,913,168
Research & Development	19,997	371,071	212,986	92,893	696,947
MEAM	88,532	432,966	145,917	125,970	793,385
In-Form	-	1,915,516	1,083,100	606,902	3,605,518
Membership Services	-	611,697	846,943	231,070	1,689,710
Grants Programme	116,950	28,807	5,232	11,885	162,874
Other expenditure	-	477,649	190,749	101,127	769,525
	360,595	5,017,326	2,791,944	1,461,262	9,631,127

	Payments to partners	Salaries	Direct costs	Support costs	*Restated* 2024 Total
	£	£	£	£	£
Ending Homelessness	245,334	1,322,182	305,869	320,565	2,193,950
Research & Development	26,544	552,150	115,440	126,589	820,723
MEAM	111,008	591,200	136,940	164,251	1,003,399
In-Form	-	1,736,360	964,972	634,436	3,335,768
Membership Services	-	525,529	760,833	288,095	1,574,457
Grants Programme	-	5,724	138,000	-	143,724
Other expenditure	-	412,220	173,709	98,389	684,318
	382,886	5,145,365	2,595,763	1,632,325	9,756,339

Notes to the financial statements

For the year ended 31 March 2025

10 Analysis of support and governance costs

	2025			*Restated* 2024		
	Support	Govern	Total	Support	Govern	Total
	£	£	£	£	£	£
Office management	101,191	-	101,191	173,662	-	173,662
IT Support	249,564	-	249,564	388,908	-	388,908
Depreciation	322,598	-	322,598	214,492	-	214,492
Training	8,869	-	8,869	15,296	210	15,506
Premises	169,912	-	169,912	171,427	-	171,427
Legal & professional	-	6,244	6,244	30,240	3,537	33,777
Audit fees	-	14,970	14,970	-	28,402	28,402
Senior Management	46,618	19,979	66,597	104,925	21,545	126,470
Finance Support	346,113	-	346,113	263,783	-	263,783
Human Resources	57,781	6,420	64,201	89,472	7,750	97,222
Insurance	33,558	-	33,558	26,407	-	26,407
Bad Debts	-	-	-	37,354	-	37,354
Redundancy costs	77,445	-	77,445	54,916	-	54,916
	1,413,649	47,613	1,461,262	1,570,882	61,444	1,632,326

These governance and support costs have been allocated to charitable activities in proportion to the amount of staff time spent on these activities.

11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management nil

	2025	*Restated* 2024
	Total	Total
	£	£
Wages & salaries	4,853,045	4,949,791
Social security costs	507,939	498,996
Employers pension costs	240,103	221,725
	5,601,087	5,670,512

	2025	2024
The average number of staff employed by Homeless Link (FTE) during the year	98	110

Notes to the financial statements

For the year ended 31 March 2025

11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel (continued)

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£60,000 -£69,999	6	5
£70,000 -£79,999	1	2
£80,000 -£89,999	2	3
£90,000-£99,999	1	1
£100,000-£109,999	-	1
£110,000-£119,999	1	-
£120,000-£129,999	-	1

	2025	2024
Employer's pension costs attributed to employees paid over £60,000 were:	£57,216	£62,473

Homeless Link has purchased indemnity insurance in respect of the trustees and officers.

No Homeless Link trustee was paid or received any other benefits from employment with Homeless Link in the year (2024: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2024: nil).

Homeless Link reimbursed 0 (2024: nil) trustees' travel and accommodation expenses for meetings in the year as follows:

2025	2024
£0	£0

The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Director of Social Change, Director of Sector Development and Director of Finance and Resources.

The total employee benefits for the key management personnel were £551,750 (2024: £440,526).

Notes to the financial statements

For the year ended 31 March 2025

12 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2025	*Restated* 2024
	£	£
Audit fee	14,902	28,402
Depreciation	322,598	214,492
Operating lease rentals	86,242	189,047

13 TANGIBLE AND INTANGIBLE FIXED ASSETS

GROUP AND CHARITY	Leasehold Improvement	Computer Equipment	Fixtures and Equipment	Total Tangible Fixed Assets
	£	£	£	
Cost				
At 01 April 2024	58,718	330,987	58,141	447,846
Additions	-	17,961	-	17,961
Disposals	-	-	-	-
At 31 March 2025	58,718	348,948	58,141	465,807
Depreciation				
At 01 April 2024	25,082	296,452	55,579	377,113
Charge for year	19,705	23,866	2,562	46,133
Disposals	-	-	-	-
At 31 March 2025	44,787	320,318	58,141	423,246
Net Book Values				
At 31 March 2025	13,931	28,630	-	42,561
At 31 March 2024	33,636	34,535	2,562	70,733

Notes to the financial statements

For the year ended 31 March 2025

13 TANGIBLE AND INTANGIBLE FIXED ASSETS (continued)

GROUP AND CHARITY	*Restated* In-Form Development Asset	Web Design and Systems	Total Intangible Fixed Assets
	£	£	£
Cost			
At 01 April 2024	482,744	153,225	635,969
Additions	548,274	22,600	570,874
Disposals	-	-	-
At 31 March 2025	1,031,018	175,825	1,206,843
Depreciation			
At 01 April 2024	87,161	93,912	181,073
Charge for year	230,854	47,493	278,347
Disposals	-	-	-
At 31 March 2025	318,015	141,405	459,420
Net Book Values			
At 31 March 2025	713,001	34,420	747,421
At 31 March 2024	395,583	59,313	454,896

Notes to the financial statements

For the year ended 31 March 2025

14 INVESTMENTS

	Group 2025	Charity 2025	Group 2024	Charity 2024
	£	£	£	£
Homeless Link (Trading) Limited	1	1	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	1	2	1	2

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link and is incorporated in England and Wales. Its registered office is Minories House, 2-5 Minories, London, England, EC3N 1BJ. This subsidiary is not consolidated as it is not material to the group.

Change Account Limited was dissolved during the year ended 31 March 2023 with nothing realised from the investment.

Homeless Link wholly owns a Special Purpose Vehicle (SPV), Homeless Link Social Investment Ltd that provides blended finance to help homelessness organisations support homeless people. The subsidiary is incorporated in England and Wales with registered office at Minories House, 2-5 Minories, London, England EC3N 1BJ. Homeless Link Social Investment Ltd provides unsecured loans and grants of between £25k and £150k repayable over a maximum of 4 years. There are no future plans to provide any further loans or grants.

A summary of Homeless Link Social Investment Ltd's accounts are as follows:

Notes to the financial statements

For the year ended 31 March 2025

14 INVESTMENTS (continued)

Homeless Link Social Investment Ltd

Profit and Loss Account for the year ended 31 March 2025

	2025	2024
	£	£
Total income	323,626	46,875
Total expenditure	25,036	46,875
Net Profit/(Loss)	298,590	-
Transfer to Homeless Link	298,590	-
Profit/(loss) on ordinary activities after taxation	-	-

Homeless Link Social Investment Ltd

Balance Sheet as at 31 March 2025

	2025	2024
	£	£
Long-term Assets		
Debtors: amount falling due after one year	-	-
Current Assets		
Debtors and prepayments	-	98,942
Cash and bank	-	275,905
Total current assets	-	374,847
Creditors: Amounts falling due in one year	-	(374,846)
Net current assets	-	1
Long term creditors	-	-
Net Assets	-	1
Ordinary Share Capital	1	1
Owner's Equity	1	1

Notes to the financial statements

For the year ended 31 March 2025

15 DEBTORS AND PREPAYMENTS

	Group 2025	Charity 2025	Group 2024	Charity 2024
	£	£	£	£
Trade debtors	2,510,719	2,510,719	2,270,594	2,270,594
Prepayments	1,022,290	1,022,290	829,128	829,128
Other debtors	30,900	30,900	30,920	30,920
Homeless Link Social Investment Ltd Loans	-	-	98,942	-
Accrued income	110,191	110,191	81,686	81,686
	3,674,100	3,674,100	3,311,270	3,212,328

16 SHORT TERM INVESTMENTS

	01.04.2024	Net Movement during the year	31.03.2025
	£	£	£
COIF Charities Investment Funds Accumulation Units	139,546	(2,754)	136,792

Notes to the financial statements

For the year ended 31 March 2025

17 CREDITORS	Group	Charity	Group	Charity
Amounts falling due within one year	**2025**	**2025**	**2024**	**2024**
	£	**£**	**£**	**£**
Trade creditors	868,066	868,066	884,173	884,173
Sundry creditors	4,164	4,164	74,980	74,980
Homeless Link Social Investment Ltd Loans	-	-	374,846	-
Deferred income	2,972,586	2,972,586	2,321,294	2,321,294
Other tax and social security	524,484	524,484	522,557	522,557
Accruals	63,582	63,582	161,102	161,102
	4,432,882	4,432,882	4,338,952	3,964,106

Deferred income analysis

	01.04.2024	Net Movement during the year	31.03.2025
	£	£	£
In-Form Licensing income	1,846,355	620,659	2,467,014
CHAIN	71,480	(71,480)	-
Membership fees	123,284	13,515	136,799
Strategic Insight Tool for Rough Sleeping in London	144,000	(144,000)	-
Consultancy	-	65,760	65,760
Training	136,175	(17,918)	118,257
Other	-	184,756	184,756
	2,321,294	651,292	2,972,586

18 CREDITORS:				
Amounts falling due after one year	**2025**	**2025**	**2024**	**2024**
Homeless Link Social Investment Ltd Loans	-	-	-	-

This represents net amounts due to Big Society Capital Limited and National Lottery Community Fund, for the loans issued.

Big Society Capital Limited has fixed and floating charge over all the assets of Homeless Link Social Investment Ltd.

Notes to the financial statements

For the year ended 31 March 2025

19 MOVEMENT ON FUNDS

GROUP AND CHARITY	*Restated* Unrestricted	Restricted	Total
	£	£	£
Opening balances as at 01 April 2024	1,131,859	291,697	1,423,556
Income	8,682,666	1,355,013	10,037,679
Expenditure	(8,349,286)	(1,281,841)	(9,631,127)
Unrestricted Transfer	32,964	(32,964)	-
MEAM Transfer	(295,058)	-	(295,058)
Closing balances as at 31 March 2025	1,203,145	331,905	1,535,050

See note 20 for details of restricted funds.

Analysis of movements in Unrestricted Funds:

	Restated Funds at 01.04.2024	Income	Expenditure	Transfers	Funds at 31.03.2025
	£	£	£	£	£
General fund	868,749	8,253,166	(7,951,734)	32,964	1,203,145
Designated Funds:					
MEAM Partnership fund	263,110	429,500	(397,552)	(295,058)	-
Total	**1,131,859**	**8,682,666**	**(8,349,286)**	**(262,094)**	**1,203,145**

MEAM Partnership Fund: This fund has been created to provide cover for cost of closure of the partnership should winding up become necessary. MEAM has become it's own independent company and separated from Homeless Link on 31st December 2024.

Notes to the financial statements

For the year ended 31 March 2025

20 RESTRICTED FUNDS

GROUP AND CHARITY

	Funds at 01.04.2024	Income	Expenditure	Transfer	Funds at 31.03.2025
	£	£	£	£	£
Capital Capacity Fund	-	130,867	125,058	-	5,809
City Bridge Trust	40,263	57,650	97,052	466	1,327
Health and Wellbeing Alliance	-	103,673	109,080	5,407	-
Homelessness Practice Incubation	10,251	146,747	149,078	19	7,939
Homelessness Prevention Project	63,850	-	64,175	325	-
Housing First England	18,038	56,694	86,819	12,087	-
No Recourse Project (Lloyds Bank Foundation)	15,213	52,553	37,239	15,212	45,739
London Homeless Collective	25,019	41,624	65,685	(958)	-
London Plus Project	34,460	154,240	182,157	(6,543)	-
Making Every Adult Matter (MEAM)-Lottery	71,713	266,903	318,773	(19,843)	-
Making Every Adult Matter (MEAM)-Policy	12,890	28,264	29,137	(12,017)	-
Social Investment Fund	-	315,798	17,588	(27,119)	271,091
Total Restricted Funds	**291,697**	**1,355,013**	**1,281,841**	**(32,964)**	**331,905**

Notes to the financial statements

For the year ended 31 March 2025

20 RESTRICTED FUNDS (continued)

Capital Capacity Fund
Homeless Link received a grant from the Albert Hunt Trust to enable us to grant fund small homelessness charities to do preparatory work on developing capital funding projects for their charities.

City Bridge Trust
City Bridge Trust provided funds to enable the development and launch of a leadership training and coaching programme for homelessness charities in London.

Health and Wellbeing Alliance
This service is funded by the Department of Health and Social Care (DHSC) to facilitate integrated working between the voluntary and statutory sectors and support a two-way flow of information between communities, the Voluntary, Community and Social Enterprise (VCSE) sector and policy leads; and to amplify the voice of the VCSE sector and people with lived experience to inform national policy, promote equality and reduce health inequalities.

Homelessness Practice Incubation

Homeless Link received a 3-year grant from the St Martins in the Fields Charity to incubate emerging and promising practice in the sector and to unlock innovation through a series of capacity building activities.

Homelessness Prevention Project
Homeless Link received a grant from the National Lottery Community Fund to carry out a research project into the nature and extent of homelessness prevention work in England and the charitable funding that supports it and to start to design what a coordinated programme of prevention might look like. This project was carried out in partnership with Cardiff and Heriot Watt Universities.

Housing First England
We received grant funding from Comic Relief, Nationwide Foundation and Crisis to support Housing First England. Alongside continued growth of the national movement, there is a focus on fidelity of services to the principles of Housing First in England; strategic policy influencing; and securing housing supply to ensure that the model is sustainable and replicable.

Notes to the financial statements

For the year ended 31 March 2025

20 RESTRICTED FUNDS (continued)

No Recourse Project
Funded by Lloyds Bank Foundation and delivered in partnership with NACCOM, this is a strategic policy development project looking to understand the meaningful and practical solutions needed to support Non-UK Nationals with restricted eligibility experiencing homelessness. This project will produce a final roadmap report setting out policy and practice changes needed to improve support, and throughout the process will inform our ongoing engagement with government officials.

London Homeless Collective (LHC)
Homeless Link is a member of and the administrator of the London Homeless Collective (LHC), a grouping of 25 of London's homelessness charities working together to raise awareness and funds to end homelessness in London.
We received a grant from the London Community Foundation to cover the costs of running the LHC and raised funds from the public and corporate sources for onward distribution to the members of the LHC.

London Plus Project
Grant aid of £164,265 was receivable in 2023-24 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3.

MEAM Lottery Grant
This is a five-year grant running from 2017 to 2023 from Big Lottery Fund to support the work of the coalition on the MEAM Approach.

All funds are used to promote the objects of Homeless Link.

Notes to the financial statements

For the year ended 31 March 2025

21 RELATED PARTY TRANSACTIONS

As Homeless Link is a membership organisation and our articles of association specify that members will be represented on the Board. As such related party transactions will always arise due to the nature of Homeless Link's activities.

Homeless Link maintains a register of interests for Board and senior management team members and has adopted a conflict of interest policy for Board and staff members. All board and sub-committee meetings include declarations of any conflicts of interests which are managed in accordance with the policy and recorded in the minutes of the meeting. All of the related party transactions below are in accordance with our policies, and made on an arm's length basis, on our normal commercial terms.

Derek Heath is the CEO of Druglink. They paid membership fees of £572 during the year.

Simon Hewett-Avison is the CEO of Homeless Oxfordshire. They have an In-Form system provided by Homeless Link and were invoiced £15,586 in the year for this. They also paid membership, event and training fees of £7,323 during the year.

Janice Hughes is employed by Two Saints. They paid membership and training fees of £28,556 during the year.

Maria Iglesias is employed by Praxis. They paid membership, event and training fees of £4,922 during the year.

Ross Watkins is a trustee of Herts Young Homeless Group. They have an In-Form system provided by Homeless Link and were invoiced £10,934 for this service in the year. They also paid membership, event and training fees of £601 during the year.

Ellie McNeil is the CEO of YMCA Together. They paid membership, event and training fees of £1,478 during the year.

Gill Arukpe is the Chief Executive of Social Interest Group. They paid fees of £57,570 during the year.

Notes to the financial statements

For the year ended 31 March 2025

21 RELATED PARTY TRANSACTIONS (continued)

Trustees who left during the year:

Anne McLoughlin is a trustee of the Refugee Council. They have an In-Form system provided by Homeless Link and were invoiced £40,468 in the year for this. They also paid membership fees of £1,146 during the year.

Salma Ravat is the CEO of One Roof Leicester. They paid £2,814 on membership and inform fees.

David Smith is the CEO of Oasis Community Housing. They have an In-Form system provided by Homeless Link and were invoiced £48,352 for this service in the year. They also paid membership, event and training fees of £1,832 during the year.

There were no other related party transactions that require disclosure in the year.

Notes to the financial statements

For the year ended 31 March 2025

22 ANALYSIS OF GROUP NET ASSETS

	Unrestricted	Restricted	2025 Total
	£	£	£
Intangible Fixed Assets	747,421	-	747,421
Tangible Fixed Assets	42,561	-	42,561
Investments	1	-	1
Net current assets	413,162	331,905	745,067
Long term debtors	-	-	-
Long term liabilities	-	-	-
Balances at 31 March 2025	**1,203,145**	**331,905**	**1,535,050**

	Restated Unrestricted	Restricted	2024 Total
	£	£	£
Intangible Fixed Assets	454,896	-	454,896
Tangible Fixed Assets	70,733	-	70,733
Investments	1	-	1
Net current assets	606,229	291,697	897,926
Long term debtors	-	-	-
Long term liabilities	-	-	-
Balances at 31 March 2024	**1,131,858**	**291,697**	**1,423,556**

23 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2025	2024
Land and Building leases due:	£	£
Within 1 year	86,242	102,805
Between 2 - 5 years	-	86,242
Total	86,242	189,047

Notes to the financial statements

For the year ended 31 March 2025

24 TAX STATUS

As a registered charity, Homeless Link falls within the definition of Charitable Company as defined in Part 1, Schedule 6 of Finance Act 2010 and is therefore potentially exempt from taxation of its income and gains.

No tax charge has arisen during the year.

25 ULTIMATE CONTROLLING PARTY

Homeless Link Social Investment Limited and Homeless Link Trading Limited are wholly owned subsidiaries of Homeless Link, which is the ultimate controlling party.

The ultimate controlling party of Homeless Link are the trustees.

26 CAPITAL COMMITMENTS

There were no capital commitments not provided for in the financial statements (2024: None).

Notes to the financial statements

For the year ended 31 March 2025

27 LONDON ACTIVITIES: LONDON COUNCIL SECTION 37 STATEMENT

Grant aid of £164,265 was received in 2024/25 from London Councils for the PLUS Project, funded under Priority 1, Strand 1.4. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement:

	Grant Awarded £	Grant Spent £
Lead Partner- Homeless Link	78,871	106,073
Delivery Partner-Shelter	85,394	90,351
	164,265	196,424

Breakdown for Homeless Link as Lead Partner

	Grant Awarded £	Grant Spent £
Staff costs	44,699	71,358
Beneficiary costs	11,752	12,295
Other costs	22,420	22,420
	78,871	106,073

Breakdown for Shelter as Delivery Partner

	Grant Awarded £	Grant Spent £
Staff costs	62,773	62,773
Beneficiary costs	13,605	13,605
Other costs	9,016	13,973
	85,394	90,351

Homeless Link received £164,265 from London Councils for the Plus Project during the financial year ended 31 March 2025. Total expenditure during the year included £34,460 underspend from 2023/24 of which £2,301 is being carried forward in 2024/25.

Consolidated statement of financial activities

Incorporating income and expenditure account

For the year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	*Restated* 2024 Total Funds £
INCOME				
Income from charitable activities				
Statutory income	2	1,540,915	539,648	2,080,563
Trust and Foundations	3	134,261	687,339	821,600
MEAM Services	4	366,036	700,000	1,066,036
In-Form	5	3,551,967	-	3,551,967
Membership Services	6	1,869,824	-	1,869,824
Grants Programme	7	-	138,000	138,000
Other income				
Other income	8	429,027	71,544	500,571
Total income		**7,892,030**	**2,136,531**	**10,028,561**
EXPENDITURE				
Expenditure on raising funds				
Fundraising		26,542	-	26,542
Expenditure on charitable activities				
Ending Homelessness		1,338,106	855,844	2,193,950
Research and Development		385,435	435,288	820,723
MEAM		296,364	707,035	1,003,399
In-Form		3,335,768	-	3,335,768
Membership Services		1,574,457	-	1,574,457
Grants Programme		-	143,724	143,724
Other expenditure		657,776	-	657,776
Total expenditure	9 - 10	**7,614,448**	**2,141,891**	**9,756,339**
Net movement in funds for the year		**277,582**	**(5,360)**	**272,222**
Reconciliation of funds:				
Total funds brought forward		854,277	297,057	1,151,334
Total funds carried forward	20	**1,131,859**	**291,697**	**1,423,556**

What We Do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it. Our social enterprises support the homelessness sector through specialised software, engaging training, expert consultancy, and impactful events that also helps to fund our wider work to end homelessness for good.

Homeless Link

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@HomelessLink

Let's End Homelessness Together

Homeless Link



HOMELESS LINK

England & Wales - Charity number 1089173

Accounts

Annual Report

Report and financial statements for the year ended 31 March 2024

Homeless Link

Registered charity number: 1089173
Registered company number: 04313826

Homeless Link

Annual Report & Accounts

Report & financial statements for year ended 31 March 2024

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Chair's introduction

This year's report comes at a time of significant challenge and change.

Over the last year all forms of homelessness have continued to rise rapidly. Meanwhile, the impact of rising demand for services, inflation pressure and frozen contract values have hit many of our members hard.

As ever, when they are most needed and even in these hard times, our Members have stepped up to support their clients and communities and served as an inspiration and beacon of hope to us here at Homeless Link.

I am proud that we, in turn, have been able to support and sustain them with our guidance and learning, our social enterprises such as In-Form and our influencing campaigns – particularly in the run up to the General Election.

Over the year we were also able to improve our financial performance, securing new grants and winning new contracts, growing our income and halving our deficit. We forecast a return to financial surplus in 2024-25 on our journey back to our reserves target.

As I write the new Government is settling in. They have promised change, including getting the country back on track to ending homelessness. We welcome this and look forward to working with them to achieve this shared goal. We will ensure that the voices, expertise and insights of our Members and people with lived experience of homelessness are heard as the government's plans develop.

I would like to thank all of my colleagues on the Board, including David Smith, Amanda Dubarry, Ian Watson, Jamie Whysall, Ellie McNeill and Mark Simms who stepped down in 2023-24 – we have benefited so greatly from their collective wisdom and years of services.

I'm delighted to welcome Scott Robson who we appointed as our new Treasurer and to thank Adele Duncan for stepping up to the role of vice-chair. And I congratulate and welcome our newly elected directors representing our Member organisations.

Later this year I will pass on the baton as Chair of Homeless Link's board. Along with my board colleagues I'd like to thank our wonderful CEO Rick Henderson, the Senior Management Team and all our amazing staff at Homeless Link. It has been a great pleasure to be a part of Homeless Link's story. I wish you all the best for the future.

Anne McLoughlin
7 November 2024

About Homeless Link

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it. Our social enterprise supports the homelessness sector through specialised software, engaging training, expert consultancy, and impactful events that also helps to fund our wider work to end homelessness for good.

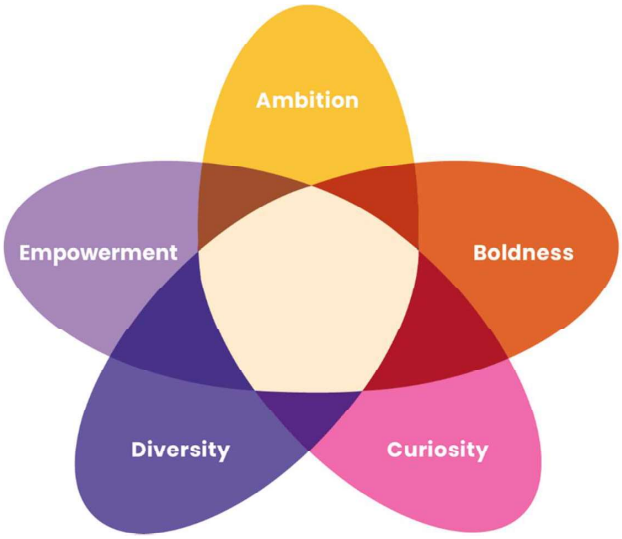
Our Vision

Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.

Our Mission

To develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

Our Values



Ambition: we aim high for ourselves and our members to drive innovation and improvement in services and systems
Boldness: we speak up with integrity, confidence and unwavering commitment to equity and justice
Curiosity: we listen and learn to develop knowledge and expertise and to create new solutions grounded in evidence
Diversity: on our journey towards equity, we advocate and strive for diversity and proactive inclusion to improve collaboration and connections within our organisation, our work and our sector
Empowerment: we support each other with compassion and empathy to harness strengths and unlock potential

Our Approach

Homeless Link's members are our greatest strength and at the heart of everything we do. It is with and through them and their beneficiaries that we will achieve our vision of an end to homelessness.

We adopt a 'partnerships by default' approach to our work, meaning that we actively seek out partners including people with lived experience and work collaboratively wherever possible.

We want membership of Homeless Link to be accessible to every frontline homelessness organisation, so we keep the fees affordable and take an enterprising approach to our activities and finances. We actively avoid being dependent on any one source of funding and self-generate resources wherever possible. This can be via fundraising and corporate sponsorship, and surpluses on contracts and social enterprises which also further our mission.

We work within a fast-changing world and over the life of this strategy we will always be learning and evolving. We will enhance our use of data and take advantage of innovative technologies, while maintaining robust risk management and control systems.

We are fully committed to Equity, Diversity and Inclusion (EDI) and our journey to be an anti-racist organisation. We aim to embed a confident and principled approach to EDI within every aspect of our work and culture, and lead by learning, embedding and sharing inclusive, accessible and equitable approaches that are rooted in the diverse experiences and needs of people experiencing homelessness.

Shaping the Future Together, Strategic Plan 2021-24

Strategic Priorities 2021-2024

Home Safe

We believe everyone should have the right to open and close their own front door and feel safe and secure in their own accommodation. Sadly, for many people this isn't the case.

People First

We believe that homelessness is a temporary state rather than a permanent condition. It is vital that individuals experiencing homelessness are given the right support to meet their needs and aspirations and improve wellbeing.

Prevention into Action

If we are to truly end homelessness, we must find ways of targeting our efforts and resources further upstream to prevent homelessness from occurring in the first place. But it is important to focus on what is actually within our gift to change, both as an organisation and a sector, alongside our campaigning efforts in this space.

A Stronger Voice

Our strength lies in our members: their skills, experience, resources and passion. They know better than anyone the true nature and scale of the challenge to end homelessness. We want to give voice to their experience and, in so doing, create opportunities for shared learning and celebration and give challenge to systems that are not working for people.

Highlights from activities and impact in 2023-24

1. Home Safe

Night Shelter Transformation Fund (NSTF)

Throughout our 3 year strategy period we have sought to strengthen links with funding organisations to increase the availability of high quality, affordable accommodation for people experiencing homelessness. We were pleased once again this year to have supported charities through the Night Shelter Transformation Fund (NSTF).

Funded by DLUHC the NSTF provides grants to faith and community groups to transform night shelters across England. The fund aims to improve both off-the-street accommodation as well as support services offered by non-commissioned night shelter providers. This includes day centre services and accommodation provision.

This year's round saw 25 organisations awarded £3.3million to continue transforming their services and builds on the work of previous funds, such as the Winter Transformation Fund and the Homelessness Transformation Fund. Grants included funding for both revenue and capital projects, creating more accommodation for rough sleepers and bolstering the services that support them.

We have seen the great impact of this funding on organisations and the services they provide, allowing them to transform and grow in what they do.

Housing First

Housing First is one of the important solutions to homelessness. Working intensively with the sector, Homeless Link is driving the scaling up of the quantity and quality of Housing First provision as a solution for people who are facing multiple disadvantage. Our aim is to ensure that high fidelity Housing First is available for everyone who needs it.

A strong focus of our work this year has been political influencing as we moved towards a General Election and a likely change of government. Housing First is a key element of our Manifesto to End Homelessness, and we published a supplementary spotlight policy briefing on Housing First. We worked with co-chair of the APPG on Ending Homelessness, Paula Barker MP, to place an article in Politics Home on why a Labour Government should scale up Housing First, and with Shadow Homelessness minister Mike Amesbury MP who asked a number of Parliamentary Questions on the issue.

We published our research, "More than a Roof", which found huge cross-sector benefits particularly with regards to offending behaviour, mental and physical health, substance misuse, and reducing reliance on emergency services. It attracted attention from Inside Housing and formed the foundation of our Housing First conference, attended by over 400 people, including Andy Burnham, Mayor of Greater Manchester.

Finally, we were successful in securing funding from the Department for Levelling-Up, Housing and Communities to develop the Fidelity Assurance Framework for Housing First, launched in April 2024.

Strategic insights tool

We believe it is vital that homelessness strategies and commissioning, at both a local and national level, are informed by high quality data. Homeless Link leads in this area, as the provider of the

largest homelessness case management system, In-Form; as the verification organisation for the annual rough sleeping counts and estimates; and as the provider of London's CHAIN system – the most comprehensive data system on rough sleeping in the country.

This year our work has expanded to include the Strategic Insights Tool for Rough Sleeping in London has been commissioned by the GLA and London Councils and developed by applied AI and data science specialists Faculty. It aims to bring data together to enable better decision-making and improved collective action. It brings together CHAIN, H-CLIC and In-Form data from across London into a central data warehouse. We are now running the live system and working on improving data visualisations and working with local authorities to assess the quality of the data and the learnings at borough level.

Partnership self-assessment framework

Ending homelessness is not an issue that can be solved by housing or homelessness teams alone. It requires strong partnership working between people who are experiencing or at risk of homelessness, the voluntary, community and faith sectors, health and criminal justice partners, local citizens and businesses, and local political leaders. Yet in many areas joint working remains under-developed, dysfunctional, or absent. This can result in inefficient ways of working and the needs remaining unmet.

We have pioneered and supported local partnerships across England. We believe that:

- Good partnership working involving lived experience will lead to better services.
- Stronger relationships and joint working improve service delivery and offers.
- Better frontline staff wellbeing will enhance service delivery and staff retention.
- Better services will positively impact on people experiencing or at risk of homelessness.
- Improved intelligence will enable more targeted and effective support offered to the sector.

This year, supported by funding from the Department of Levelling Up, Housing & Communities, we launched our Partnerships self-assessment framework and toolkit. This aims to guide local areas in assessing the strength of local partnerships and identify actions to take forward against five markers of effective partnerships – clarity of purpose, connectivity, co-production, collaboration and communication.

The self-assessment tool is an opportunity for strategic leaders to better understand local challenges and will form the basis of Local Partnership Plans to strengthen local collaborative working at a strategic and operational level.

2. People First

Ending women's homelessness

Women are disproportionately affected by homelessness, but their homelessness is less visible and often does not receive the necessary attention. As a result, many homelessness services have not been designed to meet the specific needs of women.
This year we completed our 'Ending Women's Homelessness Project (EWHP) which was funded by Garfield Weston. The project aimed to focus attention on the needs of women who are homeless, improve practice and strengthen relationships between the specialist women and homelessness sectors. This involved the development of a national cross-sector network; the Women's Housing Movement.

The work culminated in the publication of The Gendered Lens Framework, designed to support homelessness services to respond to women effectively and developed in partnership with services and women with experience of homelessness. This framework has already been used to support development of new and existing services. Learning from the project was incorporated into our Ending Homelessness Manifesto.

Supporting young people

Young people experiencing homelessness are one of the most vulnerable groups in society. They have distinct needs from adults: their pathways into homelessness, experiences while homeless and exits out of homelessness are different. Solutions need to be youth focussed.

Young people accessing homelessness settings are often impacted by developmental trauma: early, repeated trauma and loss which happens within important relationships. To support practitioners working with young people we produced a Developmentally Informed Toolkit and bitesize e-learnings on topics including adultification. These provide guidance and tools to help understand young people's journeys and use this knowledge to deliver compassionate, developmentally informed support.

We also continued to facilitate the national Youth Homelessness Advisory Group which enabled us to represent our members' needs around the new Ofsted accommodation regulations, and support the Youth Homelessness campaign #planforthe136k developed by members of the group.

Making Every Adult Matter – Working together to tackle multiple disadvantage

People facing multiple disadvantage experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives.

Making Every Adult Matter (MEAM) is a unique coalition of the national charities Clinks, Collective Voice, Homeless Link (host partner) and Mind. The MEAM Approach is a non-prescriptive framework that supports 42 local areas to transform services and systems for people experiencing multiple disadvantage.

Throughout the year the MEAM network has been exploring where next for multiple disadvantage and the key questions that government and other partners need to answer if we are to resolve the remaining few but persistent policy challenges that impact people experiencing multiple disadvantage. This work has led to the publication of our Future Focus essay collection.

Over the year MEAM has been successful in being commissioned to provide learning and support services from 2023 to 2025 for the 15 local partnerships that form part of the Changing Futures Programme and secured a £1.1m grant from the National Lottery Community Fund to support and expand the MEAM Approach network for 2024-2027.

We are currently progressing plans for setting MEAM up as an independent charitable company, with representatives from the four coalition partners on the board.

Supporting Non-UK nationals

Homeless Link wants to see a country where no one is homeless as a result of their immigration status. However, due to the current asylum and immigration system, many migrants are made much more vulnerable to experiencing homelessness, or face additional barriers to moving on from homelessness, than people with British citizenship.

While our vision is ambitious, we believe that we can achieve significant change, particularly through our partnership with migrant sector membership body, the No Accommodation Network (NACCOM). Together we are uniting the homelessness and migrant sectors to inform and influence national policy and systems change to ensure everyone has increased access to the accommodation, support, and immigration advice they need to prevent and end their homelessness.

For instance, in August 2023, the Home Office changed the point at which people granted refugee status were given notice to leave asylum accommodation from 28 days after receiving the documentation needed to demonstrate their status, to 28 days after being notified of a positive decision. This was irrespective of whether refugees had received the evidence needed to prove their status. This change had a significant impact and resulted in an increased number of refugees becoming homeless.

Following pressure from the homelessness and migrant sector, and thanks to intelligence shared by members, the Home Office confirmed at the end of December that the former practice of issuing notice of support withdrawal 28 days after the receipt of their Biometric Residence Permit (BRP) had been reinstated.

Through our approach rooted in the lived experience of local systems and the people impacted by them we are working to ensure the national changes needed to equip areas to exhaust all available options for Non-UK Nationals experiencing homelessness whilst pushing for legislative change to prevent people from becoming homeless as they progress through the asylum system. Funding for our first project ended in August 2023 and at the end of October we were delighted to secure further funding from Lloyds Bank Foundation to continue our work.

3. Prevention into Action

Gaps & opportunities for locally-led homelessness prevention

Working collaboratively with our members and funders, we identified a need and a desire for a step-change in efforts to prevent homelessness in England.

Currently homelessness funding and actions are largely 'downstream' in nature, focused on crisis-orientated interventions, and on mitigating the impacts on people who are already homeless, particularly people sleeping rough. Partners and stakeholders across the system are keen that action to address homelessness should start to shift towards earlier stages of intervention, and we are seeking to lead the sector in harnessing these preventative efforts.

Encouraged by these discussions, this year we secured a development grant from the National Lottery Community Fund to lay the groundwork for a potential major new programme of sector support to radically advance the prevention of homelessness at local level across England.

Cardiff and Heriot-Watt universities were engaged to lead the research element of this work, which had two key objectives: to assess the extent and type of homelessness prevention activity across England, including the identification of effective practice; and through this process to identify gaps and opportunities for more effective homelessness prevention across England.

Underpinning this analytical work was a five-stage typology of homelessness prevention comprising Universal, Upstream, Crisis, Emergency and Repeat prevention stages.

The research uncovered five overarching findings on the current state of homelessness prevention in England.

1. There is insufficient prevention work at all stages of the typology
2. Resource pressures make it difficult to justify investment in upstream prevention
3. There are particular challenges/gaps for specific at risk sub-populations
4. A general lack of coordination and inter-sectoral partnership working
5. Despite challenges we encountered many examples of effective prevention practice

The report identified six major gaps and opportunities:

1. Act on universal prevention
2. Prioritise upstream prevention
3. Improve downstream prevention
4. Implement specialist prevention measures
5. Enhance inter-sectoral partnership working with the VCS and lived experience at the centre.
6. Develop upstream funding opportunities

An opportunity to invest in upstream prevention

Our research found only 0.7% of the £78 million total allocated by grant funders to homelessness prevention in 2021-2023 went to Upstream Prevention.

Upstream Prevention is focused on high-risk groups and risky transitions which occur before the statutory duty to prevent homelessness is triggered.

Our hypothesis is that through greater funding directed to Upstream Prevention we can help to stop individuals ever having to face homelessness and its potentially scarring impacts across the lifecycle.

Our ambition is systemic change and the next stage of our work is to make the case to funders for a large scale programme of upstream prevention funding.

The fund's aims would be to:

1. Empower the homelessness sector and partner agencies to develop and deliver services which prevent homelessness.
2. Provide the financial headroom organisations need to develop and test their plans.
3. Address funding imbalances by supporting initiatives that are triggered before statutory duties to prevent homelessness are set in motion.

By supporting this Upstream Prevention Fund, funders would be able to lead the way in proactive, early-stage homelessness prevention, empowering communities and fostering cross-sector collaboration for systemic change.

Homewards – The Royal Foundation

In June 2023 we were delighted to join forces with the Prince and Princess of Wales' Royal Foundation and partners across the sector to launch Homewards, a five-year, locally led programme aiming to demonstrate that together it's possible to prevent and end homelessness.

Homewards is committed to supporting the six flagship locations to deliver on their mission to focus on preventing homelessness rather than managing it.

Alongside access to an extensive network of best-in-class expertise, potential partners and funders; a local lead to drive forward action; and a research partner to evaluate success, the Homewards Fund is providing up to £500,000 of flexible seed funding for each of the Homewards locations. This will get them started with preventative solutions to end homelessness.

Homeless Link has been appointed as grant manager for the fund. We will make all the grants and support the process from end to end. The fund opened for applications in March 2024 with the first grants due to be made in June 2024.

4. A Stronger Voice

Our manifesto to end homelessness together

Throughout this strategy period we have aimed to be a stronger, bolder voice for the sector. In 2023-24 our work was particularly focused on the anticipated General Election. Our journey started early. In the summer of 2023 we brought together more than 50 organisations from across the country to join policy development workshops to help inform the asks we would make of the next Government.

Based on the priorities our members shared with us we launched our manifesto – A Home for Everyone – setting out the solutions we need and four overarching ambitions.

1. Everyone has a safe, secure, suitable home in which to thrive
2. Every arm of government working together and playing their part
3. A homelessness system that works for all
4. Sustained investment preventing and ending homelessness - for good

By co-producing our policy agenda we had a powerful platform that our members were eager to campaign on. In March 2024, with the support of Riverside Housing, for the first time ever we coordinated a homelessness sector mass lobby on parliament.

It was a huge success with over 90 homelessness organisations coming together in Westminster. The Conservative Homelessness Minister, Labour Shadow Homelessness Minister and Liberal Democrat Spokesperson for Housing all addressed the audience of homelessness sector leaders and people with lived experience. Together we met with over 70 MPs across the day, making the case for long-term change.

The election and a new government

Since the year end there's been a general election and a new government has been elected. Without doubt it is thanks to campaigning across the sector that Labour made a manifesto commitment to a cross-government approach to homelessness. They also pledged a major social housing building program and to end 'no fault' section 21 evictions.

We set an ambitious target for ourselves and our members to engage at least 100 candidates during the election – a target we exceeded with over 300 candidates signing our election pledge and member organisations meeting with candidates all across the country.
This has created a strong base of engagement with new ministers and MPs which we will build on as we continue to campaign for our manifesto asks to become reality.

Transforming case management with In-Form

In-Form is the UK's leading client relationship and service management solution
There are four reasons why we have built and manage In-Form.

1. To help our members deliver better services to people experiencing homelessness
2. To help our members demonstrate their impact to funders, commissioners and other stakeholders
3. To build an evidence base on people experiencing homelessness and what works in ending their homelessness
4. To generate income for Homeless Link

We ended 2023-24 with 300 customers (29% growth over 3 years), 22,300 users (34% growth over 3 years) and Annual Licence fees of £3,700k (93% growth over 3 years).

Over the course of the year we won 28 new customers with 14 cancellations. The most notable new customer is Riverside Housing's support and care contract which brings in 2,000 new users, £150k in implementation fees and £300k annual licence fees. This ensured we finished the year well ahead of all the targets we had set for ourselves.

We have a significant ongoing programme of product development. This includes upgrades to existing functionality and development of new functionality. The priority for the coming year is the development of the Housing Management module, which will be combined with the existing functionality for licence management, document generation and rent to form the In-Form Housing product.

Developing the sector's workforce and leadership

There are thousands of people working in homelessness and adjacent sectors. The work can be incredibly rewarding but also comes with many challenges. Homeless Link works to support strong leadership in the sector and the recruitment, retention and development of a high quality workforce.

In 2023-24 we expanded our leadership development programme with 120 established and emerging leaders participating in our intensive programme. Participants report increased confidence, networks and access to peer support, increased levels of skills and knowledge being applied at work, more effective management styles and feeling re-invigorated. We were delighted to gain ILM recognition for the programme and with the support of City Bridge Foundation and DLUHC all places were free-of-charge for participants.

Throughout 2023-24 we have been consulting with the sector and people with lived experience to develop a new national skills framework. Designed to be a key resource to support the learning and development of the housing and homelessness workforce, the framework will provide key information on the homelessness sector, focusing on the career pathways, occupations and job roles with it, as well as the competencies, both existing and emerging required for each role. The framework will be published early in 2024-25.

2023-24 was the second year of delivery for our Level 3 Chartered Institute of Housing (CIH) accredited certificate in providing homelessness services. The ground-breaking qualification recognises the vital work homelessness staff do and upskills staff to support people in a strengths-based way.

The accredited courses have been heavily oversubscribed and we are now excited to go into 2024-25 exploring the opportunity for Homeless Link to become an accreditation body ourselves and to expand our offer of this much in demand offer for our members.

Organisational Development in 2023-24

Equalities, Diversity and Inclusion

Our Commitment to Change 2021-24 EDI strategy set out 5 thematic areas for action: Our Governance; Our Team; Our Members; People Experiencing Homelessness; and Government and Society. Delivery of the strategy continued in 2023-24 with strategic oversight by the Board.

Highlights include

- Investors in Diversity staff survey received an 80% response rate. We received the Investors in Diversity for Small Charities award. We are taking forward the feedback as part of the development of our forthcoming People Strategy and review of EDI HR policies.
- As part of our homelessness sector leadership development work, we developed a tool designed for leaders to self-assess their organisation's EDI maturity which was launched in February 2024.
- Our membership survey results were positive, with 71% of our members agreed that Homeless Link plays an important role in pushing forward organisation development in the sector particularly in EDI related areas.

Corporate Management

Our reserves recovery plan was our major corporate management priority throughout the year. With a number of significant long-term funding agreements finishing at the end of the financial year we agreed to reduce planned expenditure, and in particular our salary budget, for 2024-25.

We put forward a voluntary redundancy scheme to offer all staff at Homeless Link. The scheme was successful. We reached agreement for seven members of staff to leave under the scheme and no compulsory redundancies were necessary.

Following the departure of our Director of Finance in October 2023, our Deputy CEO resumed his prior role as finance director and took over management of the finance team. We commissioned Azets to run a follow up internal audit of our financial management processes. They provided us with a detailed analysis of progress made since the audit the previous year, as well as recommendations for future actions. Our new Finance Director joined us in May 2024 and is implementing the recommendations.

We have reviewed and updated our Data Protection policy and developed new procedures for Data Breach Responses, Data Sharing Agreements and Data Protection Impact Assessments. All staff have been trained in the new policies.

We were recertified for Cyber Essentials in November. We have formalised our IT Strategy and developed a new Information Security Policy. Following a competitive tender process we have appointed a new supplier for our IT Managed Services. Smartdesc will take over the contract on 1st July 2024. They will be supporting us to achieve Cyber Essentials Plus this year and ISO27001 certification next year.

In response to new Charity Commission guidance we developed, approved and implemented a new corporate social media policy. We also developed and approved a new membership policy to supplement the provisions of our articles of association, the policy clarifies eligibility criteria and processes for admission to and termination from membership of Homeless Link.

Financial review

Results for the year

Our income was £10.03m (2022/23 £8.76m) an increase of £1.27m (14.5%). Increase in Income was evenly spread across various income streams with a small decline in Statutory Income. Unrestricted Income is responsible for most of the increase in Income (£0.98m).

Statutory Income for the year was £2.08m (2022/23 £2.25m) a decrease of £0.17m. This was offset by growth on all other Income streams. Trusts and Foundation grew by £0.25m (45%), MEAM £0.37m (54%), In-Form £0.28m (8%), Membership Services £0.34m (23%) and Other Income by £0.06m (25%).

Expenditure for the year was £10.15m (2022/23 £9.01m) an increase of £1.14m. The majority of this was investing in our staff with growth in numbers to 110 (2022/23 98) and increase in costs of £0.9m.

We incurred a deficit for the year of £123k. Of this deficit, £5k related to restricted funds, leaving £118k as an unrestricted deficit. Our total funds reduced to £1.03m. This was represented by Restricted Funds of £292k and Unrestricted Funds of £736k, including designated funds of £263k.

Reserves policy

Homeless Link holds reserves primarily in order to maintain an adequate level of resilience against financial risks, and to be able to take advantage of new opportunities as they arise.

The trustees determine a minimum level of reserves to be held on the basis of risk-weighted financial forecasts for possible future adverse events. Examples include:

- Ability to maintain adequate working capital in the event of a significant delay in receipt of income, or a requirement to incur significant additional expenditure;
- Ability to maintain service levels in the event of loss of a funding source, until the funding can be replaced, or the charity can be appropriately restructured;
- In the last resort, ability to wind up the charity on a solvent basis.

On the above basis, the trustees require the charity to hold reserves that represent at least 3 months' spending excluding grant-making and other payments to partners, MEAM and In-Form.

At the year-end, the charity's reserves (defined as general unrestricted funds less the net book value of fixed assets) amounted to £343,120 (2022/23 £444,976). The reserves policy is reviewed annually by the Board of Trustees, and they have resolved to retain this reserves policy as a target.

Future Plans

Many Voices, One Vision:

Uniting to end homelessness

Strategic Plan 2024 – 2027

In our strategy for the next three years we have set ourselves three bold ambitions.

Firstly, to support our members and partners to be strong, resilient and inclusive organisations delivering the excellent accommodation and support services that are at the heart of preventing and ending homelessness. Through our guidance and research, our events, training and development offer and our In-Form case management systems, we will support organisations, leaders and their workforces to develop and improve. But those services operate within systems which too often act as barriers to progress.

Our second goal is therefore to work with our members to influence systemic change – both local and national. We will be a strong voice for the sector and run collaborative campaigns that seek to harness our collective power. We will develop and promote new evidence-based approaches to preventing and ending homelessness and build strong partnerships within and across sectors to deliver them.

Thirdly, to achieve these ambitions, Homeless Link must be a strong and resilient organisation and provide outstanding services to our members. We will be responsive to members' changing needs and able to adapt to the opportunities and threats of the world around us. And we will model the best practice we promote, including being an excellent and inclusive employer and embedding equity, diversity and inclusion in everything we do.

The path ahead will be challenging, but by drawing on the great strengths and talents of everyone at Homeless Link and by convening and mobilising our members, we know that together we can end homelessness.

Our Strategic Ambitions 2024 – 2027

Supporting our sector and improving services

The sector will be stronger, and our members will develop and deliver excellent services to prevent and end homelessness.

Influencing change to systems

Together we will influence government, agencies and partners at all levels to act in a holistic, collaborative and consistent way to prevent and end homelessness for good.

Developing to meet the challenge

Homeless Link will be an effective, innovative, agile and sustainable national membership body, able to meet our members' needs and modelling best practice as an organisation.

Administrative details of the charity, its trustees and advisors

Charity Number	1089173
Company Number	04313826
Registered Office	Minories House, 2-5 Minories, London EC3N 1BJ
Statutory Auditor	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP
Principal Banker	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
Solicitor	Russell Cooke 2 Putney Hill London SW15 6AB

Trustees and directors

Anne McLoughlin	Chair	
Amanda Dubarry	Vice-chair	Resigned 15 Dec 2023
Adele Duncan	Vice-chair	Appointed as vice-chair 15 Dec 2023
Ian Watson	Treasurer	Resigned 13 Dec 2023
Scott Robson	Treasurer	Appointed 13 Dec 2023
Harish Bhayani	Independent	
Angela Lennox	Independent	
Ross Watkins	Independent	
Jamie Whysall	Independent	Resigned 29 Sept 2023
Derek Heath	Drugs Link	Elected 15 Dec 2023
Simon Hewett-Avison	Homeless Oxfordshire	Elected 15 Dec 2023
Janice Hughes	Two Saints	Elected 15 Dec 2023
Maria Iglesias	Praxis	
Ellie McNeil	YMCA Together	Resigned 15 Dec 2023
Salma Ravat	One Roof Leicester	Elected 15 Dec 2023
Mark Simms	P3	Resigned 3 Oct 2023
David Smith	Oasis Community Housing	

Company Secretary

Fiona Colley

Senior Staff

Rick Henderson	Chief Executive	
Matt Harrison	Deputy Chief Executive	
Fiona Colley	Director of Social Change	
Peter Smith	Director of Sector Development	
Sharon Daley	Director of Finance & Resources	Resigned 27 October 2023
Alan Carson	Director of Finance & Resources	Appointed 20 May 2024

Structure, governance and management

Structure

- Homeless Link is a registered charity and a company limited by guarantee and is governed by its Articles of Association.
- Homeless Link Social Investment Limited is a wholly owned trading subsidiary of Homeless Link.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.

Governance and management

The Board of trustees of Homeless Link comprises a minimum of 5 and a maximum of 17 trustees. Trustees of Homeless Link are also directors of the company. The Board is comprised of:

- up to 10 trustees elected from amongst our membership
- up to 7 independent trustees including up to 2 trustees with lived experience of homelessness

Trustees are elected or appointed for an initial term of 3 years and may be elected or appointed for further periods of 3 years. No trustee may serve for more than 9 years continuously.

The Board completed a review of its sub-committee structure and in September 2023 established three sub-committees, Audit & Risk, Remunerations & Nominations and Resources & Enterprise to undertake detailed oversight in those areas and to make recommendations to the Board. These replace the previous sub-committees. The new structure will be reviewed after twelve months of operation.

Whilst the trustees have ultimate responsibility for the governance and direction of Homeless Link, the operations of Homeless Link are managed by the Chief Executive and the Senior Management Team.

Charity Governance Code

The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance. The Code sets out aspirational principles and recommended practice for good governance and is intended to be a tool for continuous improvement towards the highest standard.

In June 2021 we received the finding of an independent review to appraise ourselves against the Code and to provide a governance action plan. The review found that "Homeless Link's Board demonstrates many features of good governance as set out in the Code and there is evidence of

ongoing review and development. However, as with most charities a review has identified scope for improvement in systems and processes to align arrangements with recommended practice."

The recommendations of this review have now been fully implemented with the completion and implementation of the review of the Board sub-committees in 2023-24.

The Board self-assesses against the Charity Governance Code annually and has not identified any significant concerns at this time. We are currently recruiting for our next Chair of the Board and have deferred our next independent external review until the new Chair is in place.

Trustee recruitment and training

Homeless Link's trustees are recruited by a combination of membership election and Board appointment.

Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. We have implemented an annual trustee appraisal process, EDI and skills audits, and support trustees to develop their governance skills.

Key management personnel remuneration

The salaries and benefits are set based on the market rates for the sector in which Homeless Link operates.

Risk management

The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing. In 2023/24 we refined and fully embedded the new risk management system and processes introduced in early 2023.

We maintain a central register of all significant risks facing the organisation. Each quarter our SMT review the risk register and highlight areas of progress and concern. These are then addressed by the managers of each team.

This year we established a new Audit & Risk board sub-committee which scrutinises our full risk register on a quarterly basis, considering changes since the last meeting and action plans to control or mitigate the risks. At each Board meeting the Board receive, discuss and approve a review of the key risks facing the charity.

The top four key risks we have currently identified for action are as follows along with the key control and mitigation actions in place or planned:

Key Risk	Mitigations
Reserves	Budget process Weekly cashflow management Monthly management accounts Quarterly reviews of finance with all teams Voluntary Redundancy Scheme Contingency planning Two-year reserves recovery plan
Statutory funding	Working with the new government and civil servants to build the case for continued funding Evalutation of the impact of our funded work Contingency planning
Cyber security	Cyber Essentials certification With the support of our new managed services provider we will seek to upgrade our security certification to Cyber Essentials plus in 2024 and ISO27001 in 2025. Improved policies and procedures with mandatory staff training Full device management of all devices accessing Homeless Link systems
Finance systems	Review of current systems and processes to improve automation, reduce time spent and use all capabilities of existing systems. Implementation of recommendations from internal audit Build business case for a new cloud-based financial system

Trustees' responsibilities in relation to the financial statements

The trustees of Homeless Link are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware:

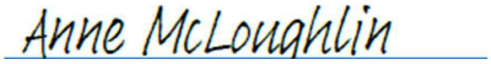
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor appointment

As part of the regular review of our governance, we carried out a review of our audit provider and decided to re-appoint Moore Kingston Smith LLP.

Approval

The Trustees' Report was approved on 7 November 2024 and is signed on their behalf by



Anne McLoughlin, Chair of Trustees

Independent auditors' report to the members of Homeless Link

Opinion

We have audited the financial statements of Homeless Link (the 'company') for the year ended 31 March 2024 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2024 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and,

except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees
As explained more fully in the trustees' responsibilities statement set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the

Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor, 9 Appold Street, London EC1A 2AP

Date: 06/12/2024

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

Incorporating income and expenditure account

For the year ended 31 March 2024

	Notes	Unrestricted Funds £	Restricted Funds £	2024 Total Funds £	2023 Total Funds £
INCOME					
Income from charitable activities					
Statutory income	2	1,540,915	539,648	2,080,563	2,254,118
Trusts and Foundations	3	134,261	687,339	821,600	567,016
MEAM Services	4	366,036	700,000	1,066,036	694,079
In-Form	5	3,551,967	-	3,551,967	3,275,030
Membership Services	6	1,869,824	-	1,869,824	1,524,894
Grants Programme	7	-	138,000	138,000	-
Other income					
Other income	8	429,027	71,544	500,571	440,435
Total income		**7,892,030**	**2,136,531**	**10,028,561**	**8,755,572**
EXPENDITURE					
Expenditure on raising funds					
Fundraising		26,542	-	26,542	12,219
Expenditure on charitable activities					
Ending Homelessness		1,338,106	855,844	2,193,950	2,397,580
Research and Development		385,435	435,288	820,723	557,701
MEAM		296,364	707,035	1,003,399	699,932
In-Form		3,731,350	-	3,731,350	3,284,349
Membership Services		1,574,457	-	1,574,457	1,349,356
Grants Programme		-	143,724	143,724	28,000
Other expenditure		657,776	-	657,776	693,206
Total expenditure	9 - 10	**8,010,030**	**2,141,891**	**10,151,921**	**9,022,343**
Net movement in funds for the year		**(118,000)**	**(5,360)**	**(123,360)**	**(266,771)**
Reconciliation of funds:					
Total funds brought forward		854,276	297,057	1,151,333	1,418,104
Total funds carried forward	20	**736,276**	**291,697**	**1,027,973**	**1,151,333**

All income and expenditure are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
The notes on pages 32 to 57 form an integral part of the financial statements.
A comparative of the Statement of Financial Activities for the year ended 31 March 2023 is on page 58.

Consolidated and charity balance sheets

As at 31 March 2024

	Notes	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Fixed Assets					
Intangible fixed assets	13	59,313	59,313	103,225	103,225
Tangible fixed assets	13	70,733	70,733	131,573	131,573
Investments	14	1	2	1	2
		130,047	**130,048**	**234,799**	**234,800**
Debtors:					
amounts falling due after one year	15	-	-	113,940	-
Current Assets					
Debtors & prepayments	15	3,311,270	3,212,328	3,207,599	2,888,322
Cash at bank		1,786,062	1,510,158	1,140,896	1,052,090
Short term investments	16	139,546	139,546	124,418	124,418
		5,236,878	**4,862,032**	**4,472,913**	**4,064,830**
Creditors:					
amounts falling due within one year	17	(4,338,952)	(3,964,106)	(3,302,531)	(3,148,296)
Net current assets		**897,926**	**897,926**	**1,170,382**	**916,534**
Total assets less current liabilities		**1,027,973**	**1,027,974**	**1,519,121**	**1,151,334**
Creditors:					
amounts falling due after one year	18	-	-	**(367,788)**	-
Net assets		**1,027,973**	**1,027,974**	**1,151,333**	**1,151,334**
Represented by					
		2024	**2024**	**2023**	**2023**
Funds		**£**	**£**	**£**	**£**
Unrestricted funds: general	19	473,166	473,167	679,775	679,776
Unrestricted funds: designated	19	263,110	263,110	174,501	174,501
Restricted funds	20	291,697	291,697	297,057	297,057
Total Funds		**1,027,973**	**1,027,975**	**1,151,333**	**1,151,334**

The accounts were approved and authorised for issue by the Board of Trustees
On 7th November 2024 and signed on their behalf by:

Anne McLoughlin, Chair of the Board of Trustees

Anne McLoughlin

Consolidated statement of cash flows

For the year ended 31 March 2024

	Group 2024 £	Group 2023 £
Cash flows from operating activities:		
Net (expenditure) / income (as per the Statement of Financial Activities)	(123,360)	(266,771)
Depreciation	127,330	67,071
Increase in short-term debtors	(103,671)	(203,002)
Decrease in Homeless Link Social Investment Ltd; Long-term debtors	113,940	247,197
Increase in short-term creditors	1,036,421	117,078
Decrease in Homeless Link Social Investment Ltd: Long-term creditors	(367,788)	(83,500)
Net Cash inflow/(outflow) from operating activities	682,872	(121,927)
Purchase of intangible assets	(8,750)	(59,150)
Purchase of fixed assets	(13,828)	(89,499)
Net Cash outflow from capital expenditure and investments	(22,578)	(148,649)
Change in cash and cash equivalents in the reporting period	(660,294)	(270,576)
Cash and cash equivalents at the beginning of the reporting period	1,265,314	1,535,890
Cash and cash equivalents at the end of reporting period	1,925,608	1,265,314
Analysis of cash and cash equivalents		
Cash in hand	1,786,061	1,140,896
Short term investments	139,546	124,418
Total cash and cash equivalents	**1,925,608**	**1,264,314**

Consolidated statement of cash flows

For the year ended 31 March 2024

Analysis of changes in net debt

	At start of year	Cash Flows	Other non-cash charges	At end of year
	£	£	£	£
Cash in hand	1,140,896	645,166	-	1,786,062
Short term investment	124,418	15,128	-	139,546
	1,265,314	660,294	-	1,925,608
Loans falling due within one year	(154,235)	-	(220,611)	(374,846)
Loans falling due after more than one year	(367,788)	-	367,788	-
Changes in net debt	**743,291**	**660,294**	**147,177**	**1,550,762**

Notes to the financial statements

For the year ended 31 March 2024

1. ACCOUNTING POLICIES

Basis of preparation

Homeless Link constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) including update bulletin 2, the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice.

The financial statements have been prepared in Sterling, which the functional currency of Homeless Link. Monetary amounts in the financial statements are rounded to the nearest Pound.

Consolidated financial statements

The financial statements consolidate the results of Homeless Link and its wholly owned subsidiary, Homeless Link Social Investment Ltd on a line-by-line basis. The subsidiary company has the same year end date of 31 March 2024.

Going Concern

The trustees have assessed whether the use of Going Concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a Going Concern. The trustees have given due consideration to the longer-term impact of the Covid-19 pandemic on the charity's operations and the current cost of living crisis.

Having reviewed forecasts prepared by management, the trustees are confident that the charity and group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. There were no judgements and estimates considered by the trustees to have significant effect on the amounts recognised in the financial statements.

Notes to the financial statements

For the year ended 31 March 2024

1. ACCOUNTING POLICIES (continued)

Investments

Unlisted investment comprises investments in subsidiaries which are measured at cost less impairment.

Income

Grants, donations and legacies are recognised as income when they are receivable.
Membership fees are apportioned over the period of membership.
Fees from training and events are treated as income on the date the goods or services are supplied.
Other income from social enterprise activities is spread evenly over the period to which the services relate.

Expenditure

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

Expenditure is classified under the following activity headings:

- Expenditure on raising funds; and
- Expenditure on charitable activities.

Allocation of support costs

Expenditure that cannot be directly attributed to specific activities and services are pooled together as central overheads and are apportioned across activities and services using staff full time equivalents.

Grants payable

Grants payable are payments made to third parties in the furtherance of the charitable objectives of the Charitable Company. The grants are included in the Statement of Financial Activities in the period in which the awards are made.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of Homeless Link. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

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

Further details on each fund are disclosed in Notes 19 and 20.

Notes to the financial statements

For the year ended 31 March 2024

1. ACCOUNTING POLICIES (continued)

Depreciation of Tangible and Intangible Fixed Assets

It is Homeless Link's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of Intangible and Tangible Fixed Assets on a straight-line basis over their expected life.

Rates of Depreciation:	
Computer Equipment and systems	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Remaining length of lease

Intangible assets are capitalised when the aggregate costs are over £10,000. The Intangible assets in the accounts will be amortised over three years.

Pensions

Homeless Link pays defined contributions into a stakeholder pension scheme set up in 2008. Contributions are charged to the Statement of Financial Activities as they occur.

Leased assets

Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as they occur.

Short term investments

The trustees, having regard to the liquidity requirements of operating the charity, have invested surplus funds in short-term units, COIF Charities Investment Fund Accumulation Units, managed by CCLA.

Short term investments are included on the balance sheet at their market value at the end of the financial year. Realised and unrealised gains/(losses) are credited/(debited) to the Statement of Financial Activities in the year in which they arise.

Notes to the financial statements

For the year ended 31 March 2024

2 STATUTORY INCOME

	Unrestricted Funds £	Restricted Funds £	2024 Total £
Department for Levelling Up, Housing and Communities	1,003,615	211,632	1,215,247
Greater London Authority (GLA)	537,300	5,500	542,800
London Councils	-	188,021	188,021
Department of Health and Social Care	-	132,245	132,245
Welsh Government	-	2,250	2,250
	1,540,915	539,648	2,080,563

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Department for Levelling Up, Housing and Communities	975,974	350,000	1,325,974
Greater London Authority (GLA)	519,189	117,501	636,690
London Councils	-	163,991	163,991
Department of Health and Social Care	-	118,463	118,463
Welsh Government	-	9,000	9,000
	1,495,163	758,955	2,254,118

Notes to the financial statements
For the year ended 31 March 2024

3 TRUSTS AND FOUNDATIONS

	Unrestricted Funds £	Restricted Funds £	2024 Total £
Access - The Foundation for Social Investment	-	43,320	43,320
City Bridge Foundation	-	135,085	135,085
Comic Relief	-	65,000	65,000
John Laing Charitable Trust	30,000	-	30,000
Jongen Charitable Trust	50,000	100,000	150,000
Lloyds Bank Foundation	-	42,246	42,246
London Housing Foundation	23,094	-	23,094
National Institute for Health and Care Research	31,167	-	31,167
National Lottery Community Fund	-	115,303	115,303
Nationwide Foundation	-	90,978	90,978
St Martin-in-the Fields Charity	-	95,407	95,407
	134,261	687,339	821,600

3 TRUSTS AND FOUNDATIONS (continued)

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Access-The Foundation	-	114,000	114,000
Comic Relief	25,000	100,000	125,000
Nationwide Foundation	-	89,938	89,938
John Laing Charitable Trust	50,000	-	50,000
Jongens Charitable Trust	50,000	-	50,000
City Bridge Trust	-	88,000	88,000
Lloyds Bank Foundation	-	32,328	32,328
London Housing Foundation	17,750	-	17,750
	142,750	424,266	567,016

Notes to the financial statements
For the year ended 31 March 2024

4 MEAM

	Unrestricted Funds £	Restricted Funds £	2024 Total £
National Lottery Community Fund	301,686	700,000	1,001,686
Other income	64,350	-	64,350
	366,036	700,000	1,066,036

	Unrestricted Funds	Restricted Funds £	2023 Total £
National Lottery Community Fund	-	600,000	600,000
Other income	94,079	-	94,079
	94,079	600,000	694,079

5 IN-FORM

	Unrestricted Funds £	Restricted Funds £	2024 Total £	2023 Total £
Annual Licence fees	2,964,206	-	2,964,206	2,964,206
Implementations & professional services	587,761	-	587,761	587,761
	3,551,967	-	3,551,967	3,275,030

All In-Form income is unrestricted.

Notes to the financial statements

For the year ended 31 March 2024

6 MEMBERSHIP SERVICES

	Unrestricted Funds	Restricted Funds	2024 Total	2023 Total
	£	£	£	£
Training	778,905	-	778,905	705,725
Consultancy services	635,598	-	635,598	459,483
Membership fees	323,963	-	323,963	241,740
Events and conferences	89,243	-	89,243	72,349
Job advertising	42,115	-	42,115	45,594
Campaigning	-		-	-
	1,869,824	-	1,869,824	1,524,894

All Membership Services income is unrestricted.

7 GRANTS PROGRAMME

	Unrestricted Funds	Restricted Funds	2024 Total	2023 Total
	£	£	£	£
Albert Hunt Trust	-	100,000	100,000	-
Access – The Foundation for Social Investment	-	38,000	38,000	-
	-	138,000	138,000	-

All funds received for our Grants Programme are restricted.

Notes to the financial statements

For the year ended 31 March 2024

8 OTHER INCOME

	Unrestricted Funds	Restricted Funds	2024 Total	2023 Total
	£	£	£	£
HL Social Investment	46,875	-	46,875	45,650
Interest receivable	21,589	-	21,589	150
Individual and Corporate Donations	114,163	-	114,163	288,402
London Homeless Collective	-	71,544	71,544	-
Other Consultancy services	185,691	-	185,691	47,174
Other income: Secondment	60,709	-	60,709	59,059
	429,027	71,544	500,571	440,435

Significant Donations included in above £1,000

	£	£	£	£
The Calypso Browning Trust	3,000	-	3,000	3,000
The Henhurst Charity	-	-	-	1,000
The John Young Charitable Trust	-	-	-	5,000
Jongen Charitable Trust	100,000	-	100,000	50,000

Notes to the financial statements

For the year ended 31 March 2024

9 Analysis of expenditure

	Payments to partners	Salaries	Direct costs	Support costs	2024 Total
	£	£	£	£	£
Ending Homelessness	245,334	1,322,182	305,869	320,565	2,193,950
Research & Development	26,544	552,150	115,440	126,589	820,723
MEAM	111,008	591,200	136,940	164,251	1,003,399
In-Form	-	2,087,339	1,096,737	547,274	3,731,350
Membership Services	-	525,529	760,833	288,095	1,574,457
Grants Programme	-	5,724	138,000	-	143,724
Other expenditure	-	412,220	173,709	98,389	684,318
	382,886	5,496,343	2,727,528	1,545,163	10,151,921

	Payments to partners	Salaries	Direct costs	Support costs	2023 Total
	£	£	£	£	£
Ending Homelessness	519,576	1,176,647	347,436	353,921	2,397,580
Research & Development	5,718	386,291	84,515	81,177	557,701
MEAM	49,431	401,548	139,975	108,978	699,932
In-Form	-	1,697,443	1,072,691	514,215	3,284,349
Membership Services	-	492,579	622,352	234,425	1,349,356
Grants Programme	-	-	28,000	-	28,000
Other expenditure	8,107	515,712	104,622	64,765	693,206
	582,832	4,670,220	2,399,591	1,357,481	9,010,124

Notes to the financial statements

For the year ended 31 March 2024

10 Analysis of support and governance costs

	2024			2023		
	Support	Govern	Total	Support	Govern	Total
	£	£	£	£	£	£
Office management	173,662	-	173,662	146,423	-	146,423
IT Support	388,908	-	388,908	306,943	-	306,943
Depreciation	127,330	-	127,330	67,071	-	67,071
Training	15,296	210	15,506	30,813	1,968	32,781
Premises	171,427	-	171,427	298,606	-	298,606
Legal & professional	30,240	3,537	33,777	28,021	7,071	35,092
Audit fees	-	28,402	28,402	-	31,182	31,182
Senior Management	104,925	21,545	126,470	45,088	46,918	92,006
Finance Support	263,783	-	263,783	165,474	-	165,474
Human Resources	89,472	7,750	97,222	110,096	-	110,096
Insurance	26,407	-	26,407	24,193	-	24,193
Bad Debts	37,354	-	37,354	52,169	-	52,169
Redundancy costs	54,916	-	54,916			
	1,483,720	61,444	1,545,164	1,274,897	87,139	1,362,036

These governance and support costs have been allocated to charitable activities in proportion to the amount of staff time spent on these activities.

11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management nil

	2024	2023
	Total	Total
	£	£
Wages & salaries	5,242,430	4,294,122
Social security costs	532,548	492,130
Employers pension costs	246,513	244,386
	6,021,491	4,171,741

	2024	2023
The average number of staff employed by Homeless Link (FTE) during the year	110	98

Notes to the financial statements

For the year ended 31 March 2024

11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel (continued)

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£60,000 -£69,999	5	5
£70,000 -£79,999	2	3
£80,000 -£89,999	3	-
£90,000-£99,999	1	-
£100,000-£109,999	1	1
£120,000-£129,999	1	

	2024	2023
Employer's pension costs attributed to employees paid over £60,000 were:	£62,473	£49,722

Homeless Link has purchased indemnity insurance in respect of the trustees and officers.

No Homeless Link trustee was paid or received any other benefits from employment with Homeless Link in the year (2023: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2023: nil).

Homeless Link reimbursed 0 (2023: 4) trustees' travel and accommodation expenses for meetings in the year as follows:

2024	2023
£0	£897

The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Director of Social Change, Director of Sector Development and Director of Finance and Resources.

The total employee benefits for the key management personnel were £440,526 (2023: £419,148).

Notes to the financial statements

For the year ended 31 March 2024

12 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2024	2023
	£	£
Audit fee	28,402	30,993
Depreciation	127,330	67,071
Operating lease rentals	189,047	308,415

13 TANGIBLE AND INTANGIBLE FIXED ASSETS

GROUP AND CHARITY	Leasehold Improvement	Computer Equipment	Web Design and Systems	Fixtures and Equipment	Total Fixed Assets
	£	£	£	£	£
Cost					
At 01 April 2023	58,718	317,159	144,475	58,141	578,493
Additions	-	13,828	8,750	-	22,578
Disposals	-	-	-	-	-
At 31 March 2024	58,718	317,159	144,475	58,141	578,493
Depreciation					
At 01 April 2023	5,642	252,832	41,250	43,971	343,695
Charge for year	19,440	43,620	52,662	11,608	127,330
Disposals	-	-	-	-	-
At 31 March 2024	25,082	296,452	93,912	55,579	471,025
Net Book Values					
At 31 March 2024	33,636	34,535	59,313	2,562	130,046
At 31 March 2023	53,076	64,327	103,225	14,170	234,798

Notes to the financial statements

For the year ended 31 March 2024

14 INVESTMENTS

	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Homeless Link (Trading) Limited	1	1	1	1
Change Account Limited	-	-	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	1	2	2	3

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link and is incorporated in England and Wales. Its registered office is Minories House, 2-5 Minories, London, England, EC3N 1BJ. This subsidiary is not consolidated as it is not material to the group.

Change Account Limited was dissolved during the year ended 31 March 2023 with nothing realised from the investment.

Homeless Link wholly owns a Special Purpose Vehicle (SPV), Homeless Link Social Investment Ltd that provides blended finance to help homelessness organisations support homeless people. The subsidiary is incorporated in England and Wales with registered office at Minories House, 2-5 Minories, London, England EC3N 1BJ. Homeless Link Social Investment Ltd provides unsecured loans and grants of between £25k and £150k repayable over a maximum of 4 years. There are no future plans to provide any further loans or grants.

A summary of Homeless Link Social Investment Ltd's accounts are as follows:

Notes to the financial statements

For the year ended 31 March 2024

14 INVESTMENTS (continued)

Homeless Link Social Investment Ltd

Profit and Loss Account for the year ended 31 March 2024

	2024	2023
	£	£
Total income	46,875	45,650
Total expenditure	46,875	47,929
Net Profit/(Loss)	-	-

Homeless Link Social Investment Ltd

Balance Sheet as at 31 March 2024

	2024	2023
	£	£
Long-term Assets		
Debtors: amount falling due after one year	-	113,940
Current Assets		
Debtors and prepayments	98,942	319,277
Cash and bank	275,905	88,807
Total current assets	374,847	408,084
Creditors: Amounts falling due in one year	(374,846)	(154,235)
Net current assets	1	253,849
Long term creditors	-	(367,788)
Net Assets	1	1
Ordinary Share Capital	1	1
Owner's Equity	1	1

Notes to the financial statements

For the year ended 31 March 2024

15 DEBTORS AND PREPAYMENTS

	Group 2024	Charity 2024	Group 2023	Charity 2023
	£	£	£	£
Trade debtors	2,270,594	2,270,594	1,967,968	1,967,968
Prepayments	829,128	829,128	677,508	677,508
Other debtors	30,920	30,920	14,452	14,452
Homeless Link Social Investment Ltd Loans	98,942	-	319,277	-
Accrued income	81,686	81,686	228,394	228,394
Homeless Link Social Investment Ltd	-	-	-	-
	3,207,599	3,212,328	3,207,599	2,888,322

Debtors: Amounts falling due after one year

	2024	2023
Homeless Link Social Investment Ltd Loans	-	113,940

This represents Homeless Link Social Investment Ltd loans made out to investees, repayment of which is due within up to four years. The loans are offered at a fixed interest of 8% p.a. There is an option for early repayment in full with no penalty charges.

16 SHORT TERM INVESTMENTS

	01.04.2023	Net Movement during the year	31.03.2024
	£	£	£
COIF Charities Investment Funds Accumulation Units	124,419	15,127	139,546

Notes to the financial statements

For the year ended 31 March 2024

17 CREDITORS Amounts falling due within one year	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Trade creditors	884,173	884,173	876,513	876,513
Sundry creditors	74,980	74,980	-	89,045
Homeless Link Social Investment Ltd Loans	374,846	-	495,503	154,235
Deferred income	2,321,294	2,321,294	1,532,062	1,623,285
Other tax and social security	522,557	522,557	285,295	413,721
Accruals	161,101	161,101	145,732	145,732
	4,338,952	3,964,106	3,302,531	3,148,296

Deferred income analysis

	01.04.2023 £	Net Movement during the year £	31.03.2024 £
In-Form Licensing income	1,504,476	341,897	1,846,355
CHAIN	49,000	22,480	71,480
Consultancy	35,249	(35,249)	-
Training	34,560	101,615	136,175
Membership Fees	-	123,284	123,284
Strategic Insight Tool for Rough Sleeping in London	-	144,000	144,000
	1,623,285	698,009	2,321,294

18 CREDITORS: Amounts falling due after one year	2024	2024	2023	2023
Homeless Link Social Investment Ltd Loans	-	-	367,788	-

This represents net amounts due to Big Society Capital Limited and National Lottery Community Fund, for the loans issued.

Big Society Capital Limited has fixed and floating charge over all the assets of Homeless Link Social Investment Ltd.

Notes to the financial statements

For the year ended 31 March 2024

19 MOVEMENT ON FUNDS

GROUP AND CHARITY	Unrestricted	Restricted	Total
	£	£	£
Opening balances as at 01 April 2023	854,276	297,057	1,151,333
Income	7,892,030	2,136,531	10,028,561
Expenditure	(8,010,030)	(2,141,891)	(10,151,921)
Closing balances as at 31 March 2024	736,276	291,697	1,027,973

See note 20 for details of restricted funds.

Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2023	Income	Expenditure	Transfers	Funds at 31.03.2024
	£	£	£	£	£
General fund	679,775	7,892,030	(8,010,030)	(88,609)	473,166
Designated Funds:					
MEAM Partnership fund	174,501	-	-	88,609	263,110
Total	**854,276**	**7,892,030**	**(8,010,030)**	**-**	**736,276**

MEAM Partnership Fund: This fund has been created to provide cover for cost of closure of the partnership should winding up become necessary.

Notes to the financial statements

For the year ended 31 March 2024

20 RESTRICTED FUNDS

GROUP AND CHARITY

	Funds at 01.04.2023	Income	Expenditure	Funds at 31.03.2024
	£	£	£	£
Capital Capacity Fund	-	100,000	100,000	-
City Bridge Trust	27,155	135,085	121,977	40,262
Comic Relief (research)	3,212	21,000	24,212	-
Enterprise Development Programme	37,126	81,320	118,446	-
Health and Wellbeing Alliance	-	132,245	132,245	-
Homelessness Practice Incubation	-	95,407	85,156	10,251
Homelessness Prevention Project	-	115,303	51,453	63,850
Housing First England	27,713	105,978	115,653	18,038
No Recourse Project (Lloyds Bank Foundation)	5,399	42,246	32,432	15,213
London Homeless Collective	13,086	71,544	59,611	25,019
London Plus Project	15,971	188,021	169,532	34,460
Making Every Adult Matter (MEAM)-Lottery	51,246	700,000	679,533	71,713
Making Every Adult Matter (MEAM)-Policy	40,392	-	27,502	12,890
Proactive Policy Work	-	100,000	100,000	-
Reboot UK	263	-	263	-
StreetLink	-	219,382	219,382	-
Women's Homelessness Project	75,494	-	75,494	-
Youth Homelessness	-	29,000	29,000	-
Total Restricted Funds	**297,057**	**2,136,531**	**2,141,891**	**291,697**

Notes to the financial statements

For the year ended 31 March 2024

20 RESTRICTED FUNDS (continued)

Capital Capacity Fund

Homeless Link received a grant from the Albert Hunt Trust to enable us to grant fund small homelessness charities to do preparatory work on developing capital funding projects for their charities.

City Bridge Trust

City Bridge Trust provided funds to enable the development and launch of a leadership training and coaching programme for homelessness charities in London.

Comic Relief Research Grant

Comic Relief provided funding for Homeless Link's Supported Housing policy work focussed on representing Homeless Link members in relation to the Supported Housing (Regulatory Oversight) Bill. This has been a fast-moving piece of work with enormous implications for all providers of supported accommodation. Homeless Link member engagement has been our priority, in order to ensure policy positions are developed collaboratively.

Enterprise Development Programme

The aim of this programme is to provide a range of support for charities and social enterprises in England, helping them to build resilience by making a transition to new enterprise models or expand existing ones. Funding is provided by Access - The Foundation for Social Investment to support homelessness sector organisations to take advantage of grants and learning opportunities.

Health and Wellbeing Alliance

This service is funded by the Department of Health and Social Care (DHSC) to facilitate integrated working between the voluntary and statutory sectors and support a two-way flow of information between communities, the Voluntary, Community and Social Enterprise (VCSE) sector and policy leads; and to amplify the voice of the VCSE sector and people with lived experience to inform national policy, promote equality and reduce health inequalities.

Homelessness Practice Incubation

Homeless Link received a 3-year grant from the St Martins in the Fields Charity to incubate emerging and promising practice in the sector and to unlock innovation through a series of capacity building activities.

Notes to the financial statements
For the year ended 31 March 2024

20 RESTRICTED FUNDS (continued)

Homelessness Prevention Project
Homeless Link received a grant from the National Lottery Community Fund to carry out a research project into the nature and extent of homelessness prevention work in England and the charitable funding that supports it and to start to design what a coordinated programme of prevention might look like. This project was carried out in partnership with Cardiff and Heriot Watt Universities.

Housing First England
We received grant funding from Comic Relief, Nationwide Foundation and Crisis to support Housing First England. Alongside continued growth of the national movement, there is a focus on fidelity of services to the principles of Housing First in England; strategic policy influencing; and securing housing supply to ensure that the model is sustainable and replicable.

No Recourse Project
Funded by Lloyds Bank Foundation and delivered in partnership with NACCOM, this is a strategic policy development project looking to understand the meaningful and practical solutions needed to support Non-UK Nationals with restricted eligibility experiencing homelessness. This project will produce a final roadmap report setting out policy and practice changes needed to improve support, and throughout the process will inform our ongoing engagement with government officials.

London Homeless Collective (LHC)
Homeless Link is a member of and the administrator of the London Homeless Collective (LHC), a grouping of 25 of London's homelessness charities working together to raise awareness and funds to end homelessness in London.
We received a grant from the London Community Foundation to cover the costs of running the LHC and raised funds from the public and corporate sources for onward distribution to the members of the LHC.

London Plus Project
Grant aid of £163,991 was receivable in 2022-23 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3.

MEAM Lottery Grant
This is a five-year grant running from 2017 to 2023 from Big Lottery Fund to support the work of the coalition on the MEAM Approach.

Notes to the financial statements

For the year ended 31 March 2024

20 RESTRICTED FUNDS (continued)

MEAM Policy
This is a coalition of Clinks, Homeless Link and Mind formed to improve policy and services for people facing multiple needs. Funds have been received from the Lankelly Chase Foundation to support our Voices from Frontline project, which brings the voice of people with multiple needs and those who support them into policy debate

Reboot UK
Homeless Link is a consortium partner of Good Things Foundation's Reboot project, funded by the Big Lottery. Homeless Link supported 8 delivery partners across England (Evolve Housing + Support, Connection at St Martin's, St Mungo's, Elim Connect Centre, Exeter CoLab, Seaview Project, Inspiring Change Manchester and the Foxton Centre).

StreetLink
This was funded by grants from MHCLG (£350,000), the Greater London Authority (£117,501) and the Welsh Government (£9,000). We also received donations from members of the public to support our work on StreetLink during the year. StreetLink is a 24/7 telephone line, website and mobile phone app that enables members of the public to tell us about people sleeping rough in their communities. All reports are automatically passed on to local authorities and we then follow up on these reports and provide feedback to the person who made the report. StreetLink is a partnership project between Homeless Link and St Mungo's.

Women's Homelessness Project
We received funding of £210,000 from the Garfield Weston Foundation to support a project from Jan 2021 to March 2024 to build upon the work of our Ending Women's Homelessness Grants Fund, to strengthen the support homeless women receive, focusing on learning and training to deliver long term sector-wide change informed by the projects funded through our grants.

Youth Homelessness
Grant funding from Comic Relief supports Homeless Link's work on youth homelessness in line with our strategy. We aim to increase the national representation and voice of youth homelessness organisations, in order to improve youth homelessness response and prevention. This includes an Advisory Group, regional networks and scoping reports as well as practice and policy briefings.

All funds are used to promote the objects of Homeless Link.

Notes to the financial statements

For the year ended 31 March 2024

21 RELATED PARTY TRANSACTIONS

As Homeless Link is a membership organisation and our articles of association specify that members will be represented on the Board. As such related party transactions will always arise due to the nature of Homeless Link's activities.

Homeless Link maintains a register of interests for Board and senior management team members and has adopted a conflict of interest policy for Board and staff members. All board and sub-committee meetings include declarations of any conflicts of interests which are managed in accordance with the policy and recorded in the minutes of the meeting. All of the related party transactions below are in accordance with our policies, and made on an arm's length basis, on our normal commercial terms.

Derek Heath is the CEO of Druglink. They have an In-Form system provided by Homeless Link and were invoiced £2,160 in the year for this. They paid membership fees of £545 during the year.

Simon Hewett-Avison is the CEO of Homeless Oxfordshire. They have an In-Form system provided by Homeless Link and were invoiced £15,456 in the year for this. They also paid membership, event and training fees of £5,512 during the year.

Janice Hughes is employed by Two Saints. They paid membership and training fees of £11,683 during the year.

Maria Iglesias is employed by Praxis. They paid membership, event and training fees of £2,163 during the year.

Anne McLoughlin is a trustee of the Refugee Council. They have an In-Form system provided by Homeless Link and were invoiced £42,804 in the year for this. They also paid membership fees of £1,091 during the year.

Salma Ravat is the CEO of One Roof Leicester. They have an In-Form system provided by Homeless Link and were invoiced £16,361 in the year for this. They also paid membership, event and training fees of £19,338 during the year.

David Smith is the CEO of Oasis Community Housing. They have an In-Form system provided by Homeless Link and were invoiced £16,710 for this service in the year. They also paid membership, event and training fees of £1,693 during the year.

Ross Watkins is a trustee of Herts Young Homeless Group. They have an In-Form system provided by Homeless Link and were invoiced £5,642 for this service in the year. They also paid membership, event and training fees of £572 during the year.

Notes to the financial statements

For the year ended 31 March 2024

21 RELATED PARTY TRANSACTIONS (continued)

Trustees who left during the year:

Amanda Dubarry is the CEO of Your Place. They received a social investment in 2020/21 from Homeless Link Social Investment Ltd consisting of a loan of £120,000 and grant of £30,000 under the same terms as other investees and are still repaying the loan. At the year-end there was a balance of £25,635 outstanding. They have an In-Form system provided by Homeless Link and were invoiced £16,361 in the year for this. They also paid membership, event and training fees of £19,338 during the year.

Ellie McNeil is the CEO of YMCA Together. They paid membership, event and training fees of £12,486 during the year.

There were no other related party transactions that require disclosure in the year.

Notes to the financial statements

For the year ended 31 March 2024

22 ANALYSIS OF GROUP NET ASSETS

	Unrestricted	Restricted	2024 Total
	£	£	£
Intangible Fixed Assets	59,313	-	59,313
Tangible Fixed Assets	70,733	-	70,733
Investments	1	-	1
Net current assets	606,229	291,697	897,926
Long term debtors	-	-	-
Long term liabilities	-	-	-
Balances at 31 March 2024	**736,276**	**291,697**	**1,027,973**

	Unrestricted	Restricted	2023 Total
	£	£	£
Intangible Fixed Assets	103,225	-	103,225
Tangible Fixed Assets	131,573	-	131,573
Investments	1	-	1
Net current assets	802,758	297,057	1,099,815
Long term debtors	113,940	-	113,940
Long term liabilities	(297,221)	-	(297,221)
Balances at 31 March 2023	**854,276**	**297,057**	**1,151,333**

23 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2024	2023
Land and Building leases due:	£	£
Within 1 year	102,805	102,805
Between 2 - 5 years	86,242	189,837
Total	189,047	292,642

Notes to the financial statements

For the year ended 31 March 2024

24 TAX STATUS

As a registered charity, Homeless Link falls within the definition of Charitable Company as defined in Part 1, Schedule 6 of Finance Act 2010 and is therefore potentially exempt from taxation of its income and gains.

No tax charge has arisen during the year.

25 ULTIMATE CONTROLLING PARTY

Homeless Link Social Investment Limited and Homeless Link Trading Limited are wholly owned subsidiaries of Homeless Link, which is the ultimate controlling party.

The ultimate controlling party of Homeless Link are the trustees.

26 CAPITAL COMMITMENTS

There were no capital commitments not provided for in the financial statements (2023: None).

Notes to the financial statements

For the year ended 31 March 2024

27 LONDON ACTIVITIES: LONDON COUNCIL SECTION 37 STATEMENT

Grant aid of £188,021 was received in 2023/24 from London Councils for the PLUS Project, funded under Priority 1, Strand 1.4. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement:

	Grant Awarded £	Grant Spent £
Lead Partner- Homeless Link	131,557	97,097
Delivery Partner-Shelter	94,572	94,572
	226,129	191,669

Breakdown for Homeless Link as Lead Partner

	Grant Awarded £	Grant Spent £
Staff costs	72,800	72,487
Beneficiary costs	48,857	14,875
Other costs	9,900	9,735
	131,557	97,097

Breakdown for Shelter as Delivery Partner

	Grant Awarded £	Grant Spent £
Staff costs	59,330	59,330
Beneficiary costs	8,010	29,932
Other costs	5,095	5,310
	72,435	94,572

Homeless Link received £188,021, including £6,880 understated in 2022/23, from London Councils for the Plus Project during the financial year ended 31 March 2024. Total expenditure during the year included £38,108 underspend from 2022/23 resulting in overall underspend of £34,460 for the financial year ended 31 March 2024 as shown in the Restricted Funds Note 20.

For the year ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £
INCOME				
Income from charitable activities				
Statutory income	2	1,495,163	758,955	2,254,118
Trust and Foundations	3	92,750	424,266	517,016
MEAM Services	4	94,079	600,000	694,079
In-Form	5	3,275,030	-	3,275,030
Membership Services	6	1,524,894	-	1,524,894
Grants Programme	7	-	-	-
Other income				
Other income	8	382,724	57,711	440,435
Total income		**6,864,640**	**1,840,932**	**8,705,572**
EXPENDITURE				
Expenditure on raising funds				
Fundraising		12,219	-	12,219
Expenditure on charitable activities				
Ending Homelessness		1,638,625	758,955	2,397,580
Research and Development		122,413	435,288	557,701
MEAM		117,570	582,362	699,932
In-Form		3,284,349	-	3,284,349
Membership Services		1,349,356	-	1,349,356
Grants Programme		-	28,000	28,000
Other expenditure		665,708	80,968	746,676
Total expenditure	9 - 10	**7,190,240**	**1,885,573**	**9,075,813**
Net movement in funds for the year		**(325,600)**	**(44,641)**	**(370,241)**
Reconciliation of funds:				
Total funds brought forward		1,076,406	341,698	1,418,104
Total funds carried forward	20	**750,806**	**297,057**	**1,047,863**

Homeless Link

What We Do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

Homeless Link

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London
EC3N 1BJ

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Annual Report 2023-24 Final - signed 29.11.24

Final Audit Report 2024-12-10

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HOMELESS LINK

England & Wales - Charity number 1089173

Accounts

Annual Report

Report and financial statements for the year ended 31 March 2023

Homeless Link

Registered charity number: 1089173
Registered company number: 04313826

Annual Report & Accounts

Report & financial statements for year ended 31 March 2023

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Chair's introduction

This year's homelessness statistics make for distressing reading. The annual rough sleeping snapshot found 3,069 people sleeping rough on a single night in England, an increase of 26%. Over the course of the year 296,180 households were assessed as meeting the statutory definition of homelessness – a 6% increase on the previous year. And as the year ended on 31 March 104,510 households were living in temporary accommodation, the highest on record since 1998. This included more than 130,000 children.

These statistics tell a shameful story of more and more people pushed into homelessness over the past year, hit by the cost of living crisis and let down by a disgraceful lack of affordable homes and a wholly inadequate social safety net.

At the same time our members have told us that due to continuing financial pressures hundreds of homelessness services across the country are at risk of cuts and closure - just when they are so desperately needed.

It is in this context that I am so immensely proud of the work of Homeless Link has done this year. Through the Night Shelter Transformation Fund grants, the new leadership development programme, local partnerships support, our Keep Our Doors Open campaign and more, we have supported and sustained our members and their frontline services.

As is the case for so many of our members, and all across the charities sector, this year was challenging for us financially. We spent more than we expected as we invested in our services and our running costs rose. Meanwhile we did not achieve our targets for fundraising or social enterprise surpluses.

In response the Board and our Senior Management Team has agreed a short term reserves recovery plan. Through a combination of efficiency savings and additional fundraising and income generation we anticipate that we will meet our reserves policy by 2025/26, without significant impact on our services and activities.

These are difficult times for all of us in the sector and most of all for people experiencing and at risk of homelessness. I'd like to thank my fellow Board members, the Senior Management Team, our wonderful staff team, all our Homeless Link members and our funders for your ongoing support.

At times like these we stand together, as it is vital that our work and the work of our members continues and that we bring about change and positive futures for the people we work with and within systems at both a local and national level.

Anne McLoughlin
20 September 2023

Shaping the Future Together

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

We are in a unique position to see both the scale and nature of the tragedy of homelessness. We see the data gaps; the national policy barriers; the constraints of both funding and expertise; the system blocks and attitudinal obstacles. But, crucially, we also see – and are instrumental in developing – the positive practice and 'what works' solutions**.** In April 2021 we launched Shaping the Future Together, our strategic plan for 2021-2024.

Our vision

Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.

Our mission

Our mission is to develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

Our values

Committed: We work tirelessly to drive social change to end homelessness for good
Compassionate: We believe in the value and potential of people. We champion justice, humanity and compassion for all
Credible: We speak the truth based on evidence. We listen and learn, ask questions and respond with honesty and integrity
Collaborative: We believe in the power of partnership, working together for better results - with our members, our partners and people experiencing homelessness

Our Strategic Plan Priorities

1. Home Safe
2. People First
3. Prevention into Action
4. A Stronger Voice

Highlights from activities and impact in 2022–23

1. Home Safe

We believe everyone should have the right to open and close their own front door and feel safe and secure in their own accommodation. Sadly, for many people this isn't the case.

July 2022 saw the launch of the Night Shelter Transformation Fund which to date has awarded £9.9 million to 55 organisations. Funded by the Department for Levelling Up, Housing and Communities (DLUHC), applicants and grant holders are supported by Homeless Link and Housing Justice. The fund includes revenue and capital funding comparable to the previous Homelessness Transformation Fund 2021-22, with an additional Capital Incubator stream to support organisations with developing plans for capital work.

The Fund aims to improve the quality of off-the-street accommodation, reduce the number of people sleeping rough or requiring emergency shelter and make long-term transformations to the services provided by non-commissioned Night Shelter providers.

Funded organisations include NOAH Enterprise, who have been funded through the Revenue stream to increase immigration advice for non-UK national rough sleepers in Luton; Emmanuel House, who were granted Capital Incubator funding to work towards becoming a registered provider and; Gravesham Sanctuary, who received Capital funding to increase a house from four bedrooms to seven, increasing bed spaces for emergency accommodation.

The Night Shelter Transformation Fund is an incredibly important project enabling homeless organisations to transform the quality of off-the-street accommodation in their local communities and we are delighted that DLUHC has now confirmed a further round of £3 million to be awarded in 2023-24.

Alongside this investment into the supported accommodation sector, this year the government started a journey towards regulation aiming to eliminate the growing numbers of rogue landlords operating Exempt Accommodation services. Homeless Link has represented our members, backing efforts to improve the quality of accommodation and support, whilst seeking to influence the emerging legislation and regulatory framework to avoid unintended consequences for our members from the new regulatory burdens.

Legislation is expected to gain assent in the coming months and our influencing activity will continue as DLUHC officials develop plans for consultation and development of the regulatory framework.

April 2022 saw the successful transfer of the management of London's Combined Homelessness and Information Network (CHAIN) from St Mungo's to Homeless Link. Unfortunately, we were unsuccessful in our bid to develop and run DLUHC's public-facing digital service to support the end of rough sleeping. We are currently in discussions with the Department and the successful bidder on the impact of this on our StreetLink service with government grant funding for the service due to end mid-way through 2023-24.

2. People First

We believe that homelessness is a temporary state rather than a permanent condition. It is vital that individuals experiencing homelessness are given the right support to meet their needs and aspirations and improve wellbeing.

Ending homelessness requires coordination between many different agencies, including charities and housing associations, community and faith groups, local authorities and other public services, as well as people with lived experience. Yet in many areas joint working remains under-developed, dysfunctional or absent. Too often this results in inefficient ways of working as efforts are duplicated or confused, while the needs of people who are homeless remain unmet.

Homeless Link is funded by DLUHC to support partnership development across England and from London Councils for specific work in the capital. In the first of three years grant funding from DLUHC, the team has adapted to new ways of working, developed our approach in delivering support to our target areas, and started to build good consistency across our work. We have identified key local areas for engagement where they are assessed as needing support to strengthen their strategic partnerships.

Our National Partnerships team worked with 21 targeted areas and by the end of March 2023 had undertaken work across a wider 78 areas where we delivered a range of interventions and supported the development of partnership working. We have developed a guide and self-assessment of what makes a good partnership with five markers: Collaboration, Connectivity, Communication, Clarity of Purpose, and Co-production.

Alongside this the Make Every Adult Matter (MEAM) Approach network has continued to grow and develop. This year we welcomed ten new members, bringing the total number to 42. We have provided bespoke support to these new areas and a wide programme of events and learning activities for all network members. Our online MEAM community now has 350 members.

Our MEAM Systems Practice Team have provided grant-funded support to nine local areas in the network to tackle specific system challenges and run a grant-funded Systems Leadership Programme for this cohort. In Westminster, we were commissioned to run a three-cohort Systems Leadership Programme, which has had positive impact and feedback. Our commercial support to Cambridgeshire and Peterborough has been well-received and helped to shape the next stage of their work.

This year we have developed our Foundation Training programme for the network, which provides fully-funded introductory training for network members on a quarterly basis. We have also shaped our In-Depth training offer and been successful in securing a range of training and workforce development contracts.

We have continued to use learning from our local work to influence national policy, in particular the Changing Futures programme (where we sit on the national steering group and have supported Policy Lab work) and our two reports on funding, which were well-received across government.

3. Prevention into Action

If we are to truly end homelessness, we must find ways of targeting our efforts and resources further upstream to prevent homelessness from occurring in the first place. But it is important to focus on what is actually within our gift to change, both as an organisation and a sector, alongside our campaigning efforts in this space.

People experiencing homelessness experience some of the worst health outcomes in society. Diagnoses of physical and mental health conditions are much higher than in the general population and many of those experiencing homelessness face early onset frailty. Poor health, in particular mental ill health and addiction, can be a cause of homelessness and a significant barrier to ending someone's homelessness. Improving access to health services for people experiencing and at risk of homelessness is vital to preventing and ending homelessness.

This year we published "The Unhealthy State of Homelessness 2022" presenting the findings from 31 Homeless Health Needs Audits (HHNAs), representing 2,776 individuals. It presents up to date information on the health of people experiencing homelessness, and exploring what we know about whether the right services are available to adequately meet people's needs. The profile of the report has led to two further commissioned HHNAs and interest from our first Integrated Care System (ICS) area.

We continued our work leading the Homeless Health Consortium (with Groundswell and Pathway) as part of the Department of Health and Social Care funded VCSE Health & Wellbeing Alliance. The Bridging the Gap report set out the findings of our consultation with frontline workers and people experiencing homelessness and explored the barriers to and opportunities for effective health and social care services. We followed this up with a suite of resources aimed at supporting staff and volunteers to have conversations about health to encourage people to engage with health care.

Non-UK nationals form a significant part of the UK homeless population. Working in partnership with NACCOM and the Lloyds Bank Foundation, we published Unlocking the Door: A roadmap for supporting non-UK nationals facing homelessness in England. The report provides good practice case studies, legal analysis around accommodation options, an overview of suitable national accommodation models and stories and testimonies from people with lived experience to support policy and practice improvement.

The Roadmap report has formed the basis of strong engagement with the Local Government Associate, No Recourse to Public Funds Network and diverse range of local authorities who want to take forward recommendations to change their practice.

Key national stakeholder relationships with DLUHC and the Home Office continue to embed and evolve. We are now regularly invited to engagement activity including sitting on the Rough Sleeping Support Service advisory group, feeding into voluntary return consultation, and proactive engagement around asylum process. Our recommendations influenced the inclusion of non-UK nationals with restricted eligibility in Rough Sleeping Initiative fund programme guidance and as one of three priority areas for the government's Ending Rough Sleeping Strategy refresh.

4. A Stronger Voice

Our strength lies in our members: their skills, experience, resources and passion. They know better than anyone the true nature and scale of the challenge to end homelessness. We want to give voice to their experience and, in so doing, create opportunities for shared learning and celebration and give challenge to systems that are not working for people.

Throughout 2022 Homeless Link consulted with members across the country to understand how the cost-of-living crisis was impacting the homelessness sector. As rising inflation drove up costs across the country, a combination of long-term funding deficits, staff shortages and increased demand for support has pushed the already stretched homelessness sector into crisis.

In November 2022 we launched the 'Keep Our Doors Open' campaign asking Government for an inflationary funding increase for commissioned services, specialist utility support for charities and an uplift in Local Housing Allowance in line with market rates. Around 60 members have taken part in campaign activities so far including media and social media work, parliamentary engagement and a roundtable with senior DLUHC officials.

In March, the Chancellor announced £100m of funding for charities facing financial hardship. While the recognition of the importance of third sector providers was welcome, we do not believe this will be sufficient to protect services, so our campaign continues.

We have also continued to support our members to develop, strengthen and sustain their organisations and services. As part of our DLUHC funded capacity building work, we have produced twenty-four new good practice resources, supported three communities of practice and launched a new season of our podcast 'Going Beyond'. We introduced a new coaching service and launched established, emerging and senior leadership programmes of masterclasses, workshops, action learning sets, mentoring and online networking.

In-Form exists to support our vision to end homelessness by supporting organisations to transform their case management. Whilst sold on a commercial basis to cover the cost of the project and make a small surplus, this is a social enterprise, and we keep our prices affordable to enable as many services as possible to use the system.

As the sector has struggled with financial pressures sales of new In-Form systems have slowed. In 2022-23 we sold 24 new In-Form systems, which was below target and we experienced higher than expected cancellations, mainly associated with the ending of Fulfilling Lives systems. However, growth from our existing customers was strong and our user numbers saw solid growth to 19,500 users. Our Annual Recurrent Revenue growth was 18%.

We invested in In-Form support staffing and overhauled systems and processes resulting in substantially improved customer support, managing 14,000 cases during the year.

We made significant improvements to the rent module and delivered new features to support our customers' services including safeguarding, body mapping and outreach location mapping.

Organisational Development in 2022-23

Equalities, Diversity and Inclusion

Our EDI strategy sets out 5 thematic areas for action: Our Governance; Our Team; Our Members; People Experiencing Homelessness; and Government and Society. Delivery of the strategy continued in 2022-23 with strategic oversight by the Board. In November 2022 our EDI Programme Manager started and this has enabled us to accelerate our work across all strands.

Highlights include

- a refresh of our staff EDI advisory group and resonance groups
- a series of staff awareness sessions on EDI topics (including intersectionality, the Equality Act, unconscious bias and conscious inclusion, British Sign Language and Bipolar Disorder)
- internal and external publication of to raise awareness, understanding and good management including on Ramadan, Passover, Holy Week, Mental Health Awareness Week and International Day Against Homophobia, Biphobia, Intersexphobia and Transphobia
- improving EDI data collection and monitoring for recruitment

Corporate Management

This year we were able to bring our entire team of almost 100 people together for the first time since 2019. Due to growth, turnover and remote working, for many of the team it was the first time they had met in person. It was a powerful opportunity to build our relationships and culture and we have resolved that we will bring the team together more often.

In November 2022 we carried out our second staff survey with Best Companies. We were delighted to see our employee engagement scores improving and to be ranked as one of the top 10 best charities to work for.

This year we reviewed our post-pandemic office and working arrangements. We agreed to reduce our office space by a half. We undertook a significant refurbishment of the space we were retaining and in mid-January moved to a single floor with all staff hot desking.

This realised a significant saving which enabled us to further strengthen our corporate management with the appointment of a Director of Finance & Resources, Sharon Daley, who joined us on 3 April 2023.

We have also been implementing the recommendations of an internal audit commissioned in the wake of a cyber fraud we experienced in 2021-22. Finance policies and processes have been reviewed and developed into Finance Handbook and managers and staff have been trained. We have also continued to enhance cyber security with the transition of many of our systems to up to date Cloud based IT services.

In May 2022 we launched our new website and brand refresh. The new site has significantly improved usability on mobile devices and the ease with which members can find information, resources and events.

Financial review

Results for the year

As anticipated, Homeless Link's income for the year reduced significantly. Our income was £8.76million (2021/22 £11.47million) a reduction of £2.71million.

The main factor was a change to DLUHC's grant fund distribution model. This year the £9.9million Night Shelter Transformation Fund grants were awarded and paid directly from DLUHC to grantees, whilst predecessor funds were first paid to Homeless Link, with the grants then awarded and paid by us.

As a result, while the grants reaching the sector increased significantly, we recorded income for grant-making for the year of £nil (2021/22 £4.25million), a reduction of £4.25million, but of course this was matched by a fall in expenditure on awarding and paying grants to other charities, which stood at £28K (2021/22 £4.65million), a reduction of £4.62 million.

Meanwhile income from Trusts and Foundations for the year was £567k (2021/22 £3157k) an increase of £252k.We also saw a growth in other income including a 21% increase in In-Form income to £3.28million and an 11% increase in Membership services income to £1.52million as income from training and events continue recovered following the pandemic lockdowns.

Expenditure for the year was £9.02million (2021/22 £11.87million), a reduction of £2.85million. The key reduction was the decrease in grants awarded as set out above. Non-grant making expenditure for the year was £9.00million (2021/22 £7.22million) an increase of £1.78million.

We incurred a deficit for the year of £267k. Of this deficit, £45k related to restricted funds, leaving £222k as an unrestricted deficit. Our total funds reduced to £1,151,333. This was represented by Restricted Funds of £297,057 and Unrestricted Funds of £854,276, including designated funds of £174,501.

Reserves policy

Homeless Link holds reserves primarily in order to maintain an adequate level of resilience against financial risks, and to be able to take advantage of new opportunities as they arise.

The trustees determine a minimum level of reserves to be held on the basis of risk-weighted financial forecasts for possible future adverse events. Examples include:

- Ability to maintain adequate working capital in the event of a significant delay in receipt of income, or a requirement to incur significant additional expenditure;
- Ability to maintain service levels in the event of loss of a funding source, until the funding can be replaced, or the charity can be appropriately restructured;
- In the last resort, ability to wind up the charity on a solvent basis.

On the above basis, the trustees require the charity to hold reserves that represent at least 3 months' spending excluding grant-making and other payments to partners, MEAM and In-Form.

At the year-end, the charity's reserves (defined as general unrestricted funds less the net book value of fixed assets) amounted to £444,976. The reserves policy is reviewed annually by the Board of Trustees, and they have resolved to retain this reserves policy as a target.

Future Plans

2023-24 will be the final year of Shaping the Future Together, our 3-year strategic plan and in a large part the year will see us continuing our current work streams, while developing our plans for the coming years.

Work continuing this year will include:

- A further round of the Night Shelter Transformation Fund
- Influencing the detailed development of supported accommodation regulation
- Continuing partnerships, practice and sector capacity building work
- Continuing to campaign for sustainable funding for the sector

New projects in 2023-24 include:

- Influence the general election manifestos of the main political parties
- A new project to support emerging and promising practice in the sector
- Launch of In-Form Housing
- Development of new data visualisation tools for CHAIN
- Working towards achieving the Investors in Diversity Award
- Reviewing and enhancing our financial management systems and processes
- Implementing a new approach to risk management

Administrative details of the charity, its trustees and advisors

Charity Number	1089173
Company Number	04313826
Registered Office	Minories House, 2-5 Minories, London EC3N 1BJ
Statutory Auditor	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP
Principal Banker	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
Solicitor	Russell Cooke 2 Putney Hill London SW15 6AB

Trustees and directors

Anne McLoughlin, Chair	
Amanda Dubarry, Vice-Chair	Appointed as vice-chair 28 June 2023
Michael Egan, Treasurer	Resigned 15 January 2023
Ian Watson, Treasurer	Appointed 23 February 2023
Steve Benson	Resigned 31 March 2023
Harish Bhayani	
Adele Duncan	Elected 2 December 2022
Maria Iglesias	
Angela Lennox	
Ellie McNeil	
Mark Simms	
David Smith	
Ross Watkins	
Jamie Whysall	

Company Secretary
Fiona Colley

Senior Staff		
Rick Henderson	Chief Executive	
Matt Harrison	Deputy Chief Executive	
Fiona Colley	Director of Social Change	
Sharon Daley	Director of Finance & Resources	Appointed 3 April 2023
Peter Smith	Director of Sector Development	

Structure, governance and management

Structure

- Homeless Link is a registered charity and a company limited by guarantee and is governed by its Articles of Association.
- Homeless Link Social Investment Limited is a wholly owned trading subsidiary of Homeless Link.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.

Governance and management

The Board of trustees of Homeless Link comprises a minimum of 5 and a maximum of 17 trustees**.** Trustees of Homeless Link are also directors of the company. The Board is comprised of:

- up to 10 trustees elected from amongst our membership
- up to 7 independent trustees including up to 2 trustees with lived experience of homelessness

Trustees are elected or appointed for an initial term of 3 years and may be elected or appointed for further periods of 3 years. No trustee may serve for more than 9 years continuously.

The Board has established four sub-committees, Finance, Governance, HR and In-Form to undertake detailed oversight in those areas and to make recommendations to the Board.

Whilst the trustees have ultimate responsibility for the governance and direction of Homeless Link, the operations of Homeless Link are managed by the Chief Executive and the Senior Management Team.

Charity Governance Code

The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance. The Code sets out aspirational principles and recommended practice for good governance and is intended to be a tool for continuous improvement towards the highest standard.

In June 2021 we received the finding of an independent review to appraise ourselves against the Code and to provide a governance action plan. The review found that “Homeless Link’s Board demonstrates many features of good governance as set out in the Code and there is evidence of ongoing review and development. However, as with most charities a review has

identified scope for improvement in systems and processes to align arrangements with recommended practice."

In 2022-23 our governance improvement work continued with reviews of our Articles of Association, Board succession plans and sub-committee structure. Minor amendments were made to modernise our articles, these were agreed at our Annual Membership Meeting. The changes included removing the restriction that the vice-chair must be an independent trustee. Following this change one of our elected trustees, Amanda Dubarry, was appointed as vice-chair.

The Board extended the terms of several directors by 1 to 3 years to achieve a smoother turnover of Board membership and avoid a "cliff-edge" of retirements. The Board also agreed, in principle, to a new sub-committee structure comprised of three sub-committee, Audit & Risk; Resources & Enterprise; and Nominations & Remuneration. These are expected to be established in 2023-24.

Trustee recruitment and training

Homeless Link's trustees are recruited by a combination of membership election and Board appointment.

Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. We have implemented an annual trustee appraisal process and skills audits, and support trustees to develop their governance skills.

Key management personnel remuneration

The salaries and benefits are set based on the market rates for the sector in which Homeless Link operates.

Risk management

The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing. In 2022/23 we reviewed and updated our whole organisation's risk management process. Following discussions at the Board away day, supported by advice from Zurich Insurance and learning from other organisations, we introduced a new risk management system and process in early 2023.

We maintain a central risk register of all significant risks facing the organisation. Each month our SMT review the risk register and highlight areas of progress and concern. These are then addressed by the managers of each team and reported to the Board. At each Board meeting the Board receive a review of the key risks facing the charity, changes since the last meeting and an action plan to control or mitigate the risks.

The top four key risks we have currently identified for action are as follows along with the key control and mitigation actions in place or planned:

Key Risk	Mitigations
Reserves	Budget process Monthly management accounts Quarterly reviews of finance with all teams Contingency planning Two-year reserves recovery plan
Data breach	Data protection training for whole team Data protection policies and guidance for all staff and external users Robust procedure in place for responding to breaches Update all GDPR policies, processes and training
Data protection	All team trained on Data Protection law and internal data protection policies Use of cloud software to correctly and appropriately store personal data Daily cloud backup application installed and tested
MEAM governance	Collaboration agreement between partners Regular MEAM Programme Board meetings New independent chair appointed Clear dispute resolution process Agreement on future direction of MEAM governance.

Trustees' responsibilities in relation to the financial statements

The trustees of Homeless Link are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Statement as to disclosure to our auditors

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.

Auditor appointment

As part of the regular review of our governance, we carried out a review of our audit provider and decided to re-appoint Moore Kingston Smith LLP.

Approval

The Trustees' Report was approved on 20 September 2023 and is signed on their behalf by

A McLoughlin
A McLoughlin (Sep 26, 2023 13:59 GMT+1)

Sep 26, 2023

Anne McLoughlin, Chair of Trustees

Independent auditors' report to the members of Homeless Link

Opinion

We have audited the financial statements of Homeless Link (the 'company') for the year ended 31 March 2023 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

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

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are

inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making

enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. 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.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor, 9 Appold Street, London EC1A 2AP

Date: 15/11/2023

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

Incorporating income and expenditure account

For the year ended 31 March 2023

	Notes	Unrestricted Funds £	Restricted Funds £	2023 Total Funds £	2022 Total Funds £
INCOME					
Income from charitable activities					
Statutory income	2	1,495,163	758,955	2,254,118	1,572,562
Trusts and Foundations	3	142,750	424,266	567,016	315,051
MEAM Services	4	94,079	600,000	694,079	696,906
In-Form	5	3,275,030	-	3,275,030	2,717,404
Membership Services	6	1,524,894	-	1,524,894	1,374,275
Grants Programme	7	-	-	-	4,254,693
Other income					
Other income	8	382,724	57,711	440,435	538,984
Total income		6,914,640	1,840,932	8,755,572	11,469,875
EXPENDITURE					
Expenditure on raising funds					
Fundraising		12,219	-	12,219	25,329
Expenditure on charitable activities					
Ending Homelessness		1,638,625	758,955	2,397,580	1,574,302
Research and Development		122,413	435,288	557,701	478,814
MEAM		117,570	582,362	699,932	733,527
In-Form		3,284,349	-	3,284,349	2,769,570
Membership Services		1,349,356	-	1,349,356	1,419,171
Grants Programme		-	28,000	28,000	4,653,522
Other expenditure		612,238	80,968	693,206	216,330
Total expenditure	9 - 10	7,136,770	1,885,573	9,022,343	11,870,565
Net movement in funds for the year		(222,130)	(44,641)	(266,771)	(400,690)
Reconciliation of funds:					
Total funds brought forward		1,076,406	341,698	1,418,104	1,818,794
Total funds carried forward	20	854,276	297,057	1,151,333	1,418,104

All income and expenditure are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
The notes on pages 26 to 50 form an integral part of the financial statements.
A comparative of the Statement of Financial Activities for the year ended 31 March 2022 is on page 50.

Consolidated and charity balance sheets

As at 31 March 2023

	Notes	Group 2023 £	Charity 2023 £	Group 2022 £	Charity 2022 £
Fixed Assets					
Intangible fixed assets	13	103,225	103,225	79,111	79,111
Tangible fixed assets	13	131,573	131,573	74,109	74,109
Investments	14	1	2	1	2
		234,799	234,800	153,221	153,222
Debtors:					
amounts falling due after one year	15	113,940	-	361,137	-
Current Assets					
Debtors & prepayments	15	3,207,599	2,888,322	3,004,597	2,555,081
Cash at bank		1,140,896	1,052,090	1,410,353	1,282,780
Short term investments	16	124,418	124,418	125,537	125,537
		4,472,913	4,064,830	4,540,487	3,963,398
Creditors:					
amounts falling due within one year	17	(3,302,531)	(3,148,296)	(3,185,453)	(2,698,515)
Net current assets		1,170,382	916,534	1,355,034	1,264,883
Total assets less current liabilities		1,519,121	1,151,334	1,869,392	1,418,105
Creditors:					
amounts falling due after one year	18	(367,788)	-	(451,288)	-
Net assets		1,151,333	1,151,334	1,418,104	1,418,105
Represented by					
		2023	2023	2022	2022
Funds		£	£	£	£
Unrestricted funds: general	19	679,775	679,776	967,429	967,430
Unrestricted funds: designated	19	174,501	174,501	108,977	108,977
Restricted funds	20	297,057	297,057	341,698	341,698
Total Funds		1,151,333	1,151,334	1,418,104	1,418,105

The accounts were approved and authorised for issue by the Board of Trustees
On 20th September 2023 and signed on their behalf by:

Anne McLoughlin, Chair of the Board of Trustees

A McLoughlin
A McLoughlin (Sep 26, 2023 13:59 GMT+1)

Sep 26, 2023

Consolidated statement of cash flows

For the year ended 31 March 2023

	Group 2023 £	Group 2022 £
Cash flows from operating activities:		
Net (expenditure) / income (as per the Statement of Financial Activities)	(266,771)	(400,690)
Depreciation	67,071	101,040
Increase in short-term debtors	(203,002)	(1,074,136)
Decrease in Homeless Link Social Investment Ltd; Long-term debtors	247,197	663,818
Increase in short-term creditors	117,078	1,401,212
Decrease in Homeless Link Social Investment Ltd: Long-term creditors	(83,500)	(698,412)
Net Cash inflow/(outflow) from operating activities	(121,927)	(7,168)
Purchase of intangible assets	(59,150)	(85,325)
Purchase of fixed assets	(89,499)	(32,513)
Net Cash outflow from capital expenditure and investments	(148,649)	(117,838)
Change in cash and cash equivalents in the reporting period	(270,576)	(125,006)
Cash and cash equivalents at the beginning of the reporting period	1,535,890	1,660,896
Cash and cash equivalents at the end of reporting period	1,265,314	1,535,890

Analysis of cash and cash equivalents		£
Cash in hand	1,140,896	1,410,353
Short term investments	124,418	125,537
Total cash and cash equivalents	1,264,314	1,535,890

Consolidated statement of cash flows

For the year ended 31 March 2023

Analysis of changes in net debt

	At start of year	Cash Flows	Other non-cash charges	At end of year
	£	£	£	£
Cash in hand	1,410,353	(269,457)	-	1,140,896
Short term investment	125,537	(1,119)	-	124,418
	1,535,890	(270,576)	-	1,265,314
Loans falling due within one year	(495,503)	-	341,268	(154,235)
Loans falling due after more than one year	(451,288)	-	83,500	(367,788)
Changes in net debt	589,099	(270,576)	424,768	743,291

Notes to the financial statements

For the year ended 31 March 2023

1. ACCOUNTING POLICIES

Basis of preparation

Homeless Link constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) including update bulletin 2, the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice.

The financial statements have been prepared in Sterling, which the functional currency of Homeless Link. Monetary amounts in the financial statements are rounded to the nearest Pound.

Consolidated financial statements

The financial statements consolidate the results of Homeless Link and its wholly owned subsidiary, Homeless Link Social Investment Ltd on a line-by-line basis. The subsidiary company has the same year end date of 31 March 2023.

Going Concern

The trustees have assessed whether the use of Going Concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a Going Concern. The trustees have given due consideration to the longer-term impact of the Covid-19 pandemic on the charity's operations and the current cost of living crisis.

Having reviewed forecasts prepared by management, the trustees are confident that the charity and group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. There were no judgements and estimates considered by the trustees to have significant effect on the amounts recognised in the financial statements.

Notes to the financial statements

For the year ended 31 March 2023

1. ACCOUNTING POLICIES (continued)

Investments

Unlisted investment comprises investments in subsidiaries which are measured at cost less impairment.

Income

Grants, donations and legacies are recognised as income when they are receivable.
Membership fees are apportioned over the period of membership.
Fees from training and events are treated as income on the date the goods or services are supplied.
Other income from social enterprise activities is spread evenly over the period to which the services relate.

Expenditure

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

Expenditure is classified under the following activity headings:

- Expenditure on raising funds; and
- Expenditure on charitable activities.

Allocation of support costs

Expenditure that cannot be directly attributed to specific activities and services are pooled together as central overheads and are apportioned across activities and services using staff full time equivalents.

Grants payable

Grants payable are payments made to third parties in the furtherance of the charitable objectives of the Charitable Company. The grants are included in the Statement of Financial Activities in the period in which the awards are made.

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of Homeless Link. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

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

Further details on each fund are disclosed in Notes 19 and 20.

Notes to the financial statements

For the year ended 31 March 2023

1. ACCOUNTING POLICIES (continued)

Depreciation of Tangible and Intangible Fixed Assets

It is Homeless Link's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of Intangible and Tangible Fixed Assets on a straight-line basis over their expected life.

Rates of Depreciation:

Computer Equipment and systems	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Remaining length of lease

Intangible assets are capitalised when the aggregate costs are over £10,000. The Intangible assets in the accounts will be amortised over three years.

Pensions

Homeless Link pays defined contributions into a stakeholder pension scheme set up in 2008. Contributions are charged to the Statement of Financial Activities as they occur.

Leased assets

Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as they occur.

Short term investments

The trustees, having regard to the liquidity requirements of operating the charity, have invested surplus funds in short-term units, COIF Charities Investment Fund Accumulation Units, managed by CCLA.

Short term investments are included on the balance sheet at their market value at the end of the financial year. Realised and unrealised gains/(losses) are credited/(debited) to the Statement of Financial Activities in the year in which they arise.

Notes to the financial statements

For the year ended 31 March 2023

2 STATUTORY INCOME

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Department for Levelling Up, Housing and Communities	975,974	350,000	1,325,974
Greater London Authority (GLA)	519,189	117,501	636,690
London Councils	-	163,991	163,991
Department of Health and Social Care	-	118,463	118,463
Welsh Government	-	9,000	9,000
	1,495,163	758,955	2,254,118

	Unrestricted Funds £	Restricted Funds £	2022 Total £
Department for Levelling Up, Housing and Communities	860,836	350,000	1,210,836
Greater London Authority (GLA)	40,950	72,520	113,470
London Councils	-	106,765	106,765
Department of Health and Social Care	-	132,491	132,491
Welsh Government	-	9,000	9,000
	901,786	670,776	1,572,562

3 TRUSTS AND FOUNDATIONS

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Access-The Foundation for Social Investment	-	114,000	114,000
Comic Relief	25,000	100,000	125,000
Nationwide Foundation	-	89,938	89,938
John Laing Charitable Trust	50,000	-	50,000
Jongens Charitable Trust	50,000	-	50,000
City Bridge Trust	-	88,000	88,000
Lloyds Bank Foundation	-	32,328	32,328
London Housing Foundation	17,750	-	17,750
	142,750	424,266	567,016

Notes to the financial statements

For the year ended 31 March 2023

3 TRUSTS AND FOUNDATIONS (continued)

	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
Access-The Foundation for Social Investment	-	50,000	50,000
Nationwide Foundation	-	55,699	55,699
John Laing Charitable Trust	-	26,605	26,605
Land Aid	-	15,300	15,300
Lloyds Bank Foundation	-	49,697	49,697
Comic Relief	-	100,000	100,000
London Housing Foundation	17,750	-	17,750
	17,750	297,301	315,051

4 MEAM

	Unrestricted Funds	Restricted Funds	2023 Total
	£	£	£
National Lottery Community Fund	-	600,000	600,000
Other income	94,079	-	94,079
	94,079	600,000	694,079

	Unrestricted Funds	Restricted Funds	2022 Total
		£	£
National Lottery Community Fund	120,324	420,681	541,005
Lankelly Chase Foundation	-	121,736	121,736
Manchester City Council	-	29,475	29,475
Other income	4,690	-	4,690
	125,014	571,892	696,906

Notes to the financial statements

For the year ended 31 March 2023

5 IN-FORM

	Unrestricted Funds £	Restricted Funds £	2023 Total £	2022 Total £
Annual Licence fees	2,749,809	-	2,749,809	2,147,165
Implementations & professional services	525,221	-	525,221	570,239
	3,275,030	-	3,275,030	2,717,404

All In-Form income is unrestricted.

6 MEMBERSHIP SERVICES

	Unrestricted Funds £	Restricted Funds £	2023 Total £	2022 Total £
Training	705,728	-	705,728	570,739
Consultancy services	459,483	-	459,483	405,244
Membership fees	241,740	-	241,740	247,185
Events and conferences	72,349	-	72,349	81,702
Job advertising	45,594	-	45,594	44,405
Campaigning	-		-	25,000
	1,524,894	-	1,524,894	1,374,275

All Membership Services income is unrestricted.

Notes to the financial statements

For the year ended 31 March 2023

7 GRANTS PROGRAMME

	Unrestricted Funds £	Restricted Funds £	2023 Total £	2022 Total £
Department for Levelling Up, Housing and Communities	-	-	-	3,806,000
Department for Digital, Culture, Media and Sports (DCMS)	-	-	-	-
Comic Relief	-	-	-	51,091
City Bridge Trust	-	-	-	318,000
London Homeless Collective	-	-	-	79,602
	-	-	-	4,254,693

All funds received for our Grants Programme are restricted.

8 OTHER INCOME

	Unrestricted Funds £	Restricted Funds £	2023 Total £	2022 Total £
HL Social Investment	45,650	-	45,650	47,929
Interest receivable	150	-	150	13,298
Individual and Corporate Donations	230,691	57,711	288,402	383,797
Other Consultancy services	47,174	-	47,174	24,750
Other income: Secondment	59,059	-	59,059	69,210
	382,724	57,711	440,435	538,984

Notes to the financial statements

For the year ended 31 March 2023

Significant Donations included in above £1,000	Unrestricted Funds £	Restricted Funds £	2023 Total £	2022 Total £
The Calypso Browning Trust	3,000	-	3,000	5,000
Taskmaster	-	-	-	35,459
The Henhurst Charity	1,000	-	1,000	-
Maureen Roberts (WRL Clients)	-	-	-	16,582
Euromonitor International	-	-	-	1,000
The John Young Charitable Trust	5,000	-	5,000	-
The Dischma Charitable Trust	-	-	-	3,000
Jongen Charitable Trust	50,000	-	50,000	100,000

9 ANALYSIS OF EXPENDITURE

	Payments to partners £	Salaries £	Direct costs £	Support costs £	2023 Total £
Ending Homelessness	519,576	1,176,647	347,436	353,921	2,397,580
Research & Development	5,718	386,291	84,515	81,177	557,701
MEAM	49,431	401,548	139,975	108,978	699,932
In-Form	-	1,697,443	1,072,691	514,215	3,284,349
Membership Services	-	492,579	622,352	234,425	1,349,356
Grants Programme	-	-	28,000	-	28,000
Other expenditure	8,107	515,712	104,622	64,765	693,206
	582,832	4,670,220	2,399,591	1,357,481	9,010,124

	Payments to partners £	Salaries £	Direct costs £	Support costs £	2022 Total £
Ending Homelessness	504,023	872,037	164,703	33,539	1,574,302
Research & Development	6,560	334,408	101,639	36,207	478,814
MEAM	223,712	330,924	98,800	80,091	733,527
In-Form	-	1,404,257	905,832	459,481	2,769,570
Membership Services	-	658,064	606,043	155,064	1,419,171
Grants Programme	4,099,353	52,677	18,226	483,266	4,653,522
Other expenditure	-	216,330	25,329	-	241,659
	4,833,648	3,868,697	1,920,572	1,247,648	11,870,565

Notes to the financial statements

For the year ended 31 March 2023

10 ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

	2023			2022		
	Support	Govern	Total	Support	Govern	Total
	£	£	£	£	£	£
Office management	146,423	-	146,423	89,081	-	89,081
IT Support	306,943	-	306,943	308,126	-	308,126
Depreciation	67,071	-	67,071	101,040	-	101,040
Training	30,813	1,968	32,781	10,706	218	10,924
Premises	298,606	-	298,606	234,096	-	234,096
Legal & professional	28,021	7,071	35,092	33,509	6,710	40,219
Audit fees	-	31,182	31,182	-	12,500	12,500
Senior Management	45,088	46,918	92,006	23,896	39,537	63,433
Finance Support	165,474	-	165,474	183,626	-	183,626
Human Resources	110,096	-	110,096	113,869	-	113,869
Insurance	24,193	-	24,193	18,738	-	18,738
Bad Debts	52,169	-	52,169	71,996		71,996
	1,274,897	87,139	1,362,036	1,188,683	58,965	1,247,648

These governance and support costs have been allocated to charitable activities in proportion to the amount of staff time spent on these activities.

11 ANALYSIS OF STAFF COSTS, TRUSTEES' REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT

	2023	2022
	Total	Total
	£	£
Wages & salaries	4,294,122	3,582,413
Social security costs	492,130	371,502
Employers pension costs	244,386	217,826
	5,030,638	4,171,741

	2023	2022
The average number of staff employed by Homeless Link (FTE) during the year	98	85

Notes to the financial statements

For the year ended 31 March 2023

11 ANALYSIS OF STAFF COSTS, TRUSTEES' REMUNERATION AND EXPENSES AND THE COST OF KEY MANAGEMENT PERSONNEL (continued)

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£60,000 -£69,999	5	5
£70,000 -£79,999	2	1
£80,000 -£89,999	1	-
£90,000-£99,999	-	-
£100,000-£109,999	1	1

	2023	2022
Employer's pension costs attributed to employees paid over £60,000 were:	£49,722	£35,844

Homeless Link has purchased indemnity insurance in respect of the trustees and officers.

No Homeless Link trustee was paid or received any other benefits from employment with Homeless Link in the year (2023: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2022: nil).

Homeless Link reimbursed 4 (2022: 4) trustees' travel and accommodation expenses for meetings in the year as follows:

2023	2022
£897	£498

The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Director of Social Change and Director of Sector Development.

The total employee benefits for the key management personnel were £419,148 (2022: £381,148).

Notes to the financial statements

For the year ended 31 March 2023

12 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2023	2022
	£	£
Audit fee	30,993	12,500
Depreciation	67,071	101,040
Operating lease rentals	308,415	192,804

13 TANGIBLE AND INTANGIBLE FIXED ASSETS

GROUP AND CHARITY	Leasehold Improvement	Computer Equipment	Web Design and Systems	Fixtures and Equipment	Total Fixed Assets
	£	£	£	£	£
Cost					
At 01 April 2022	114,335	310,125	85,325	80,357	590,142
Additions	58,718	30,781	59,150	-	148,649
Disposals	(114,335)	(23,747)	-	(22,216)	(160,298)
At 31 March 2023	58,718	317,159	144,475	58,141	578,493
Depreciation					
At 01 April 2022	114,335	253,729	6,214	62,644	436,922
Charge for year	5,642	22,850	35,036	3,543	67,071
Disposals	(114,335)	(23,747)	-	(22,216)	(160,298)
At 31 March 2023	5,642	252,832	41,250	43,971	343,695
Net Book Values					
At 31 March 2023	53,076	64,327	103,225	14,170	234,798
At 31 March 2022	-	56,396	79,111	17,713	153,220

Notes to the financial statements
For the year ended 31 March 2023

14 INVESTMENTS

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Homeless Link (Trading) Limited	1	1	1	1
Change Account Limited	-	-	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	1	2	2	3

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link and is incorporated in England and Wales. Its registered office is Minories House, 2-5 Minories, London, England, EC3N 1BJ. This subsidiary is not consolidated as it is not material to the group.

Change Account Limited was dissolved during the year ended 31 March 2023 with nothing realised from the investment.

Homeless Link wholly owns a Special Purpose Vehicle (SPV), Homeless Link Social Investment Ltd that provides blended finance to help homelessness organisations support homeless people. The subsidiary is incorporated in England and Wales with registered office at Minories House, 2-5 Minories, London, England EC3N 1BJ. Homeless Link Social Investment Ltd provides unsecured loans and grants of between £25k and £150k repayable over a maximum of 4 years. There are no future plans to provide any further loans or grants.

A summary of Homeless Link Social Investment Ltd's accounts are as follows:

Notes to the financial statements

For the year ended 31 March 2023

14 INVESTMENTS (continued)

Homeless Link Social Investment Ltd

Profit and Loss Account for the year ended 31 March 2023

	2023	2022
	£	£
Total income	45,650	47,929
Total expenditure	45,650	47,929
Net Profit/(Loss)	-	-

Homeless Link Social Investment Ltd

Balance Sheet as at 31 March 2023

	2023	2022
	£	£
Long-term Assets		
Debtors: amount falling due after one year	113,940	361,137
Current Assets		
Debtors and prepayments	319,277	458,081
Cash and bank	88,807	127,574
Total current assets	408,084	585,655
Creditors: Amounts falling due in one year	(154,235)	(495,503)
Net current assets	253,849	90,152
Long term creditors	(367,788)	(451,288)
Net Assets	1	1
Ordinary Share Capital	1	1
Owner's Equity	1	1

Notes to the financial statements

For the year ended 31 March 2023

15 DEBTORS AND PREPAYMENTS

	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Trade debtors	1,967,968	1,967,968	1,760,220	1,760,220
Prepayments	677,508	677,508	613,248	613,248
Other debtors	14,452	14,452	44,164	37,609
Homeless Link Social Investment Ltd Loans	319,277	-	458,081	-
Accrued income	228,394	228,394	128,884	128,884
Homeless Link Social Investment Ltd	-	-	-	15,120
	3,207,599	2,888,322	3,004,597	2,555,081

Debtors: Amounts falling due after one year

	2023	2022
Homeless Link Social Investment Ltd Loans	113,940	361,137

This represents Homeless Link Social Investment Ltd loans made out to investees, repayment of which is due within up to four years. The loans are offered at a fixed interest of 8% p.a. There is an option for early repayment in full with no penalty charges.

16 SHORT TERM INVESTMENTS

	01.04.2022	Net Movement during the year	31.03.2023
	£	£	£
COIF Charities Investment Funds Accumulation Units	125,537	(1,118)	124,419

Notes to the financial statements

For the year ended 31 March 2023

17 CREDITORS

Amounts falling due within one year	Group 2023	Charity 2023	Group 2022	Charity 2022
	£	£	£	£
Trade creditors	876,513	876,513	732,615	732,615
Sundry creditors	89,045	89,045	-	8,565
Homeless Link Social Investment Ltd Loans	154,235	-	495,503	-
Deferred income	1,623,285	1,623,285	1,532,062	1,532,062
Other tax and social security	413,721	413,721	285,295	285,295
Accruals	145,732	145,732	139,978	139,978
	3,302,531	3,148,296	3,185,453	2,698,515

Deferred income analysis

	01.04.2022	Net Movement during the year	31.03.2023
	£	£	£
In-Form Licensing income	1,432,190	72,286	1,504,476
CHAIN	-	49,000	49,000
Consultancy	16,387	18,862	35,249
Training	83,485	(48,925)	34,560
	1,532,062	91,223	1,623,285

18 CREDITORS

Amounts falling due after one year	2023	2023	2022	2022
Homeless Link Social Investment Ltd Loans	367,788	-	451,288	-

This represents net amounts due to Big Society Capital Limited and National Lottery Community Fund, for the loans issued.

Big Society Capital Limited has fixed and floating charge over all the assets of Homeless Link Social Investment Ltd.

Notes to the financial statements

For the year ended 31 March 2023

19 MOVEMENT ON FUNDS

GROUP AND CHARITY

	Unrestricted	Restricted	Total
	£	£	£
Opening balances as at 01 April 2022	1,076,406	341,698	1,418,104
Income	6,914,640	1,840,932	8,755,572
Expenditure	(7,136,770)	(1,885,573)	(9,022,343)
Closing balances as at 31 March 2023	854,276	297,057	1,151,333

See note 20 for details of restricted funds.

Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2022	Income	Expenditure	Transfers	Funds at 31.03.2023
	£	£	£	£	£
General fund	967,429	6,914,640	(7,136,770)	(65,524)	679,775
Designated Funds: MEAM Partnership fund	108,977	-	-	65,524	174,501
Total	1,076,406	6,914,640	(7,136,770)	-	854,276

MEAM Partnership Fund: This fund has been created to provide cover for cost of closure of the partnership should winding up become necessary.

Notes to the financial statements

For the year ended 31 March 2023

20 RESTRICTED FUNDS

GROUP AND CHARITY

	Funds at 01.04.2022	Income	Expenditure	Funds at 31.03.2023
	£	£	£	£
City Bridge Trust	-	88,000	60,845	27,155
Comic Relief (research)	-	15,000	11,788	3,212
Enterprise Development Programme	44,857	114,000	121,731	37,126
Health and Wellbeing Alliance	-	118,463	118,463	-
Homelessness Winter Transformation Fund	17,376	-	17,376	-
Housing First England	-	114,938	87,225	27,713
No Recourse Project (Lloyds Bank Foundation)	8,475	32,328	35,404	5,399
London Homeless Collective	36,343	57,711	80,968	13,086
London Plus Project	-	163,991	148,020	15,971
Making Every Adult Matter (MEAM)-Lottery	6,253	600,000	555,007	51,246
Making Every Adult Matter (MEAM)-Policy	67,747	-	27,355	40,392
Reboot UK	25,575	-	25,312	263
StreetLink	-	476,501	476,501	-
Women's Homelessness Project	135,072	-	59,578	75,494
Youth Homelessness	-	60,000	60,000	
Total Restricted Funds	341,698	1,840,932	1,885,573	297,057

Notes to the financial statements

For the year ended 31 March 2023

20 RESTRICTED FUNDS (continued)

City Bridge Trust
City Bridge Trust provided funds to enable the development and launch of a leadership training and coaching programme for homelessness charities in London.

Comic Relief Research Grant
Comic Relief provided funding for Homeless Link's Supported Housing policy work focussed on representing Homeless Link members in relation to the Supported Housing (Regulatory Oversight) Bill. This has been a fast-moving piece of work with enormous implications for all providers of supported accommodation. Homeless Link member engagement has been our priority, in order to ensure policy positions are developed collaboratively.

Enterprise Development Programme
The aim of this programme is to provide a range of support for charities and social enterprises in England, helping them to build resilience by making a transition to new enterprise models or expand existing ones. Funding is provided by Access - The Foundation for Social Investment to support homelessness sector organisations to take advantage of grants and learning opportunities.

Health and Wellbeing Alliance
This service is funded by the Department of Health and Social Care (DHSC) to facilitate integrated working between the voluntary and statutory sectors and support a two-way flow of information between communities, the Voluntary, Community and Social Enterprise (VCSE) sector and policy leads; and to amplify the voice of the VCSE sector and people with lived experience to inform national policy, promote equality and reduce health inequalities.

Homelessness Winter Transformation Fund
The balance of previous funds was used to cover the costs of grant administration and monitoring.

Housing First England
We received grant funding from Comic Relief, Nationwide Foundation and Crisis to support Housing First England. Alongside continued growth of the national movement, there is a focus on fidelity of services to the principles of Housing First in England; strategic policy influencing; and securing housing supply to ensure that the model is sustainable and replicable.

Notes to the financial statements

For the year ended 31 March 2023

20 RESTRICTED FUNDS (continued)

No Recourse Project
Funded by Lloyds Bank Foundation and delivered in partnership with NACCOM, this is a strategic policy development project looking to understand the meaningful and practical solutions needed to support Non-UK Nationals with restricted eligibility experiencing homelessness. This project will produce a final roadmap report setting out policy and practice changes needed to improve support, and throughout the process will inform our ongoing engagement with government officials.

London Homeless Collective (LHC)
Homeless Link is a member of and the administrator of the London Homeless Collective (LHC), a grouping of 25 of London's homelessness charities working together to raise awareness and funds to end homelessness in London.

We received a grant from the London Community Foundation to cover the costs of running the LHC and raised funds from the public and corporate sources for onward distribution to the members of the LHC.

London Plus Project
Grant aid of £163,991 was receivable in 2022-23 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3.

MEAM Lottery Grant
This is a five-year grant running from 2017 to 2023 from Big Lottery Fund to support the work of the coalition on the MEAM Approach.

MEAM Policy
This is a coalition of Clinks, Homeless Link and Mind formed to improve policy and services for people facing multiple needs. Funds have been received from the Lankelly Chase Foundation to support our Voices from Frontline project, which brings the voice of people with multiple needs and those who support them into policy debate

Reboot UK
Homeless Link is a consortium partner of Good Things Foundation's Reboot project, funded by the Big Lottery. Homeless Link supported 8 delivery partners across England (Evolve Housing + Support, Connection at St Martin's, St Mungo's, Elim Connect Centre, Exeter CoLab, Seaview Project, Inspiring Change Manchester and the Foxton Centre).

Notes to the financial statements

For the year ended 31 March 2023

20 RESTRICTED FUNDS (continued)

StreetLink
This was funded by grants from MHCLG (£350,000), the Greater London Authority (£117,501) and the Welsh Government (£9,000). We also received donations from members of the public to support our work on StreetLink during the year. StreetLink is a 24/7 telephone line, website and mobile phone app that enables members of the public to tell us about people sleeping rough in their communities. All reports are automatically passed on to local authorities and we then follow up on these reports and provide feedback to the person who made the report. StreetLink is a partnership project between Homeless Link and St Mungo's.

Women's Homelessness Project
We received funding of £210,000 from the Garfield Weston Foundation to support a project from Jan 2021 to March 2024 to build upon the work of our Ending Women's Homelessness Grants Fund, to strengthen the support homeless women receive, focusing on learning and training to deliver long term sector-wide change informed by the projects funded through our grants.

Youth Homelessness
Grant funding from Comic Relief supports Homeless Link's work on youth homelessness in line with our strategy. We aim to increase the national representation and voice of youth homelessness organisations, in order to improve youth homelessness response and prevention. This includes an Advisory Group, regional networks and scoping reports as well as practice and policy briefings.

All funds are used to promote the objects of Homeless Link.

Notes to the financial statements

For the year ended 31 March 2023

21 RELATED PARTY TRANSACTIONS

As Homeless Link is a membership organisation and our articles of association specify that members will be represented on the Board. As such related party transactions will always arise due to the nature of Homeless Link's activities.

Homeless Link maintains a register of interests for Board and senior management team members and has adopted a conflict of interest policy for Board and staff members. All board and sub-committee meetings include declarations of any conflicts of interests which are managed in accordance with the policy and recorded in the minutes of the meeting. All of the related party transactions below are in accordance with our policies, and made on an arm's length basis, on our normal commercial terms.

Steve Benson is the CEO of Two Saints Ltd. They paid membership, event and training fees of £1,815 during the year.

Amanda Dubarry is the CEO of Your Place. They received a social investment in 2020/21 from Homeless Link Social Investment Ltd consisting of a loan of £120,000 and a grant of £30,000 under the same terms as other borrowers and are still repaying the loan. At the year-end there was a balance of £71,452 outstanding. They have an In-Form system provided by Homeless Link and were invoiced £15,359 for this service in the year. They also paid membership, event and training fees of £19,398 during the year.

Maria Iglesias is employed by Praxis. They paid membership, event and training fees of £823 during the year.

Ellie McNeil is the CEO of YMCA Together. They paid membership, event and training fees of £8,175 during the year.

Mark Simms is the CEO of P3 Charity. P3 Charity paid membership, event and training fees of £12,723 during the year.

David Smith is the CEO of Oasis Community Housing. They have an In-Form system provided by Homeless Link and were invoiced £29,231 for this service in the year. They also paid membership, event and training fees of £823 during the year.

Anne McLoughlin is a trustee of British Refugee Council. They have an In-Form system provided by Homeless Link and were invoiced £36,746 for this service in the year. They also paid membership fees of £1,029 during the year.

Ross Watkins is a trustee of Herts Young Homeless Group. They have an In-Form system provided by Homeless Link and were invoiced £4,334 for this service in the year. They also paid membership, event and training fees of £413 during the year.

There were no other related party transactions that require disclosure in the year.

Notes to the financial statements

For the year ended 31 March 2023

22 ANALYSIS OF GROUP NET ASSETS

	Unrestricted	Restricted	2023 Total
	£	£	£
Intangible Fixed Assets	103,225	-	103,225
Tangible Fixed Assets	131,573	-	131,573
Investments	1	-	1
Net current assets	802,758	297,057	1,099,815
Long term debtors	113,940	-	113,940
Long term liabilities	(297,221)	-	(297,221)
Balances at 31 March 2023	854,276	297,057	1,151,333

	Unrestricted	Restricted	2022 Total
	£	£	£
Intangible Fixed Assets	79,111		79,111
Tangible Fixed Assets	74,109	-	74,109
Investments	1	-	1
Net current assets	1,013,336	341,698	1,355,034
Long term debtors	361,137	-	361,137
Long term liabilities	(451,288)	-	(451,288)
Balances at 31 March 2022	1,076,406	341,698	1,418,104

23 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2023	2022
Land and Building leases due:	£	£
Within 1 year	102,805	192,804
Between 2 - 5 years	189,837	411,216
Total	292,642	604,020

Notes to the financial statements

For the year ended 31 March 2023

24 TAX STATUS

As a registered charity, Homeless Link falls within the definition of Charitable Company as defined in Part 1, Schedule 6 of Finance Act 2010 and is therefore potentially exempt from taxation of its income and gains.

No tax charge has arisen during the year.

25 ULTIMATE CONTROLLING PARTY

Homeless Link Social Investment Limited and Homeless Link Trading Limited are wholly owned subsidiaries of Homeless Link, which is the ultimate controlling party.

The ultimate controlling party of Homeless Link are the trustees.

26 CAPITAL COMMITMENTS

There were no capital commitments not provided for in the financial statements (2022: None).

Notes to the financial statements

For the year ended 31 March 2023

27 LONDON ACTIVITIES: LONDON COUNCILS SECTION 37 STATEMENT

Grant aid of £163,991 was received in 2022/23 from London Councils for the PLUS Project, funded under Priority 1, Strand 1.4. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement:

	Grant Awarded £	Grant Spent £
Lead Partner- Homeless Link	111,992	96,021
Delivery Partner-Shelter	51,999	29,862
	163,991	125,883

Breakdown for Homeless Link as Lead Partner

	Grant Awarded £	Grant Spent £
Staff costs	62,800	63,853
Beneficiary costs	30,251	19,757
Other costs	18,941	12,411
	111,992	96,021

Breakdown for Shelter as Delivery Partner

	Grant Awarded £	Grant Spent £
Staff costs	42,065	17,713
Beneficiary costs	8,250	10,164
Other costs	1,684	1,985
	51,999	29,862

Homeless Link received £163,991 from London Councils for the Plus Project during the financial year ended 31 March 2023. However, the combined underspend between the partners for the year ended 31 March 2023 was £38,108, broken down as Homeless Link, £15,971 and Shelter £22,137.

For the year ended 31 March 2022

	Notes	Unrestricted Funds £	Restricted Funds £	2022 Total Funds £
INCOME				
Income from charitable activities				
Statutory income	2	901,786	670,776	1,572,562
Trust and Foundations	3	17,750	297,301	315,051
MEAM Services	4	125,014	571,892	696,906
In-Form	5	2,717,404	-	2,717,404
Membership Services	6	1,374,275	-	1,374,275
Grants Programme	7	-	4,254,693	4,254,693
Other income				
Other income	8	538,984	-	538,984
Total income		5,675,213	5,794,662	11,469,875
EXPENDITURE				
Expenditure on raising funds				
Fundraising		25,329	-	25,329
Expenditure on charitable activities				
Ending Homelessness		893,398	680,904	1,574,302
Research and Development		345,145	133,669	478,814
MEAM		143,044	590,483	733,527
In-Form		2,769,570	-	2,769,570
Membership Services		1,419,171	-	1,419,171
Grants Programme		-	4,653,522	4,653,522
Other expenditure		216,330	-	216,330
Total expenditure	9 - 10	5,811,987	6,058,578	11,870,565
Net movement in funds for the year		(136,774)	(263,916)	(400,690)
Reconciliation of funds:				
Total funds brought forward		1,213,180	605,614	1,818,794
Total funds carried forward	20	1,076,406	341,698	1,418,104

What We Do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

Homeless Link

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Let's End Homelessness Together

Homeless Link



HOMELESS LINK

England & Wales - Charity number 1089173

Accounts

Annual Report

Report and financial statements for the year ended 31 March 2022

Homeless Link

Registered charity number: 1089173
Registered company number: 04313826

Annual Report & Accounts

Report & financial statements for year ended 31 March 2022

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Chair's introduction

2021-22 was a year of successes for Homeless Link.

We secured 3-year government grant funding which enables us to continue providing the sector with vital partnership, practice and development support. We took over the management of CHAIN, the UK's most detailed and comprehensive source of information about rough sleeping. Our social enterprise services - In-Form, training, events and consultancy - helped homeless organisations to develop their workforce and services which also supported our campaigning and influencing activities.

As the pandemic continued, our members faced the challenges of new COVID variants, the vaccine roll-out and the end of pandemic measures – all while bearing the risks and uncertainty of extremely short-term funding streams. They continue to inspire us all with their innovative responses.

Armed with evidence and intelligence from our members, Homeless Link was able to influence government on behalf of the sector with key wins such as the 3-year Rough Sleeping Initiative (RSI) settlement, the £3.8m Homelessness Transformation Fund and the £28m Protect & Vaccinate emergency accommodation and vaccine support funding boost.

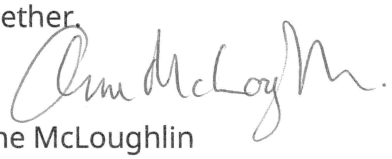
Alongside this we provided timely practice assistance to our members via our partnerships support, practice resources, webinars and podcasts, including advice on winter provision and supporting EU/EEA nationals, systems leadership training and supporting the co-production of RSI bids.

The year also saw us make a very welcome, return to face-to-face meetings, events and training. We continue to experiment with formats, aiming to find the right blend between opportunities for in-person connection and the accessibility and reach of online events.

As I start my tenure as Chair of Trustees at Homeless Link, I would like to warmly thank my predecessor, Piers Feilden, for his stewardship over the past six years which has left a lasting legacy.

In representing such a broad array of members, Homeless Link is in a unique position to be the voice of the sector, as well as influencing and improving homelessness practice across the country. Our power comes through respect, collaboration and common cause.

The astounding work of homelessness organisations, public health and government to bring Everyone In during the pandemic showed that rough sleeping is not an inevitable part of society. With the right resources, focus and commitment, everyone can have a safe and secure place to live. We aim to build on that in the coming years to shape the future together.



Anne McLoughlin
14 September 2022

Shaping the Future Together

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

We are in a unique position to see both the scale and nature of the tragedy of homelessness. We see the data gaps; the national policy barriers; the constraints of both funding and expertise; the system blocks and attitudinal obstacles. But, crucially, we also see – and are instrumental in developing – the positive practice and 'what works' solutions. In April 2021 we launched Shaping the Future Together, our strategic plan for 2021-2024.

Our vision

Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.

Our mission

Our mission is to develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

Our values

Committed: We work tirelessly to drive social change to end homelessness for good
Compassionate: We believe in the value and potential of people. We champion justice, humanity and compassion for all
Credible: We speak the truth based on evidence. We listen and learn, ask questions and respond with honesty and integrity
Collaborative: We believe in the power of partnership, working together for better results - with our members, our partners and people experiencing homelessness

Our Strategic Plan Priorities

1. **Home Safe**
2. **People First**
3. **Prevention into Action**
4. **A Stronger Voice**

Our activities and impact in 2021-22

1. Home Safe

We believe everyone should have the right to open and close their own front door and feel safe and secure in their own accommodation. Sadly, for many people this isn't the case.

Promoting the scale up of high-quality Housing First
Housing First is one of the important solutions to homelessness. Homeless Link is driving the scale up of high-fidelity Housing First as a solution for people who are facing multiple disadvantage.

This year our work included:

- Running two programmes of practice forums for staff working in Housing First support teams, local authorities and housing associations, creating peer networks and promoting positive practice.
- Releasing the Housing First Module in In-Form and rolling it out to multiple Homeless Link members.
- Coordinating a joint letter to the Secretary of State, co-signed by providers and authorities within the three regional pilot areas calling for ongoing funding.
- Publishing research exploring the reduction, changing and ending of Housing First support.
- Producing an animation to demonstrate the principles of Housing First in practice.
- Continuing to provide support to both the England and Scotland pilot programmes.
- Encouraging and supporting local areas to include Housing First in their RSI bids.

Supporting the development of data-informed housing and homelessness strategies
Homeless Link delivers a range of data and information products and projects seeking to enhance understanding and inform strategies to end homelessness.

A key development for Homeless Link during 2021-22 was our success in winning the contract to deliver the Combined Homelessness and Information Network (CHAIN) on behalf of the Mayor of London. CHAIN is the UK's most detailed and comprehensive source of information about rough sleeping.
It has been running since 1999 and was originally part of Link (our predecessor to In-Form). Since 2010 it has been commissioned by the GLA and delivered by Broadway and then St Mungo's following their merger in 2014. It is a 1,300-user system built on the Salesforce platform.

The team of 8 staff were transferred from St Mungo's on 1st April 2022. The feedback we have had from Homeless Link members, funders and other stakeholders about us hosting and managing CHAIN has been very positive. The contract is worth £400k+ per annum.

We have also continued to successfully deliver

- **In-Form**: we implemented 60 new In-Form systems around the country. In-Form continues to be the leading client recording system in the sector, used by 280 organisations with 18,500+ users.
- **Rough sleeping snapshots**: we are funded by government to support and independently verify local authorities in England as they undertake their annual

snapshot count or intelligence-led estimate of the number of people rough sleeping. The project went well, and all local authorities submitted their figure by the deadline.

- **StreetLink**: 59,833 alerts were made through our StreetLink service. StreetLink allows the public to connect someone who is sleeping rough with outreach services in their local area. 22% of the alerts are now being made by people who are sleeping rough themselves. 43,407 alerts were passed to local authorities and in total 12,000 people were found by the outreach services.
- **Homeless England**: the most comprehensive database of Homelessness services with over a million page views in 2021-22. It is constantly updated and lists 1,500 projects up and down the country with contact details and service descriptions.
- **Atlas of London's Homelessness Services**: an interactive website developed by Homeless Link and the London Housing Foundation, it provides a unique overview of the volume and composition of homelessness services in London. Commissioners, policy makers and others working in the homelessness sector use the website to quickly access information about available services and the latest statistics on rough sleeping. The 2022 data refresh went live on the 8th March. Over the last year on average over 150 people visit the site each month.

Supporting the sector to increase the availability of high quality, affordable accommodation

The Homelessness Winter Transformation Fund (HWTF) 2021/22, funded by DLUHC, aims to enable faith, community and voluntary sector organisations to provide better quality, dignified provision for individuals experiencing rough sleeping, offering more sustainable routes off the streets.

The fund places an emphasis on transformation from the pre-Covid era and is explicitly not for dormitory style projects with communal sleeping space and shared air space.

Homeless Link led the grant management process for this fund, in partnership with Housing Justice.

HWTF was initially a £3million fund, but due to demand and evidenced need shown by the applications, we were able to make the case to DLUHC for additional revenue funding, taking the fund total to £3.8million.

The total capital fund allocation to grantees was £924,375 across 12 funding awards. 51 revenue grants were awarded with a total allocation of £2,781,501.

"The service developed drastically as a result of the Homelessness Winter Transformation Fund [capital] grant. As well as more than doubling the number of available Hospital Discharge beds, we used the grant as leverage for another grant application for a Clinically Extremely Vulnerable (CEV) Grant. "

"The application process was good, and keeping in touch from time-to-time during the project with the Grant Manager helped us to explain our progress and keep us focussed. Overall, it is very engaging and encouraging to work with Homeless Link / Housing Justice as a grantee and we have

really enjoyed the whole process, despite the challenge of getting the facility ready in a short space of time."

Campaigning for adequate and long-term secure funding

'Everyone In' showed how effective universal, unconditional support is in tackling homelessness, uniting organisations and driving innovation. But the temporary housing solutions offered to many were, by definition, temporary.

The Spending Review in October 2021 provided an opportunity to ensure long term sufficient funding was found for our members' work and to enable us to keep everyone in for good.

Using our research and member intelligence, Homeless Link made an evidence-based call for government to:

- Match enhanced investment in rough sleeping services during COVID-19 with a £132.5 million annual boost to the Rough Sleeping Initiative (RSI) through to 2024/25, compared to 2021/22 levels. Deliver this through a simplified and long-term, guaranteed grant programme to local authorities.
- Commit £150.3 million annually for an initial three years for a national Housing First programme, led by the DLUHC but with cross-departmental investment and stewardship. Extend the funding commitment to the regional Housing First Pilots for a further three years.
- Commit to a ten-year investment plan to realise the 90,000 social rent homes that England needs per year.
- Unfreeze the Local Housing Allowance (LHA) so that it continues to cover at least the 30th percentile of local rents.

We asked our members to contact their MPs by email and Twitter, asking for them to write to the Chancellor to back these calls and ensure the budget provided sufficient long-term funding for the sector.

The government announced plans to spend £2 billion to tackle homelessness and rough sleeping over the next three years, amounting to an investment of approx. £630m per year in 2022/23 and 2023/24 before rising to £639m in 2024/25. This 2024/25 figure represents an 85% increase when compared to 2019/20 levels (pre-pandemic), but a £110m reduction in spend on the current financial year.

This falls short of our calls; however, we remain hopeful that the marked increase on pre-pandemic investment and clear emphasis on cross-departmental working represent a reaffirmation of commitments to end rough sleeping.

We will continue to call on Government to ensure that the three-year funding commitment translates through to long-term grants to local areas under the RSI, bringing much-needed stability to services currently struggling to plan or retain staff on short-term contracts.

2. People First

We believe that homelessness is a temporary state rather than a permanent condition. It is vital that individuals experiencing homelessness are given the right support to meet their needs and aspirations and improve wellbeing.

Supporting employment, volunteering and training projects

In September 2021 the Enterprise Development Programme Phase 2 came to an end and Homeless Link were successful in achieving an additional £250,000 in funding from Access - The Foundation for Social Investment, for continuation of the programme via an Alumni Network.

Phase Two of the programme provided grants to support trading model development. This includes exploring initiatives such as addressing gaps in service provision e.g., recruitment agencies, using donated items and upcycling them to make a profit, and production of items for sale.

As part of the Alumni Network, Homeless Link are hosting a range of engagement and development activities for the Enterprise Development Cohort to continue. These include:

- Workshops with the cohort to further develop enterprising models and enable networking and shared learning.
- The 'This Much We Know' podcast, which shares stories of enterprise development and has frequently ranked in the top 10 charity podcasts.
- Commissioning and overseeing a research project that explores fairness in employment and volunteering practices in trading models..

Supporting wellbeing, self-expression and empowerment

Strengths-Based Practice (SBP) focuses on the positive qualities of the people we work alongside, the organisation and the local community. Rather than addressing the 'problems' of the individual, they look to get to know the person as a whole to identify strengths and goals that the person wishes to work towards.

To support our members to employ strengths-based practice we:

- Published a toolkit and set of principles.
- Worked with two partners to explore embedding SBP in different contexts:
    - Leeds City Council looking at commissioning a strengths-based outreach service which resulted in the development of a new framework, and
    - Concrete to develop a strengths-based monitoring system.
- Produced an animation demonstrating the key principles of SBP in practice.

Supporting voluntary, community and faith sector organisations to play a key role locally and nationally

Ending homelessness requires coordination between many different agencies, including charities and housing associations, community and faith groups, local authorities and other public services, as well as people with lived experience.

We provided regional support from Partnership Managers to strengthen local partnerships. This includes the creation and delivery of local and regional homeless forums to improve collaborative working, information sharing and building local partnerships, for example between statutory/commissioned services and non-commissioned community and faith groups.

In Basildon

- 90% of attendees state that local partnership working has significantly improved since the forum was established.
- 100% of attendees state that they feel more informed about the local system and service provision and have a person they can now contact directly.
- 100% of attendees report that they are using the Directory of Local Homeless Services written and distributed by those attending the forum. This is handed out to those using service and helps provide a more cohesive signposting, information advice and guidance system locally.

In East Sussex

- 89% of attendees said that they have connected with colleagues from across the sector, not connected with before as a result of the Forum.
- 84% said that the Forum has enhanced Partnership Work.
- 95% said that the Forum had raised awareness of their service.

Our Partnerships team have been involved in supporting coproduction of local RSI bids by ensuring engagement with the voluntary, community and faith sectors. Regional partnership managers led on the organisation and facilitation of consultation events across the country, for example in Croydon, Reading, Stoke, Liverpool and Hull. The learning has been used to shape local approaches and has also led to our further involvement in these areas, such as the development of a homelessness charter and utilising the intelligence from grass roots organisations to design commissioning, pathways and communications in Hull.

At the end of the financial year, we successfully bid for the DLUHC Voluntary and Community Sector Grant fund, and this has led to a continued funding for our national partnerships work.

Meeting diverse needs

People facing homelessness come from diverse backgrounds and have different needs. We recognise difference and take a holistic approach to gathering practice and promoting inclusivity.

This year our Ending Women's Homelessness Grant programme came to an end and an insights and impact report was published to coincide with 16 days of activism against domestic abuse. Over the course of the fund, grantees supported over 2,000 women and over 1,700 staff were provided specialist training.

We fed intelligence from this work into a number of consultations including: perpetrator housing, women's health strategy, and the Mayor of London's Office for Policing and Crime Violence Against Women and Girls (VAWG) strategy on women's safety in public spaces. The project has achieved profile, for example we were invited to write an article for Inside Housing about women's homelessness and domestic abuse and to present to the Local Government Association.

Development of a women's homelessness toolkit is underway, and a number of organisations responded to an expression of interest to be part of a pilot testing out the new resources.

This year we have also continued our work on youth homelessness. We published guidance and learning events on supporting 16–17-year-olds, supporting young women and supporting young trans people.

The Youth Homelessness Project Advisory Group membership was increased and an offer to act as a sub-group of the Government's Rough Sleeping Advisory Group was well received.

We have identified two key areas of work that the project will focus on next year; improving access to services/local authority gatekeeping and improving support within youth homelessness services to enable young people to move towards independence.

Making Every Adult Matter (MEAM)
We have continued our work as part of the Making Every Adult Matter (MEAM) coalition to improve the way that services across different sectors support people facing multiple disadvantage and create long-term changes to local and national systems.

During the year, the coalition has provided ongoing support to the MEAM Approach network, enabling local areas to transform services and systems. MEAM Approach areas have supported 1,944 people, reduced rough sleeping by 82% and are reporting statistically significant reductions in the use of A&E and non-elective hospital admissions.

We developed and launched the MEAM Systems Intervention Tool to provide focused support to a sub-set of the MEAM Approach network on specific system challenges and a systems leadership for multiple disadvantage training programme to support this work.

We continued to support the Fulfilling Lives programme, now completing its work, supporting the eleven local areas to ensure that legacy learning can be shared.

Our work with the MEAM Approach and Fulfilling Lives networks ensures that learning about cross-cutting issues relating to multiple disadvantage can be shared with local and national audiences, including reports on health reform and the development of Integrated Care Systems, safeguarding and multiple disadvantage, mental health discharge, and alcohol and multiple disadvantage.

Most recently we published a report on funding, which explores how government funding streams could be better coordinated to support people and incentivise systemic change at a

local level. We discussed this report with civil servants and are hosting spaces for cross-departmental discussion and debate.

We have published our strategy for the next four years, and secured funding from the National Lottery Community Fund to continue support to the MEAM Approach network and create a vibrant eco-system of local areas across the country that are working to tackle multiple disadvantage. We have restructured the MEAM team for this next phase, allowing us to focus on network support, system intervention support and workforce training and development.

3. Prevention into Action

If we are to truly end homelessness, we must find ways of targeting our efforts and resources further upstream to prevent homelessness from occurring in the first place. But it is important to focus on what is actually within our gift to change, both as an organisation and a sector, alongside our campaigning efforts in this space.

Enhanced advice and advocacy for non-UK nationals experiencing or at risk of homelessness

The gaps in basic safety nets for non-UK nationals with immigration-based restrictions are among the most urgent and prominent issues that Homeless Link members raise with us. For many years, solutions to this challenge have felt like missing pieces of the puzzle in national plans to end rough sleeping. Policy choices that allow immigration control to overshadow and undermine good social policy have compounded this, making it even harder for local homelessness systems to deliver the change we need.

Non-UK nationals are more vulnerable to homelessness than people with UK citizenship, and those with restricted or undetermined eligibility for public funds even more so. However, Everyone In prompted new ways of doing things and, in some areas, a greater willingness to explore new approaches and truly exhaust all options.

Over the last year Homeless Link has taken a leading role in the sector on these issues. Homeless Link and NACCOM – The No Accommodation Network conducted research with local authorities, homelessness and immigration stakeholders and people with lived experience of homelessness and restricted eligibility across England. With the support of partner areas Bedford, Haringey and Manchester, the research captured practice and policy lessons from the pandemic and tried to identify an achievable, long-term approach to better supporting this group.

Based on this research, we published a report in June 2022 putting forward an ambitious but achievable roadmap for change for local authorities and Government to sustainably tackle homelessness among non-UK nationals with restricted eligibility. We have secured a second year of funding to support dissemination and policy influencing work.

This year we have also led the #SupportDontDeport campaign calling on local authorities not to make use of new immigration rules which made rough sleeping grounds for deportation.

Our work has seen us gain a seat at the table on behalf of our members. We were invited by the Home Office to join the Advisory Group for the review of the Rough Sleeping Support Service (RSSS), a service intended to facilitate the resolution of immigration cases for people facing homelessness, which met with limited success.

Homeless Link represented the views of members collected through targeted engagement in late 2021. Given its broad remit, we hope it can produce a redesigned service that delivers a transparent, accountable and safe mechanism for immigration cases to be prioritised and for immigration information to be requested.

We are eagerly awaiting the outcome of the review. Our key asks include:

- RSSS should sit outside immigration enforcement.
- Publish and disseminate clear guidelines, policies and procedures that govern the operation of the RSSS.
- The referral rights should be limited to immigration advisors only.
- Objective, regular outcomes monitoring and reporting.

We have also updated our guidance for members on supporting non-UK nationals, people from the EU and refugees and people seeking asylum, and we gathered and produced a series of case studies about local area responses to people who are homeless with restricted eligibility. We provided a policy briefing on new immigration rules introduced in May 2021 and hosted a well-attended webinar promoting the opportunity for local areas to include services and advice for non-UK nationals within RSI bids.

Immigration advice for rough sleepers fund
Homeless Link, on behalf of the GLA, managed the Immigration Advice for Rough Sleepers Fund (IARSF). In early 2021, the Homeless Link team opened applications to the fund and in March of that year awarded seven grants to organisations across London.

The IARSF has provided funding and capacity for these organisations to work in collaboration by linking up immigration and homelessness services. Homeless Link are supporting grantees via management of the fund and delivery of a peer network to collaboratively problem solve and share learning and expertise. Grant holder delivery commenced in April 2021 and ran until June 2022.

The programme seeks to:

- enable services to support people to prove or obtain secure immigration status and enable a positive move-on from the streets or from emergency accommodation,
- to reach migrant rough sleepers to reduce their vulnerability to rough sleeping again or becoming entrenched rough sleepers,
- as well as reducing their risk of falling victim to exploitation or crimes such as modern slavery.

Over the course of 2021-22 we have worked closely with grantees, understanding their insights from developing work of this nature and sharing with the sector.

The innovative fund has shown the need for both the immigration sector and homelessness sector to work together to ensure that the needs of every rough sleeper can be met. We are already seeing interesting learning coming out of the monitoring from this fund, in particular around the need for homelessness services to be involved as Non-UK National rough sleepers access immigration advice, the complexity of the cases, and the importance of emergency accommodation for rough sleepers accessing such advice.

"For Micro Rainbow the project has been transformational as we are now OISC registered. The number of clients reached has been consistent over the life of the project. The re-purposing of some of the budget to emergency accommodation (which will be better reflected in Q5 expenditure) has been crucial to avoid rough sleeping and potential violence, especially of trans migrants."

We published a briefing paper sharing insights from the fund in March 2022.

Collaborating between public sector bodies, in particular health, to promote a holistic approach to prevention and improve health outcomes

We were also successful in gaining a new commission for the Health and Wellbeing Alliance (HWA) from the Department for Health and Social Care to continue our ability to play a leading role in the emerging collaboration between health bodies, local authorities and the homelessness sector. Working with our partners Groundswell and Pathway, we formed the Homeless Health Coalition (HHC).

As part of our 2021-22 work programme, we have completed two reports that have now been published.

The first report explores the continuing barriers to GP registration of people experiencing homelessness from the perspective of people with lived experience, primary care administrative staff and clinicians. We held a series of multi-stakeholder focus groups with representatives from all the above groups to co-produce solutions to identified barriers.

The second report looks at the experiences of frontline homelessness workers in having health conversations with the people they are supporting, the types of conversations they have and their confidence in doing so. We held 2 workshops with frontline workers, and a workshop with people with lived experience of homelessness to inform the research. The report, Bridging the Gap, has highlighted training and support needs for both the sector and health care professionals in this space and will inform the next year's HWA work through a series of co-production workshops.

The coalition co-authored a policy paper to inform the upcoming Inclusion Health White Paper. This work is now moved beyond the HWA to explore cross-sector engagement in developing shared inclusion health asks.

Our London PLUS project, in partnership with Groundswell, ran events related to inclusion health bringing together the homelessness and health sectors. Themes included mental health and homelessness, Integrated Care Systems (with representatives from all 5 London

ICSs in attendance) and access to healthcare for non-UK nationals experiencing homelessness.

We continue to increase our presence in the strategic and influencing space relating to social care and homelessness. This includes attending expert advisory groups and delivering presentations on three safeguarding and homelessness webinars hosted by the Care and Health Improvement Partnership.

4. A Stronger Voice

Our strength lies in our members: their skills, experience, resources and passion. They know better than anyone the true nature and scale of the challenge to end homelessness. We want to give voice to their experience and, in so doing, create opportunities for shared learning and celebration and give challenge to systems that are not working for people.

Campaigning and influencing

Responding to member feedback we have strengthened our campaigning capacity which enabled us to deliver 3 campaigns this year.

- Local government and Mayoral election. 4 Mayoral candidates and 23 council candidates signed our Everyone In for Good pledge. Many members wrote to candidates and two organisations organised a local hustings event.
- "Support Don't Deport" enabled members and local authorities to take a stance on new Home Office rules, which made rough sleeping grounds for deportation, and agree not to pass information on to the immigration authorities. 13 Local Authorities and 120 Organisations signed the pledge, and to date we believe that the rules have not been used.
- Funding for the sector. Ahead of the Budget we made a full submission to the Treasury and encouraged our members to contact local MPs. We were successful and the Government agreed 3-year funding for homelessness, which is now being passed on to local areas and services.

Proactive research and gathering of intelligence and evidence from members via our Partnerships team, MEAM network, member forums and surveys has led to the identification of key trends and emerging themes impacting the sector. This intelligence has led to opportunities to influence and shape policy, programmes, practice and partnerships.

- Ensuring people experiencing homelessness and staff supporting them maintained priority for the roll out of COVID booster vaccinations
- Securing additional funding and support for rough sleepers in response to the new Omicron variant via Protect and Vaccinate programme
- Shaping Winter Transformation funding and models of winter provision
- Representing the sector and advising government on the Rough Sleeping Advisory Panel, Changing Futures programme, Everyone In step down & recovery and review of the Rough Sleeping Support Service
- Making evidence submissions to a range of government consultations, select committee and APPG reviews on topics such as women's health, exempt

accommodation, Housing First and standards for provision for 16- and 17-year-old children in care and care leavers.
- Influencing new work in London on sector workforce challenges as part of the Life Off the Streets programme

Embedding practice through workforce training & development
We have seen a growth in demand for training and a return to face to face delivery, alongside continuing our online offer. This blended approach enables us to provide affordable training for all members regardless of size or location.
To help members embed improved practice we are developing enhanced offers of support that draw upon our training and consultancy services in a combined offer. This model of support has proved particularly popular in helping organisations to become trauma informed, through upskilling staff, embedding good practice, and reassessing organisational policies and procedures.

To support the professionalisation of the homelessness workforce we have worked in partnership with CIH Housing Academy to develop and pilot a level 3 Certificate in supporting people experiencing homelessness. This is the first accredited course specifically for the homelessness sector and the feedback has been very positive.

We ran a programme of national conferences on women experiencing homelessness, rough sleeping, leadership and accommodation solutions. This programme included a return to face-to-face delivery which was welcomed by attendees, specifically because of the improved networking it allows.

In addition to the two-day leadership summit, we ran a programme of leadership masterclasses including ones on 'how to stay motivated as a leader', 'leading locally through collaboration rather than competition', 'how to work better with our boards' and 'how to embed an organisational culture and values'.

Since the launch of the new specialist jobs board in 2021, we have introduced further resources to the site to support our members with their recruitment including a series of template job descriptions that are strength based and reflect EDI values.

The consultancy service has continued to grow throughout 2021, with the team providing specialist support to both homelessness charities and local authorities. The work that we are being asked to undertake is varied and includes service reviews, support to develop policies or to become a Registered Provider, facilitation of board away days, options appraisals, supporting organisations to become trauma informed or more inclusive as well as supporting the development of homelessness pathways or strategies for a local area.

With a growing team and a growing bank of associate consultants we are able to respond to the specialist requests and provide tailored responses.

Making In-Form an essential tool for managing data about our members' work
Our business development team sold 54 systems, lifting In-Form use to 280 organisations with 18,500+ users, 20% and 11% annual growth respectively. 12 of the new systems we

implemented were for smaller organisations supported by our successful partnership with the Lloyds Bank Foundation.

We continued to develop our website and our marketing channels progressed substantially, with customer engagement on social media increasing by 5% on Twitter and 19% on LinkedIn so more of our social audience are in contact with us and can access events, training, videos and articles to improve their In-Form experience.

Our events included formal training sessions as well as customer user groups, monthly webinars and conferences for new, potential, and existing customers. These gave users the chance to learn from In-Form staff, discover new system features, network and to learn from peers.

50 customers benefited from review meetings as part of In-Form's customer success strategy that seeks to retain customers and ensure In-Form continues to meet their data needs. Feedback has been extremely positive and has led to a number of customers developing their In-Form systems.

Our annual survey found 80% of users would recommend In-Form to other organisations, which is important for In-Form as a high proportion of leads come from word of mouth.

As the sector market leader, the In-Form product continues to go from strength to strength, offering organisations a client management solution that fits their needs, helping them tell service users' stories and challenges, improve their practice and increase their impact.

Supporting practice development and the frontline

We published new practice resources for the sector on a range of topics including Debt Relief, Speech, Language and Communication Needs, Learning from Safeguarding Adults Reviews, COVID-19 vaccinations, severe weather emergency protocol (SWEP) and winter provision. Documents in our resource library were viewed over 14,000 times in the year. We delivered a series of webinars promoting positive practice and our first podcast, Going Beyond, providing information to support the delivery of psychologically informed support work.

We continued to support frontline workers through our Communities of Practice programme in more than 20 localities. In partnership with City Bridge Trust and Oak Foundation we ran the Responding to the Resilience Risk 2 programme of activities for frontline workers aiming to improve access to and understanding of resilience tools. The activities included one-to-one coaching and group training. Altogether 12 organisations were awarded £25,000 over a six-month period to allow them to release staff to participate in activities.

Growing our movement

Over the last year our membership base has grown to over 900 members, helping to ensure we represent the widest possible range of homelessness organisations in England, and are as collectively influential as we can be.

We have introduced a new, free membership band for small, community groups with a turnover less than £50K. This enables them to be part of our movement of organisations working to end homelessness.

According to our latest membership survey

- 95% of heads of organisations agreed that Homeless Link is an effective advocate for the sector
- 96% are likely to recommend Homeless Link membership
- 98% said they will renew their membership

"Homeless Link are definitely the voice of the sector."

Commitment to Change

Our EDI strategy

After extensive consultation with our staff the Homeless Link 3-year Equalities, Diversity and Inclusion (EDI) plan 'Commitment to Change' was published in July 2021.

We are committed to EDI because, for maximum performance as an organisation and as a corporate citizen, we know we must:

- Recognise and value difference and
- Recognise and redress inequality and disadvantage.

Our strategy and related policies are not limited to only meeting legal compliance; they are intended to cover all unfair discrimination and promote the principles of equality, diversity and inclusion.

Our strategy sets out 5 thematic areas for action: Our Governance; Our Team; Our Members; People Experiencing Homelessness; and Government and Society.

Action is underway across all five strands including:

- **Our governance**: we have completed a baseline EDI survey and audit of our board and identified priorities for future board member recruitment and succession planning.
- **Our team:** well attended "Resonance" peer support groups are now operating for People of Colour and LGBTQ+ staff.
- **Our members:** we commissioned a series of facilitated reflective spaces for People of Colour working in London's homelessness services.
- **People experiencing homelessness:** we have established a project group examining how we can better ensure our work is actively informed by the voice of lived experience.
- **Government and society:** We have moved away from the use of stock images, that rarely represent the full diversity of society, and replaced these with a range of illustrations.

Delivery of the strategy will continue in 2022-23 with strategic oversight by the board and support from a new EDI Programme Manager.

Financial review

Results for the year

Homeless Link's income for the year reduced from £21.79million in 2020/21 to £11.47million, a reduction of £10.32million. The main factor in this decrease in income was the one-off Covid-19 homelessness response funding in 2020/21 that was not repeated in 2021/22. Although income for grant-making reduced from £15.31million to £4.25million and income from Trusts and Foundations reduced from £779k to £315k we saw a growth in other income including a 31% increase in In-Form income to £2.72million and a 53% increase in Membership services income to £1.37million as income from training and events recovered following the pandemic lockdowns.

Expenditure decreased from £21.65million to £11.87million (a 45% reduction). Again, the most important factor here was the decrease in grants awarded and paid to other charities from £15.34million to £4.65million. Non-grant making expenditure increased by 14% from £6.31million to £7.22million.

We incurred a deficit for the year of £400,690. Of this deficit, £263,916 was spending of brought forward restricted funds, leaving £139,774 as an unrestricted deficit. Our total funds reduced to £1,418,104. This was represented by Restricted Funds of £341,698 and Unrestricted Funds of £1,076,406, including designated funds of £108,977.

Reserves policy

Homeless Link holds reserves primarily in order to maintain an adequate level of resilience against financial risks, and to be able to take advantage of new opportunities as they arise.

The trustees determine a minimum level of reserves to be held on the basis of risk-weighted financial forecasts for possible future adverse events. Examples include:

- Ability to maintain adequate working capital in the event of a significant delay in receipt of income, or a requirement to incur significant additional expenditure;
- Ability to maintain service levels in the event of loss of a funding source, until the funding can be replaced, or the charity can be appropriately restructured;
- In the last resort, ability to wind up the charity on a solvent basis.

On the above basis, the trustees require the charity to hold reserves that represent at least 3 months' spending excluding grant-making and other payments to partners, MEAM and In-Form.

At the year-end, the charity's reserves (defined as general unrestricted funds less the net book value of fixed assets) amounted to £814,208. This figure is £13,367 above the target level of reserves. The reserves policy is reviewed annually by the board of trustees, and they have resolved to retain this reserves policy as a target. All reserves were represented by cash deposits or short-term investments on call within 7 days.

Future Plans

In 2022-23 we will continue to deliver Shaping the Future Together, our 3-year strategic plan. A full and detailed business plan has been agreed which includes the following areas of work.

Home Safe
We will expand capital capacity of the sector by delivering on the existing Transformation Fund and securing new funding towards capital capacity development and capital project delivery via grant funding for our members.

We will produce an options appraisal for the CHAIN system and deliver agreed developments. As a result, an improved system will be in place, which more closely meets stakeholder needs.

We will continue to develop and extend the usage of In-Form across the sector, making it the system of choice for managing homelessness services across the UK.

We will fundraise and commence a comprehensive review of the full range of supported accommodation options. This work will be used to inform policy and practice development, influencing and campaigning.

People First
We will champion, promote and influence for involvement of people with lived experience in the local and national strategy, policy, and the design and delivery of services. We will work with local areas to embed co-production approaches at all levels.

The Make Every Adult Matter (MEAM) coalition is committed to diversifying income, through the development of commercial offers around systems support consultancy, workforce development and training.

Prevention into Action
In June 2022 we published our roadmap for supporting non-UK nationals facing homelessness. We will undertake a programme of stakeholder engagement to influence national and local policy makers to adopt our recommendation.

We will expand and raise profile of our Homeless Health Needs Audit tool and research to develop greater insight and support greater collaboration between health bodies, local authorities and the homelessness sector.

We will seek funding for a prevention-based project to support the sector to develop community led approaches to prevention, to move the focus of organisations upstream from crisis to prevention and to amplify good practice and approaches.

Stronger Voice
We will take a bolder campaigning approach by increasing member engagement to inform policy work and building a network of members who are engaged with campaigning actions that deliver real social change.

We will support our members to improve their practice by developing new In-Form features and modules, improving customers' use of In-Form and Salesforce and implementing systems for new customers. We aim to achieve £3m of revenue which will also help to support our charitable activities.

We will enhance our sector leadership development via training and coaching, empowering and professionalising the frontline underpinned by good practice resources and Communities of Practice.

New government funded programmes
We will ensure our work across all DLUHC funded activity meets agreed outcomes and outputs, delivering a successful first year with new ways of working embedded and progressing.

Organisational development
We will continue to invest in our central services functions to ensure we have the financial, HR, IT and administrative support appropriate for a charity of our size and scope. This will include a review of our office space requirements post- pandemic.

Administrative details of the charity, its trustees and advisors

Charity Number	1089173
Company Number	04313826
Registered Office	Minories House, 2-5 Minories, London EC3N 1BJ
Statutory Auditor	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP
Principal Banker	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
Solicitor	Russell Cooke 2 Putney Hill London SW15 6AB

Trustees and Directors

Anne McLoughlin, Chair	appointed 12 November 2021
Michael Egan, Treasurer	
Steve Benson	
Harish Bhayani	
Amanda Dubarry	
Maria Iglesias	
Angela Lennox	
Ellie McNeil	
Mark Simms	
David Smith	
Ross Watkins	appointed 12 October 2021
Jamie Whysall	
Piers Feilden	resigned 12 November 2021
Susannah Gorgeous	resigned 6 August 2021
Jeff Marsh	resigned 12 November 2021

Company Secretary

Fiona Colley	appointed 1 July 2021
Matt Harrison	resigned 1 July 2021

Senior Staff

Rick Henderson	Chief Executive
Matt Harrison	Deputy Chief Executive
Fiona Colley	Director of Social Change
Peter Smith	Director of Sector Development

Structure, governance and management

Structure

- Homeless Link is a charitable company limited by guarantee and is governed by its Articles of Association.
- Homeless Link Social Investment Limited is a wholly owned trading subsidiary of Homeless Link.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.

Governance and management

The Board of Trustees of Homeless Link comprises a minimum of 5 and a maximum of 17 trustees, who are also directors of Homeless Link. In addition to up to 10 trustees elected from the membership, the Board may appoint up to 7 independent trustees including up to 2 trustees with personal experience of homelessness and use of homelessness services. Trustees are elected or appointed for an initial term of 3 years and may be elected or appointed for further periods of 3 years. No trustee may serve for more than 9 years continuously.

Whilst the trustees have ultimate responsibility for the governance and direction of Homeless Link, the operations of Homeless Link are managed by the Chief Executive and the Senior Management Team. The Senior Management Team comprises of the Chief Executive, the Deputy CEO, Director of Social Change and Director of Sector Development.

Charity Governance Code

The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance. The Code sets out aspirational principles and recommended practice for good governance and is intended to be a tool for continuous improvement towards the highest standard.

In June 2021 we received the finding of an independent review to appraise ourselves against the Code and to provide a governance action plan.

The review found that “Homeless Link’s Board demonstrates many features of good governance as set out in the Code and there is evidence of ongoing review and development. However, as with most charities a review has identified scope for improvement in systems and processes to align arrangements with recommended practice.”

Over the year we have been acting to implement the review's recommendations. This has included formalising:

- a comprehensive scheme of reservation and delegation of authority;
- a framework for review of organisational policies;
- a role description for the Treasurer;
- a formal framework for the CEO's appraisal;
- policies for Trustee induction and appraisal and ongoing governance review and development.

In 2022-23 our governance improvement work will continue with review of

- our Articles of Association;
- our board size and sub-committee structure.

Trustee recruitment and training

Homeless Link's trustees are recruited by a combination of membership election and board appointment. In 2021-22 two new board members were appointed, Anne McLoughlin and Ross Watkins. In 2022-23 we will be holding member elections for two trustees.

Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. We have implemented an annual trustee appraisal process and skills audits, and support trustees to develop their governance skills.

Key management personnel remuneration

The salaries and benefits are set based on the market rates for the sector in which Homeless Link operates.

Risk management

The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing. A risk review is undertaken every year and a we maintain a key risk register. The board considers the following to be the key risks currently faced by Homeless Link and has also identified mitigation for those risks as follows:

Cyber attack

- CyberEssentials accreditation
- Multi-Factor Authentication
- Staff training and awareness
- Review of IT Support services

Fraud & Corruption

- Internal Audit of financial controls
- Robust systems and processes
- Staff training
- Insurance

Dependence on a small number of major grants

- Financial strategy approved by board
- Securing multi-year funding from key statutory funders
- Diversification of income
- Fundraising from trusts, companies, and individuals
- Sustainable and growing social enterprises

Safeguarding

- Robust and up-to-date organisational safeguarding policy
- Safeguarding training for all staff

Board and governance

- Effective induction and training for trustees;
- Board and Senior Management strategy sessions; and
- Appraisals of Chair, Board and CEO

Personnel

- Increase in size and capacity of SMT
- Succession planning for key staff
- Review of recruitment processes

Cost of Living

- Low energy costs and reduction in office space
- Inflation built into recent statutory funding agreements
- Ability to increase prices for In-Form and Membership Services
- Positive relationship with staff team and union

Trustees' responsibilities in relation to the financial statements

The trustees of Homeless Link are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware:

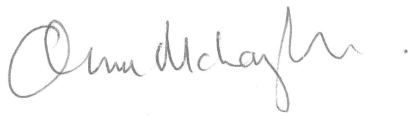
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor appointment

As part of the regular review of our governance, we carried out a review of our audit provider and decided to re-appoint Moore Kingston Smith LLP.

Approval

The Trustees' Report was approved on 11 October 2022 and is signed on their behalf by



Anne McLoughlin, Chair of Trustees

Independent auditors' report to the members of Homeless Link

Opinion

We have audited the financial statements of Homeless Link (the 'company') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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.

Independent auditors' report to the members of Homeless Link

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

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

Independent auditors' report to the members of Homeless Link

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 26, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Independent auditors' report to the members of Homeless Link

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

Independent auditors' report to the members of Homeless Link

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

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

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one

Independent auditors' report to the members of Homeless Link

resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor, 9 Appold Street, London EC1A 2AP

Date: 6/12/2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

Incorporating income and expenditure account

For the year ended 31 March 2022

					restated
				2022	2021
		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
INCOME	**Notes**	**£**	**£**	**£**	**£**
Income from charitable activities					
Statutory income	**2**	901,786	670,776	1,572,562	1,413,217
Trust and Foundations	**3**	17,750	297,301	315,051	778,518
MEAM Services	**4**	125,014	571,892	696,906	720,862
In-Form	**5**	2,717,404	-	2,717,404	2,080,685
Membership Services	**6**	1,374,275	-	1,374,275	895,788
Grants Programme	**7**	-	4,254,693	4,254,693	15,314,246
Other income					
Other income	**8**	538,984	-	538,984	585,044
Total income		**5,675,213**	**5,794,662**	**11,469,875**	**21,788,360**
EXPENDITURE					
Expenditure on raising funds					
Fundraising		25,329	-	25,329	26,629
Expenditure on charitable activities					
Ending Homelessness		893,398	680,904	1,574,302	1,607,789
Research and Development		345,145	133,669	478,814	579,837
MEAM		143,044	590,483	733,527	814,914
In-Form		2,769,570	-	2,769,570	2,176,849
Membership Services		1,419,171	-	1,419,171	974,353
Grants Programme		-	4,653,522	4,653,522	15,339,255
Other expenditure		216,330	-	216,330	129,125
Total expenditure	**9 - 10**	**5,811,987**	**6,058,578**	**11,870,565**	**21,648,751**
Net movement in funds for the year		**(136,774)**	**(263,916)**	**(400,690)**	**139,609**
Reconciliation of funds:					
Total funds brought forward		1,213,180	605,614	1,818,794	1,679,185
Total funds carried forward	**20**	**1,076,406**	**341,698**	**1,418,104**	**1,818,794**

All income and expenditure are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
The notes on pages 38 to 62 form an integral part of the financial statements.
A comparative of the Statement of Financial Activities for the year ended 31 March 2021 is on page 63.

Consolidated and charity balance sheets

As at 31 March 2022

	Notes	Group 2022 £	Charity 2022 £	restated Group 2021 £	Charity 2021 £
Fixed Assets					
Intangible fixed assets	13	79,111	79,111	-	-
Tangible fixed assets	13	74,109	74,109	136,422	136,422
Investments	14	1	2	2	3
		153,221	**153,222**	**136,424**	**136,425**
Debtors:					
amounts falling due after one year	15	361,137	-	1,024,955	-
Current Assets					
Debtors & prepayments	15	3,004,597	2,555,081	1,930,461	1,564,681
Cash at bank		1,410,353	1,282,780	1,548,656	1,342343
Short term investments	16	125,537	125,537	112,240	112,240
		4,540,487	**3,963,398**	**3,591,357**	**3,019,264**
Creditors :					
amounts falling due within one year	17	(3,185,453)	(2,698,515)	(1,784,242)	(1,336,894)
Net current assets		**1,355,034**	**1,264,883**	**1,807,115**	**1,682,370**
Total assets less current liabilities		**1,869,392**	**1,418,105**	**2,968,494**	**1,818,795**
Creditors :					
amounts falling due after one year	18	**(451,288)**	-	**(1,149,700)**	-
Net assets		**1,418,104**	**1,418,105**	**1,818,794**	**1,818,795**
Represented by					
		2022	**2022**	**2021**	**2021**
Funds		**£**	**£**	**£**	**£**
Unrestricted funds: general	19	967,429	967,430	1,106,764	1,106,765
Unrestricted funds: designated	19	108,977	108,977	106,416	106,416
Restricted funds	20	341,698	341,698	605,614	605,614
Total Funds		**1,418,104**	**1,418,105**	**1,818,794**	**1,818,795**

The accounts were approved and authorised for issue by the Board of Trustees on 11th October 2022 and signed on their behalf by:

Anne McLoughlin, Chair of the Board of Trustees

Consolidated statement of cash flows

For the year ended 31 March 2022

	Group 2022 £	Group 2021 £
Cash flows from operating activities:		
Net (expenditure) / income (as per the Statement of Financial Activities)	(400,690)	139,609
Depreciation	101,040	62,345
Increase in short-term debtors	(1,074,136)	(406,723)
Decrease in Homeless Link Social Investment Ltd; Long-term debtors	663,818	56,459
Increase in short-term creditors	1,401,212	274,520
Decrease in Homeless Link Social Investment Ltd: Long-term creditors	(698,412)	(95,795)
Net Cash inflow/(outflow) from operating activities	(7,168)	30,415
Purchase of intangible assets	(85,325)	-
Purchase of fixed assets	(32,513)	(14,311)
Net Cash outflow from capital expenditure and investments	(117,838)	(14,311)
Change in cash and cash equivalents in the reporting period	(125,006)	16,104
Cash and cash equivalents at the beginning of the reporting period	1,660,896	1,644,792
Cash and cash equivalents at the end of reporting period	1,535,890	1,660,896
Analysis of cash and cash equivalents	**£**	**£**
Cash in hand	1,410,353	1,548,656
Short term investments	125,537	112,240
Total cash and cash equivalents	**1,535,890**	**1,660,896**

Consolidated statement of cash flows

For the year ended 31 March 2022

Analysis of changes in net debt

	At start of year	Cash Flows	Other non-cash charges	At end of year
	£	£	£	£
Cash in hand	1,548,656	(138,303)	-	1,410,353
Short term investment	112,240	13,297	-	125,537
	1,660,896	(125,006)	-	1,535,890
Loans falling due within one year	(447,349)	-	(48,154)	(495,503)
Loans falling due after more than one year	(1,149,700)	-	698,412	(451,288)
Changes in net debt	**63,847**	**(125,006)**	**650,258**	**589,099**

Notes to the financial statements

For the year ended 31 March 2022

1. ACCOUNTING POLICIES

Basis of preparation
Homeless Link constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) including update bulletin 2, the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice.

The financial statements have been prepared in Sterling, which the functional currency of Homeless Link. Monetary amounts in the financial statements are rounded to the nearest Pound.

The charity has restated its Income and Expenditure into different categories in the current financial year to better describe the charitable activities of the entity. As a result of this, the 2021 comparatives have also been restated on the Statement on Financial Activities.

The charity has restated the balance sheet split between short term investments and cash to better reflect those assets held within short term investments.

Consolidated financial statements
The financial statements consolidate the results of Homeless Link and its wholly owned subsidiary, Homeless Link Social Investment Ltd on a line-by-line basis. The subsidiary company has the same year end date of 31 March 2022.

Going Concern
The trustees have assessed whether the use of Going Concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a Going Concern. The trustees have given due consideration to the longer-term impact of the Covid-19 pandemic on the charity's operations and the current cost of living crisis. In 2021/22 the charity secured long-term funding arrangements with its key statutory funders and the continued growth of In-Form and the recovery of Membership Services income give the trustees confidence in the future.

Having reviewed forecasts prepared by management, the trustees are confident that the charity and group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

Critical accounting estimates and areas of judgement
In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The

Notes to the financial statements
For the year ended 31 March 2022

1. ACCOUNTING POLICIES (continued)

following judgements and estimates are considered by the trustees to have the most significant effect on the amounts recognised in the financial statements:

- Depreciation and amortisation charges are based on the estimated useful life of the assets held.

Investments
Unlisted investment comprises investments in subsidiaries which are measured at cost less impairment.

Income
Grants, donations and legacies are recognised as income when they are receivable.
Membership fees are apportioned over the period of membership.
Income from social enterprise activities is spread evenly over the period to which the services relate.
Fees from training and events are treated as income on the date the goods or services are supplied.

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

Expenditure is classified under the following activity headings:
- Expenditure on raising funds; and
- Expenditure on charitable activities.

Allocation of support costs
Expenditure that cannot be directly attributed to specific activities and services are pooled together as central overheads and are apportioned across activities and services using staff full time equivalents.

Grants payable
Grants payable are payments made to third parties in the furtherance of the charitable objectives of the Charitable Company. The grants are included in the Statement of Financial Activities in the period in which the awards are made.

Notes to the financial statements
For the year ended 31 March 2022

1. ACCOUNTING POLICIES (continued)

Fund accounting
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of Homeless Link. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

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

Further details on each fund are disclosed in Notes 18 and 20.

Depreciation of Tangible and Intangible Fixed Assets
It is Homeless Link's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of Intangible and Tangible Fixed Assets on a straight-line basis over their expected life.

Rates of Depreciation:	
Computer Equipment and systems	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Remaining length of lease

Intangible assets are capitalised when the aggregate costs are over £10,000 and are not annual recurring costs. The Intangible assets in the accounts will be amortised over three years.

Pensions
Homeless Link pays defined contributions into a stakeholder pension scheme set up in 2008. Contributions are charged to the Statement of Financial Activities as they occur.

Leased assets
Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as they occur.

Short term investments
The trustees, having regard to the liquidity requirements of operating the charity, have invested surplus funds in short-term units, COIF Charities Investment Fund Accumulation Units, managed by CCLA.

Short term investments are included on the balance sheet at their market value at the end of the financial year. Realised and unrealised gains/(losses) are credited/(debited) to the Statement of Financial Activities in the year in which they arise.

Notes to the financial statements

For the year ended 31 March 2022

2 STATUTORY INCOME

	Unrestricted Funds £	Restricted Funds £	2022 Total £
Department for Levelling Up, Housing and Communities	860,836	350,000	1,210,836
Greater London Authority (GLA)	40,950	72,520	113,470
London Councils	-	106,765	106,765
Department of Health and Social Care	-	132,491	132,491
Welsh Government	-	9,000	9,000
	901,786	670,776	1,572,562

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Department for Levelling Up, Housing and Communities	806,294	350,000	1,156,294
Greater London Authority (GLA)	10,000	72,000	82,000
London Councils	-	114,923	114,923
Department of Health and Social Care	-	51,000	51,000
Welsh Government	-	9,000	9,000
	816,294	596,923	1,413,217

3 TRUSTS AND FOUNDATIONS

	Unrestricted Funds £	Restricted Funds £	2022 Total £
Access - The Foundation for Social Investment	-	50,000	50,000
Comic Relief	-	100,000	100,000
Nationwide Foundation	-	55,699	55,699
John Laing Charitable Trust	-	26,605	26,605
Land Aid	-	15,300	15,300
Lloyds Bank Foundation	-	49,697	49,697
London Housing Foundation	17,750	-	17,750
	17,750	297,301	315,051

Notes to the financial statements

For the year ended 31 March 2022

3 TRUSTS AND FOUNDATIONS (continued)

	Unrestricted Funds	Restricted Funds	2021 Total
	£	£	£
Access-The Foundation for Social Investment	-	141,250	141,250
Lankelly Chase Foundation	-	75,281	75,281
Henry Smith Charity	-	25,000	25,000
Garfield Weston Foundation	-	210,000	210,000
Gwyneth Forrester Trust	14,583	-	14,583
Nationwide Foundation	-	45,000	45,000
Crisis	-	50,000	50,000
John Laing Charitable Trust	-	24,979	24,979
Blagrave Trust	-	20,000	20,000
London Housing Foundation	20,425	-	20,425
Trust for London	-	42,000	42,000
Comic Relief	-	110,000	110,000
	35,008	743,510	778,518

4 MEAM

	Unrestricted Funds	Restricted Funds	2022 Total
	£	£	£
National Lottery Community Fund	120,324	420,681	541,005
Lankelly Chase Foundation	-	121,736	121,736
Manchester City Council	-	29,475	29,475
Other income	4,690	-	4,690
	125,014	571,892	696,906

	Unrestricted Funds	Restricted Funds	2021 Total
		£	£
National Lottery Community Fund	103,673	550,000	653,673
Manchester City Council	48,987	-	48,987
Other income	18,202	-	18,202
	170,862	550,000	720,862

Notes to the financial statements

For the year ended 31 March 2022

5 IN-FORM

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Annual Licence fees	2,147,165	-	2,147,165	1,608,334
Implementations & professional services	570,239	-	570,239	472,351
	2,717,404	-	2,717,404	2,080,685

All In-Form income is unrestricted.

6 MEMBERSHIP SERVICES

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Training	570,739	-	570,739	309,848
Consultancy services	405,244	-	405,244	283,371
Membership fees	247,185	-	247,185	226,436
Events and conferences	81,702	-	81,702	55,512
Job advertising	44,405	-	44,405	20,621
Campaigning	25,000		25,000	-
	1,374,275	-	1,374,275	895,788

All Membership Services income is unrestricted.

Notes to the financial statements

For the year ended 31 March 2022

7 GRANTS PROGRAMME

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Department for Levelling Up, Housing and Communities	-	3,806,000	3,806,000	8,400,000
Department for Digital, Culture, Media and Sports (DCMS)	-	-	-	861,976
Comic Relief	-	51,091	51,091	964,458
City Bridge Trust	-	318,000	318,000	-
London Homeless Collective	-	79,602	79,602	85,223
National Lottery Community Fund	-	-	-	5,000,000
The World's Big Sleep Out	-	-	-	2,589
	-	4,254,693	4,254,693	15,314,246

All funds received for our Grants Programme are restricted.

8 OTHER INCOME

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
HL Social Investment	47,929	-	47,929	129,125
Interest receivable	13,298	-	13,298	18,633
Individual and Corporate Donations	383,797	-	383,797	340,280
Other Consultancy services	24,750	-	24,750	17,780
Other income: Secondment	69,210	-	69,210	79,226
	538,984	-	538,984	585,044

Notes to the financial statements

For the year ended 31 March 2022

Significant Donations included in above	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
The Calypso Browning Trust	5,000	-	5,000	5,000
Taskmaster	35,459	-	35,459	76,788
The Henhurst Charity	-	-	-	1,250
Maureen Roberts (WRL Clients)	16,582	-	16,582	-
Euromonitor International	1,000	-	1,000	-
The Dischma Charitable Trust	3,000	-	3,000	-
Jongen Charitable Trust	100,000	-	100,000	-

9 Analysis of expenditure

	Payments to partners £	Salaries £	Direct costs £	Support costs £	2022 Total £
Ending Homelessness	504,023	872,037	164,703	33,539	1,574,302
Research & Development	6,560	334,408	101,639	36,207	478,814
MEAM	223,712	330,924	98,800	80,091	733,527
In-Form	-	1,404,257	905,832	459,481	2,769,570
Membership Services	-	658,064	606,043	155,064	1,419,171
Grants Programme	4,099,353	52,677	18,226	483,266	4,653,522
Other expenditure	-	216,330	25,329	-	241,659
	4,833,648	3,868,697	1,920,572	1,247,648	11,870,565

	Payments to partners £	Salaries £	Direct costs £	Support costs £	2021 Total £
Ending Homelessness	417,970	773,108	195,702	221,009	1,607,789
Research & Development	45,395	339,602	73,090	121,750	579,837
MEAM	201,782	406,760	93,639	112,733	814,914
In-Form	-	1,139,965	711,492	325,392	2,176,849
Membership Services	-	410,187	424,076	140,090	974,353
Grants Programme	14,966,373	224,889	40,280	107,713	15,339,255
Other expenditure	87,500	16,258	11,967	13,400	129,125
Fundraising	-	-	26,629	-	26,629
	15,719,020	3,310,769	1,576,875	1,042,087	21,648,751

Notes to the financial statements

For the year ended 31 March 2022

10 Analysis of support and governance costs

	2022			2021		
	Support	Govern	Total	Support	Govern	Total
	£	£	£	£	£	£
Office management	89,081	-	89,081	75,472	-	75,472
IT Support	308,126	-	308,126	237,431	-	237,431
Maternity	28,864	-	28,864	388	-	388
Depreciation	101,040	-	101,040	62,345	-	62,345
Training	10,706	218	10,924	12,101	-	12,101
Premises	234,096	-	234,096	288,663	-	288,663
Legal & professional	33,509	6,710	40,219	6,412	4,200	10,612
Audit fees	-	12,500	12,500	-	10,830	10,830
Senior Management	23,896	39,537	63,433	46,416	31,776	78,192
Finance Support	154,762	-	154,762	109,990	-	109,990
Human Resources	113,869	-	113,869	55,923	-	55,923
Insurance	18,738	-	18,738	20,914	-	20,914
Secondment	-	-	-	79,226	-	79,226
Bad Debts	71,996		71,996	-	-	-
	1,188,683	58,965	1,247,648	995,281	46,806	1,042,087

These governance and support costs have been allocated to charitable activities in proportion to the amount of staff time spent on these activities.

11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel

	2022	2021
	Total	Total
	£	£
Wages & salaries	3,582,413	3,087,825
Social security costs	371,502	329,847
Employers pension costs	217,826	170,911
	4,171,741	3,588,583

	2022	2021
The average number of staff employed by Homeless Link (FTE) during the year	85	78

Notes to the financial statements

For the year ended 31 March 2022

11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel (continued)

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£60,000 -£69,999	5	3
£70,000 -£79,999	1	1
£80,000 -£89,999	-	-
£90,000-£99,999	-	-
£100,000-£109,999	1	1

	2022	2021
Employer's pension costs attributed to employees paid over £60,000 were:	£35,844	£25,410

Homeless Link has purchased indemnity insurance in respect of the trustees and officers.

No Homeless Link trustee was paid or received any other benefits from employment with Homeless Link in the year (2021: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2021:nil).

Homeless Link reimbursed 4 (2021:zero) trustees' travel and accommodation expenses for meetings in the year as follows:

2022	2021
£498	£0

The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Director of Social Change and Director of Sector Development.

The total employee benefits for the key management personnel were £381,148 (2021: £326,759).

Notes to the financial statements

For the year ended 31 March 2022

12 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2022	2021
	£	£
Audit fee	12,500	10,830
Depreciation	101,040	62,345
Operating lease rentals	192,804	156,051

13 TANGIBLE AND INTANGIBLE FIXED ASSETS

GROUP AND CHARITY	Leasehold Improvement	Computer Equipment	Web Design and Systems	Fixtures and Equipment	Total Fixed Assets
	£	£	£	£	£
Cost					
At 01 April 2021	114,335	277,612	-	80,357	472,304
Additions	-	32,513	85,325	-	117,838
Disposals	-	-	-	-	-
At 31 March 2022	114,335	310,125	85,325	80,357	590,142
Depreciation					
At 01 April 2021	45,855	236,107	-	53,920	335,882
Charge for year	68,480	17,622	6,214	8,724	101,040
Disposals	-	-	-	-	-
At 31 March 2022	114,335	253,729	6,214	62,644	436,922
Net Book Values					
At 31 March 2022	-	56,396	79,111	17,713	153,220
At 31 March 2021	68,480	41,505	-	26,437	136,422

Notes to the financial statements
For the year ended 31 March 2022

14 INVESTMENTS

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Homeless Link (Trading) Limited	1	1	1	1
Change Account Limited	-	-	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	1	2	2	3

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link and is incorporated in England and Wales. Its registered office is Minories House, 2-5 Minories, London, England, EC3N 1BJ . This subsidiary is not consolidated as it is not material to the group.

Change Account Limited was dissolved during the year ended 31 March 2022 with nothing realised from the investment.

Homeless Link wholly owns a Special Purpose Vehicle (SPV), Homeless Link Social Investment Ltd that provides blended finance to help homelessness organisations support homeless people. The subsidiary is incorporated in England and Wales with registered office at Minories House, 2-5 Minories, London, England EC3N 1BJ. Homeless Link Social Investment Ltd provides unsecured loans of between £25k and £150k repayable over a maximum of 4 years.

A summary of Homeless Link Social Investment Ltd's accounts are as follows:

Notes to the financial statements
For the year ended 31 March 2022

14 INVESTMENTS (continued)

Homeless Link Social Investment Ltd
Profit and Loss Account for the year ended 31 March 2022

	2022	2021
	£	£
Total income	**47,929**	**129,125**
Total expenditure	**47,929**	**129,125**
Net Profit/(Loss)	-	-

Homeless Link Social Investment Ltd
Balance Sheet as at 31 March 2022

	2022	2021
	£	£
Long-term Assets		
Debtors: amount falling due after one year	**361,137**	**1,024,955**
Current Assets		
Debtors and prepayments	**458,081**	**407,427**
Cash and bank	**127,574**	**206,315**
Total current assets	**585,655**	**613,742**
Creditors: Amounts falling due in one year	**(495,503)**	**(488,996)**
Net current assets	**90,152**	**124,746**
Long term creditors	**(451,288)**	**(1,149,700)**
Net Assets	**£ 1**	**£ 1**
Ordinary Share Capital	**1**	**1**
Owner's Equity	**£ 1**	**£ 1**

Notes to the financial statements

For the year ended 31 March 2022

15 DEBTORS AND PREPAYMENTS

	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Trade debtors	1,760,220	1,760,220	744,646	744,646
Prepayments	613,248	613,248	528,071	528,071
Other debtors	44,164	37,609	35,256	35,256
Homeless Link Social Investment Ltd Loans	458,081	-	407,427	-
Accrued income	128,884	128,884	215,061	215,061
Homeless Link Social Investment Ltd	-	15,120	-	41,647
	3,004,597	2,555,081	1,930,461	1,564,681

Debtors: Amounts falling due after one year

	2022	2021
Homeless Link Social Investment Ltd Loans	361,137	1,024,955

This represents Homeless Link Social Investment Ltd loans made out to investees, repayment of which is due within two to three years. The loans are offered at a fixed interest of 8% p.a. There is an option for early repayment in full with no penalty charges.

16 SHORT TERM INVESTMENTS

	01.04.2021 £	Net Movement during the year £	31.03.2022 £
COIF Charities Investment Funds Accumulation Units	112,240	13,297	125,537

Notes to the financial statements

For the year ended 31 March 2022

17 CREDITORS Amounts falling due within one year	Group 2022 £	Charity 2022 £	Group 2021 £	Charity 2021 £
Trade creditors	732,615	732,615	361,896	361,896
Sundry creditors	-	8,565	24,041	24,042
Homeless Link Social Investment Ltd Loans	495,503	-	447,349	-
Deferred income	1,532,062	1,532,062	692,392	692,392
Other tax and social security	285,295	285,295	98,193	98,193
Accruals	139,978	139,978	160,371	160,371
	3,185,453	2,698,515	1,784,242	1,336,894

Deferred income analysis

	01.04.2021 £	Net Movement during the year £	31.03.2022 £
In-Form Licensing income	606,992	825,198	1,432,190
Individual donation	25,000	(25,000)	-
Consultancy	25,000	(8,613)	16,387
Training	35,400	48,085	83,485
	692,392	839,670	1,532,062

18 CREDITORS : Amounts falling due after one year	2022	2022	2021	2021
Homeless Link Social Investment Ltd Loans	451,288	-	1,149,700	-

This represents net amounts due to Big Society Capital Limited and National Lottery Community Fund, for the loans issued.

Big Society Capital Limited has fixed and floating charge over all the assets of Homeless Link Social Investment Ltd.

Notes to the financial statements

For the year ended 31 March 2022

19 MOVEMENT ON FUNDS

GROUP AND CHARITY	Unrestricted	Restricted	Total
	£	£	£
Opening balances as at 01 April 2021	1,213,180	605,614	1,818,794
Income	5,675,213	5,794,662	11,469,875
Expenditure	(5,811,987)	(6,058,578)	(11,870,565)
Closing balances as at 31 March 2022	1,076,406	341,698	1,418,104

See note 20 for details of restricted funds.

Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2021	Income	Expenditure	Transfers	Funds at 31.03.2022
	£	£	£	£	£
General fund	1,106,764	5,675,213	(5,811,987)	(2,561)	967,429
Designated Funds:					
MEAM Partnership fund	106,416	-	-	2,561	108,977
Total	**1,213,180**	**5,675,213**	**(5,811,987)**	-	**1,076,406**

MEAM Partnership Fund: This fund has been created to provide cover for cost of closure of the partnership should winding up become necessary

Notes to the financial statements

For the year ended 31 March 2022

20 RESTRICTED FUNDS

GROUP AND CHARITY

	Funds at 01.04.2021	Income	Expenditure	Funds at 31.03.2022
	£	£	£	£
City Bridge Trust	-	318,000	318,000	-
Comic Relief Covid Grant	2,034	-	2,034	-
Ending Women's Homelessness	28,087	-	28,087	-
Enterprise Development Programme	88,859	50,000	94,002	44,857
Health and Wellbeing Alliance	-	132,491	132,491	-
Homelessness Winter Transformation Fund	9,462	3,806,000	3,798,086	17,376
Housing First England	56,446	85,699	142,145	-
Housing First Grant	2,487	51,091	53,578	-
No Recourse Project	-	49,697	41,222	8,475
London Homeless Collective	32,476	79,602	75,735	36,343
London Plus Project	10,128	106,765	116,893	-
Making Every Adult Matter (MEAM)-Lottery	73,827	420,681	488,255	6,253
Making Every Adult Matter (MEAM)-Policy	18,764	121,736	72,753	67,747
MEAM Manchester Service	-	29,475	29,475	-
National Lottery Covid Relief Grant	29,614	-	29,614	-
Reboot UK	49,902	-	24,327	25,575
StreetLink	-	431,520	431,520	-
Strengths Based Toolkit	3,074	26,605	29,679	-
Women's Homelessness Project	200,454	-	65,382	135,072
Young and Homeless	-	70,000	70,000	-
Youth Homelessness	-	15,300	15,300	-
Total Restricted Funds	**605,614**	**5,794,662**	**6,058,578**	**341,698**

Notes to the financial statements

For the year ended 31 March 2022

20 RESTRICTED FUNDS (continued)

City Bridge Trust
City Bridge Trust funded a training and coaching programme for front line staff in the homelessness sector. Twelve organisations were recruited to the programme and had 8 attendees each. Each organisation was given a grant of £25,000 (£300,000 in total). Homeless Link received £18,000 to cover the cost of administering the grant programme.

Comic Relief Covid Grant
We received £700,000 in 2020-21 to distribute to homelessness charities across the UK in response to the Covid-19 pandemic. £680,000 was distributed in grants and the balance was used to fund grant administration and monitoring costs.

Ending Women's Homelessness
The Ending Women's Homelessness Fund was set up during 2020-21 to make grants of £1.85m to homelessness and women's sector organisations, to improve practice and cross-sector collaboration in supporting women who are homeless or at risk of homelessness. We continue to monitor the 29 grant-funded projects and to share learning and good practice.

Enterprise Development Programme
The aim of this programme is to provide a range of support for charities and social enterprises in England, helping them to build resilience by making a transition to new enterprise models or expand existing ones. Funding is provided by Access - The Foundation for Social Investment to support homelessness sector organisations to take advantage of grants and learning opportunities.

Health and Wellbeing Alliance
This service is funded by the Department of Health and Social Care (DHSC) to facilitate integrated working between the voluntary and statutory sectors and support a two way flow of information between communities, the Voluntary, Community and Social Enterprise (VCSE) sector and policy leads; and to amplify the voice of the VCSE sector and people with lived experience to inform national policy, promote equality and reduce health inequalities.

Homelessness Winter Transformation Fund
Funds of £2,400,000 were awarded by Department for Levelling Up, Housing and Communities (DLUHC) to enable us to make grants to faith-based and community organisations to transform the supply of winter accommodation for rough sleepers in the light of the Covid-19 pandemic. Grants totalling £2,370,000 were awarded to other charities and the balance was used to cover the costs of grant administration and monitoring.

Notes to the financial statements
For the year ended 31 March 2022

20 RESTRICTED FUNDS (continued)

Housing First England
We received grant funding from Comic Relief, Nationwide Foundation and Crisis to support Housing First England. Alongside continued growth of the national movement, there is a focus on fidelity of services to the principles of Housing First in England; strategic policy influencing; and securing housing supply to ensure that the model is sustainable and replicable.

Housing First Grants
Comic Relief provided a 2-year grant funding totalling £500k, including management fees to support the delivery of Housing First services in England. The grant programme aims to reach and support grassroot organisations committed to community lead development, improved access to diverse accommodation options and achieving social change.

No Recourse Project
Funded by Lloyds Bank Foundation and delivered in partnership with NACCOM, this is a strategic policy development project looking to understand the meaningful and practical solutions needed to support Non-UK Nationals with restricted eligibility experiencing homelessness. This project will produce a final roadmap report setting out policy and practice changes needed to improve support, and throughout the process will inform our ongoing engagement with government officials.

London Homeless Collective (LHC)
Homeless Link is a member of and the administrator of the London Homeless Collective (LHC), a grouping of 25 of London's homelessness charities working together to raise awareness and funds to end homelessness in London.
We received a grant from the London Community Foundation to cover the costs of running the LHC and raised funds from the public and corporate sources for onward distribution to the members of the LHC.

London Plus Project
Grant aid of £106,765 was receivable in 2021-22 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The table on page 62 illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement.

MEAM Lottery Grant
This is a five-year grant running from 2017 to 2022 from Big Lottery Fund to support the work of the coalition on the MEAM Approach.

Notes to the financial statements

For the year ended 31 March 2022

20 RESTRICTED FUNDS (continued)

MEAM Policy
This is a coalition of Clinks, Homeless Link and Mind formed to improve policy and services for people facing multiple needs. Funds have been received from the Lankelly Chase Foundation to support our Voices from Frontline project, which brings the voice of people with multiple needs and those who support them into policy debate

MEAM Manchester Service
This service funds the secondment of a member of MEAM staff to Greater Manchester Combined Authority (GMCA) to support work on the MEAM Approach across the GMCA region.

TNLCF Covid-19 Homelessness Response Fund
We received £5,000,000 from the National Lottery Community Fund in 2020-21 to distribute to homelessness charities across England in response to the Covid-19 pandemic. A total of £4,820,000 was distributed in grants and the balance was used for grant administration and monitoring costs. The balance remaining from the previous year was spend in the current year.

Reboot UK
Homeless Link is a consortium partner of Good Things Foundation's Reboot project, funded by the Big Lottery. Homeless Link supported 8 delivery partners across England (Evolve Housing + Support, Connection at St Martin's, St Mungo's, Elim Connect Centre, Exeter CoLab, Seaview Project, Inspiring Change Manchester and the FoxtonCentre).

StreetLink
This was funded by grants from MHCLG (£350,000), the Greater London Authority (£72,520) and the Welsh Government (£9,000). We also received donations from members of the public to support our work on StreetLink during the year. StreetLink is a 24/7 telephone line, website and mobile phone app that enables members of the public to tell us about people sleeping rough in their communities. All reports are automatically passed on to local authorities and we then follow up on these reports and provide feedback to the person who made the report. StreetLink is a partnership project between Homeless Link and St Mungo's.

Strengths Based Toolkit
In 2021-22 we received a 2-year grant of £26,605 to develop a toolkit to help organisations in the homelessness sector to move towards a strength-based approach to working with the people they support.

Notes to the financial statements

For the year ended 31 March 2022

20 RESTRICTED FUNDS (continued)

Women's Homelessness Project
We received funding of £210,000 from the Garfield Weston Foundation to support a project from Jan 2021 to March 2024 to build upon the work of our Ending Women's Homelessness Grants Fund, to strengthen the support homeless women receive, focusing on learning and training to deliver long term sector-wide change informed by the projects funded through our grants.

Young and Homeless
This is a key strategic research project, co-designed to provide a stronger voice to young people experiencing homelessness. This work contributes to national and local debates about youth homelessness and the solutions to tackle it. With nearly half of all people using homelessness services in England today under the age of 25, youth homelessness is one of this country's major challenges.

Youth Homelessness
Grant funding from Comic Relief supports Homeless Link 's work on youth homelessness in line with our strategy. We aim to increase the national representation and voice of youth homelessness organisations, in order to improve youth homelessness response and prevention. This includes an Advisory Group, regional networks and scoping reports as well as practice and policy briefings.

All funds are used to promote the objects of Homeless Link.

Notes to the financial statements

For the year ended 31 March 2022

21 RELATED PARTY TRANSACTIONS

Steve Benson is the CEO of Two Saints Ltd. They piloted the new accredited training course we have developed and paid £29,685 to Homeless Link for this during the year. They also paid membership, event and training fees of £1,864 during the year.

Maria lglesias is employed by Praxis. They paid membership, event and training fees of £853 during the year.

Jeff Marsh is the CEO of the Foxton Centre. They have an In-Form system provided by Homeless Link and were invoiced for £13,710 in the year. They also paid membership, event and training fees of £3,924 during the year.

Ellie McNeil is the CEO of YMCA Together. They paid membership, event and training fees of £2,407 during the year.

Mark Simms is the CEO of P3 Charity. P3 Charity paid membership, event and training fees of £11,449 during the year.

David Smith is the CEO of Oasis Community Housing. They have an In-Form system provided by Homeless Link and were invoiced £16,610 for this service in the year. They also paid membership, event and training fees of £2,264 during the year.

All of the related party transactions above were on an arms length basis, on normal commercial terms.

There were no other related party transactions that require disclosure in the year.

Notes to the financial statements

For the year ended 31 March 2022

22 ANALYSIS OF GROUP NET ASSETS

	Unrestricted	Restricted	2022 Total
	£	£	£
Intangible Fixed Assets	79,111	-	79,111
Tangible Fixed Assets	74,109	-	74,109
Investments	1	-	1
Net current assets	1,013,336	341,698	1,355,034
Long term debtors	361,137	-	361,137
Long term liabilities	(451,288)	-	(451,288)
Balances at 31 March 2022	**1,076,406**	**341,698**	**1,418,104**

	Unrestricted	Restricted	2021 Total
	£	£	£
Tangible Fixed Assets	136,422	-	136,422
Investments	2	-	2
Net current assets	1,201,501	605,614	1,807,115
Long term debtors	1,024,955	-	1,024,955
Long term liabilities	(1,149,700)	-	(1,149,700)
Balances at 31 March 2021	**1,213,180**	**605,614**	**1,818,794**

23 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2022	2021
	£	£
Land and Building leases due:		
Within 1 year	192,804	154,150
Between 2 - 5 years	411,216	-
Office Equipment leases due:		
Within 1 year	-	1,901
Between 2 - 5 years	-	-
Total	604,020	156,051

Notes to the financial statements

For the year ended 31 March 2022

24 TAX STATUS

As a registered charity, Homeless Link falls within the definition of Charitable Company as defined in Part 1, Schedule 6 of Finance Act 2010 and is therefore potentially exempt from taxation of its income and gains.

No tax charge has arisen during the year.

25 ULTIMATE CONTROLLING PARTY

Homeless Link Social Investment Limited and Homeless Link Trading Limited are wholly owned subsidiaries of Homeless Link, which is the ultimate controlling party.

The ultimate controlling party of Homeless Link are the Trustees.

26 CAPITAL COMMITMENTS

There were no capital commitments not provided for in the financial statements (2021: None).

Notes to the financial statements

For the year ended 31 March 2022

27 London Activities: London Councils Section 37 Statement

Grant aid of £106,765 was received in 2021/22 from London Councils for the Plus Project, funded under Priority 1, Strand 1.3. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement.

	Grant Awarded £	Grant Spent £
Lead Partner- Homeless Link	64,236	71,567
Delivery Partner-Shelter	42,529	45,326
	106,765	116,893

Breakdown for Homeless Link as Lead Partner

	Grant Awarded £	Grant Spent £
Staff costs	40,150	45,190
Beneficiary costs	15,516	18,557
Other costs	8,570	7,820
	64,236	71,567

Breakdown for Shelter as Delivery Partner

	Grant Awarded £	Grant Spent £
Staff costs	22,388	24,605
Beneficiary costs	19,850	19,473
Other costs	291	1,248
	42,529	45,326

Homeless Link received £106,765 from London Councils for the Plus Project during the financial year ended 31 March 2022. However, an underspend from previous year of £10,128 was also spent during the year, making total expenditure on the project £116,893.

Consolidated statement of financial activities

Incorporating income and expenditure account

For the year ended 31 March 2021

	Notes	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £
INCOME				
Income from charitable activities				
Statutory income	**2**	816,294	596,923	1,413,217
Trust and Foundations	**3**	35,008	743,510	778,518
MEAM Services	**4**	170,862	550,000	720,862
In-Form	**5**	2,080,685	-	2,080,685
Membership Services	**6**	895,788		895,788
Grants Programme	**7**	-	15,314,246	15,314,246
Other income				
Other income	**8**	585,044	-	585,044
Total income		**4,583,681**	**17,204,679**	**21,788,360**
EXPENDITURE				
Expenditure on raising funds				
Fundraising		-	26,629	26,629
Expenditure on charitable activities				
Statutory income		1,016,443	591,346	1,607,789
Trust and Foundations		31,777	548,060	579,837
MEAM Services		187,807	627,107	814,914
In-Form		2,176,849	-	2,176,849
Membership Services		974,353	-	974,353
Grants Programme		-	15,339,255	15,339,255
Other expenditure		129,125	-	129,125
Total expenditure	**9 - 10**	**4,516,354**	**17,132,397**	**21,648,751**
Net movement in funds for the year		**67,327**	**72,282**	**139,609**
Reconciliation of funds:				
Total funds brought forward		1,145,853	533,332	1,679,185
Total funds carried forward	**20**	**1,213,180**	**605,614**	**1,818,794**

What We Do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

Homeless Link

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Let's End Homelessness Together



Homeless Link

HOMELESS LINK

England & Wales - Charity number 1089173

Accounts

homeless link

Report and financial statements for the year ended 31 March 2021

Homeless Link

Incorporated as a company limited by guarantee and not having a share capital

Registered charity number: 1089173
Registered company number: 04313826

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Chair's introduction

We are pleased to present Homeless Link's Report and Accounts for the year ended in March 2021, which sets out what we have achieved during the year and our new strategy for the next three years.

It has been a remarkable year for the homelessness sector. The highly successful 'Everyone In' initiative, which has seen 37,000 people housed in self-contained emergency accommodation, was in many instances a beacon of partnership working. So far, nearly three quarters of these people have moved on to more secure housing. However, despite this success, rough sleeping remains a challenge and this serves to remind us that there is still much work that needs to be done to tackle the causes of destitution. Our new strategy will seek to identify practical opportunities for addressing the intractable drivers of homelessness.

For many of our members, the pandemic has compelled them to find innovative, and sometimes challenging and expensive ways of working. Some of these ways they will be glad to leave behind but sometimes conventional wisdom has been shifted and there will be those who will seek to consolidate the best of the benefits.

This applies to Homeless Link too. We are in the process of implementing a hybrid system of home and office-based working which will allow us to have a more flexible team and relinquish some space. We will retain some of the success of our online training and webinars, which have been widely attended, making it easier for members all over the country to participate in our work. Nevertheless, many of us are enormously enthusiastic about being able to return to face-to-face contact with our members and each other.

Despite the constraints of the last year, we have made progress on a number of fronts and much of this is set out in the report. In particular, we have worked hard to give our members a coherent voice to Government and the wider public sector. And In-Form, our case management software, is now employed by more than 250 organisations and 16,500 users. Homeless Link made a modest surplus during the year. The report is an impressive read.

During the year we have worked hard at developing Homeless Link's new strategy, referred to above, in a process that consulted widely. It is described in some detail in the report below. It seeks to be bold but achievable. We wish to be as useful as possible to our members and those they work with. In order to have the headroom to deliver this strategy, we have significantly strengthened our senior team with the appointments of Fiona Colley and Peter Smith.

This will be my last report as Chair of Homeless Link, since I am standing down at the Members Meeting in November after my six-year term. Anne McLoughlin, my successor, will be known to a number of members and comes with skills and experience – I wish her well. Over these six years, I have been very lucky to have been involved with a sector which demonstrates such professionalism, energy and kindness. It is a story that should be more widely told. I will greatly miss the team at Homeless Link. They collectively show what a membership organisation at its best can do. On our members' behalf, I take this opportunity to thank them for all that has been achieved in the last year.

Piers Feilden (Chair)
17th September 2021

Our aims and objectives

Our Vision

Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.

Our Mission

Our mission is to develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

Our Values

Committed: We work tirelessly to drive social change to end homelessness for good.
Compassionate: We believe in the value and potential of people. We champion justice, humanity and compassion for all.
Credible: We speak the truth based on evidence. We listen and learn, ask questions and respond with honesty and integrity.
Collaborative: We believe in the power of partnership, working together for better results - with our members, our partners and people experiencing homelessness.

Shaping the future together

As the membership body for the homelessness sector in England, with over 850 members, Homeless Link is in a unique position to see both the scale and nature of the tragedy of homelessness. We see the data gaps; the national policy barriers; the constraints of both funding and expertise; the system blocks and attitudinal obstacles. But, crucially, we also see – and are instrumental in developing – the positive practice and 'what works' solutions.

This year we have agreed a new three-year strategic plan, Shaping the Future Together, which presents a roadmap for achieving that change with four new strategic priorities.

Our Strategic Aims

1. Home Safe

We believe everyone should have the right to open and close their own front door and feel safe and secure in their own accommodation. Sadly, for many people this isn't the case.

2. People First

We believe that homelessness is a temporary state rather than a permanent condition. It is vital that individuals experiencing homelessness are given the right support to meet their needs and aspirations and improve wellbeing.

3. Prevention into Action

If we are to truly end homelessness, we must find ways of targeting our efforts and resources further upstream to prevent homelessness from occurring in the first place. But it is important to focus on what is actually within our gift to change, both as an organisation and a sector, alongside our campaigning efforts in this space.

4. A Stronger Voice

Our strength lies in our members: their skills, experience, resources and passion. They know better than anyone the true nature and scale of the challenge to end homelessness. We want to give voice to their experience and, in so doing, create opportunities for shared learning and celebration and give challenge to systems that are not working for people.

Commitment to Change

As an organisation we are on an equalities, diversity and inclusion journey and have much to learn. At present our Board of Trustees, Leadership team and wider staff team are not as diverse as we would like. We also recognise that the sector we support and represent also have a way to go on their own EDI journeys. And the policy and legal framework that impacts on homelessness in all its forms can at times fail to address the specific needs of the wide range of citizens in this country.

Alongside Shaping the Future Together, Homeless Link has adopted a new equalities, diversity and inclusion (EDI) strategy which is our **Commitment to Change**. By the end of the three-year period covered by the strategy we want to be significantly more diverse and supportive as an employer, strongly championing EDI to members, partners, other homelessness organisations and policy makers to support the rights and needs of all citizens even if this requires fundamental changes to the way things are done.

We have structured our approach around five strands, namely:

- our governance
- our team
- our members
- people experiencing homelessness
- government and society.

Our planned actions against each strand can be found in the strategy.

Public Benefit Statement

The trustees confirm that, in their opinion, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission, in the exercise of their powers and responsibilities as detailed in the Articles of Association and under charity law.

What we do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

This year saw a significant restructuring of our teams with the creation of two new directorates, Sector Development and Social Change, and the subsequent reshaping of teams within them.

Sector development

Member Services
Our member services team works directly with our members across England, through membership, events, conferences, training and consultancy, to improve homelessness and supported housing services.

National Practice Development
Our national practice development team works with organisations across homelessness and related sectors to develop new approaches and improve current practice to supporting people out of homelessness.

National Partnerships
Our partnerships team works directly with our members across England, through Communities of Practice, membership, local networks, events and consultancy, to improve services and end rough sleeping and homelessness.

Social change

Policy & Research
Our policy and research team works to influence change by making a compelling case to policy makers at all levels, drawing together the strongest evidence, and identifying solutions that prevent homelessness.

Communications & Advocacy
Our communications and advocacy team seeks to raise awareness, effect social change and lead campaigns for action to end homelessness. The team manages national homelessness information services including Homeless England and StreetLink.

MEAM

Making Every Adult Matter (MEAM)
We are part of a coalition of national membership charities working in the areas of homelessness, mental health, criminal justice and substance misuse formed to improve policy and services for people facing multiple needs.

Business and enterprise

In-Form

Homeless Link has developed In-Form, a complete client relationship and service management system, to help services build stronger relationships with clients, improve productivity and demonstrate outcomes to funders.

Grants and Investment

Our grants and investment team manages our grants programmes, supports our members who have been funded by our Social Investment Fund and helps members develop enterprising trading models.

Central Services

Our central services team keep the wheels of Homeless Link turning by keeping our office running smoothly and making sure our staff have everything they need.

Review of activities and achievements in 2020/21

Responding to the COVID-19 pandemic

As the country locked down, the homeless sector stepped up, and rose to the challenge of bringing everyone in. Working in partnership with national and local government and the health sector, our members rapidly adapted and changed their services as part of the *Everyone In* initiative which supported over 37,000 people into self-contained emergency accommodation and by January had helped 26,000 people to move on to more secure forms of housing.

During the national lockdowns we played a vital role for our members by bringing the sector together through a weekly webinar programme, creating a safe space where they could be kept abreast of the changes impacting the sector and how to respond to them, supported by a comprehensive set of resources and guidance online. We worked closely with government, providing information and intelligence, representing the sector's views and concerns, and supporting the development of advice and guidance, and developing and administering vital grants programmes.

"I think we might have gone under during Covid-19 without the support of Homeless Link."

At the start of the pandemic we ran three webinars every week, including one specifically on the impact of Covid-19 on homelessness provision, one more broadly on homelessness practice and policy and a well-being focused session. We are continuing to run the latter two but have moved them to once a month in response to the requirements of the sector.

"The weekly webinars run during the first lockdown were very informative and gave a sense both of calm and hope during a very difficult time."

Homeless Link led sector-wide efforts to maintain the momentum on this issue, to ensure that the Everyone In approach continued throughout the winter and second wave of the pandemic. Our main campaign for 2020-21 was #EveryoneInForGood, our call for a transition plan and a sustainable approach to build on the programme and continue to work towards the government's commitment to end rough sleeping by 2024. We also led a successful sector wide campaign for the frontline workers in homeless services to be included within same priority group for vaccination as social care workers in other settings.

Our Information offer was never more needed during the first wave of Covid-19, with the team able to quickly provide statistics through our Homeless England database to the Ministry for Housing, Communities and Local Government (MHCLG,) NHS England and Public Health England on data such as bed spaces, shared facilities and access to Personal Protective Equipment. StreetLink continued to be busy during both the first and second waves, and we continued to monitor the service.

The Covid-19 pandemic has also had a significant impact on the shape of the Make Every Adult Matter (MEAM) team's support to the networks this year. In the early stages of the crisis, MEAM held regular sessions for local leaders to reflect on the challenges of the emergency response, provided a weekly policy update, and published a series of interviews with local areas. We were struck by the significant cross-sector flexibilities put in place by local services, and commissioned a rapid evidence review to document these and inform future policy. As the year progressed, we published a transitions framework and a 'learning from the crisis' document to support long-term thinking.

For many of our members the most important form of support we provided was grant funding. We administered the COVID-19 Homelessness Response Fund, awarding £11,433,079 in grants to 236 organisations, and the Homelessness Winter Transformation Fund awarding £2,349,444 to 104 organisations. The Homeless Link team worked rapidly to design processes and distribute funding effectively.

MHCLG, the National Lottery and Comic Relief funded the COVID-19 Homelessness Response Fund. This funding provided emergency financial assistance to homelessness organisations: preventing closure, service cuts or staff redundancies threatened by increased operational costs and a loss of fundraised income. It also supported organisations that needed to expand or adapt their services to support people experiencing homelessness safely and effectively. Grants ranged from £10,000 to £100,000. The average grant size was £44,511 and all grantees have fully spent their grants.

This funding contributed to longer-term sustainability and effectiveness for many organisations:

"This was the first significant emergency grant to come through for us and was a tremendous help as we navigated our closure, how to best support our participants and address the immediate loss of income we faced. We believe that this grant enabled us to lever in other grants, contributing to our survival and continuity."

"This funding enabled us to lever in an additional funding of around £400k as the staff whose salaries were paid and not furloughed were able to focus on this to secure the organizational financial future for this year."

"The funding not only helped us to survive the first lockdown but it is also helping the charity to be more effective at helping people and itself through the second wave."

On behalf of funders MHCLG, Comic Relief and the National Lottery Community Fund, Homeless Link delivered the Homelessness Winter Transformation Fund in partnership with Housing Justice. The project's overall aim was to support the homelessness, faith, community and voluntary sector to bring forward single room and COVID-19 secure accommodation over the winter of 2020/21, enabling greater dignity and safety of services.

The Homelessness Winter Transformation Fund opened on 21st October 2020, and funding was distributed rapidly by 18th December 2020. Grants were offered for one or both of two purposes:

- To ensure that faith and community groups who provide winter accommodation can provide single room COVID-19 secure accommodation this winter;
- To support services that prevent rough sleeping and support rough sleepers in innovative ways building on proven approaches such as hosting, shared houses, support work and accessing the private rented sector.

Feedback from organisations funded has highlighted the significant impact of the Fund:

"This grant has allowed anew the opportunity to be creative and set much needed provision that will continue to operate…Although in its infancy, the service has seen some life changing outcomes."

One of the team said "this grant has been really positive in enabling us to develop our approaches to independence and empowerment. You can feel that the staff are so motivated since the change in the service and more enthusiastic about their approach."

Other key achievements in 2020-21

Business & Enterprise Development

In-Form

In-Form, our cloud-based case management application built on the Salesforce platform, had fantastic growth again in 2020-21 despite the difficulties the pandemic caused for our sector. In-Form is a social enterprise product, any surplus generated is used by Homeless Link to support our campaigning activity and increase financial sustainability. 16,500+ staff now use In-Form in more than 250 organisations across homelessness, housing and other non-profit organisations in the UK. We also have around 50 small charities using our re-launched and much improved In-Form Community which is free for up to three users.

During the year In-Form users benefited from using the system for remote and mobile working and we provided free support for organisations who wanted to develop their systems to record Covid related information.

"We are highly impressed with the system...it has been revolutionary in terms of ability to manage and view what is happening in the service."

"In-Form have been a fantastic partner in this project and I'm promoting you wherever I can. And you have fantastic staff."

"I can't speak highly enough about In-Form and the support we've had and continue to receive."

We've continued to develop the In-Form product this year. This includes:

- developing Housing First and Volunteer Management modules;
- improving our rent management system;
- piloting MYIn-Form which allows customers to give service users access and control of their own records;
- enhancing functionality to record group work;
- migrating users to the new Salesforce user interface (Lightning) and to the latest version of In-Form (Enterprise);
- and making it easier for customers to have a customised In-Form mobile application.

The In-Form team continues to expand with a number of technical staff recruited during the year to cope with increased demand. We now have 30 staff implementing new systems and delivering support (8,650 cases during the year), development work, training, marketing, sales and managing our finance systems.

The In-Form Committee continued to help us develop the project by bringing in expertise and advice on marketing, sales, product development and business growth.

Demand grew in 2020/21 with 43 organisations buying In-Form systems to manage their casework. Most customers are homelessness charities, but we have also sold systems to large housing associations. Other customers include organisations in Scotland, Wales and Northern Ireland, mental health services, local authorities and charities providing services to families, refugees, young people, ex-offenders and veterans. This expansion of services comes from the excellent reputation and expertise the team has gained from working with a wide range of organisations.

In-Form's relationship with Lloyds Bank Foundation remains strong with the Foundation funding us to build 5 new In-Form Essential systems for small homelessness organisations, taking the total to 35 supported through this programme.

We launched our new website and have added a wide range of case studies, blogs, videos and infographics. We also produced a 2-minute demo video about using In-Form for rent and property management.

During the year we also planned our 5th In-Form Conference which took place in May 2021 - an online event this year due to Covid restrictions.

Immigration advice for rough sleepers fund
On behalf of the Greater London Authority (GLA), we manage the Immigration Advice for Rough Sleepers Fund. In early 2021, the Homeless Link team opened applications to the Fund and in March 2021 recommended seven grants, totalling £558,000. This funding is for the period from April 2021 to June 2022. Homeless Link are supporting grantees via management of the fund and an ongoing network engaged with the issue to collaboratively problem solve and share learning and expertise.

The programme seeks to enable services to support people to prove or obtain secure immigration status and enable a positive move-on from the streets or from emergency accommodation. The Fund will aim to reach migrant rough sleepers to reduce their vulnerability to rough sleeping again or becoming entrenched rough sleepers, as well as reducing their risk of falling victim to exploitation or crimes such as modern slavery.

Enterprise Development Programme
September 2018 saw the launch of The Enterprise Development Programme (EDP), a five-year £40m programme funded by Access —the Foundation for Social Investment and managed by a coalition of partners, including Homeless Link. The aim of the programme is to provide a broad range of support for charities and social enterprises in England, helping them make a transition to new enterprise models, or grow existing ones. Building on the initial success of the programme, phase two launched in January 2020. In phase two of the programme in 2020/21, £482,000 in grants were awarded to 20 organisations to provide support in trading model development. Grants are managed and awarded by Social Investment Business on behalf of the EDP. These trading models include exploring initiatives such as: addressing gaps in service provision e.g. recruitment agencies; using donated items and upcycling them to make a profit; and production of items for sale.

The programme supports cohort organisations through iterative development of trading models: ideation, testing, implementation and scaling. The cohort are supported via workshops and training from the School of Social Entrepreneurs amongst other partners.

As well as support to the EDP cohort, part of our role is to promote the development of enterprise and trading models by our wider members, through highlighting case studies, and promoting good practice. In 2020 we launched a podcast (This Much We Know) interviewing social entrepreneurs in the homelessness sector. Available on all podcast platforms, this has been really well-received.

We have received positive feedback on our role in the programme. For example, one-to-one sessions that have helped individual development and reflection. Help with partnership development has led to the expansion of product and service offerings.

"The organisation is really benefiting from being on the EDP programme. Specifically, the one-to-one support from the Enterprise Development Manager, the relevant training

sessions and the peer support have all been invaluable for the organisation to focus on the key areas. The grant has enabled the organisation's one employee to have the time and space to develop activities and securing trading income in good time. As a result of the training sessions, the organisation has implemented actions on areas including recruiting trustees, sound financial management, external comms and measuring impact."

"The training has been incredibly helpful, and it has been a pleasure to meet with the group on a regular basis as we are then able to support one another. The Enterprise Development Manager has been very supportive and helpful throughout."

"As part of the EDP programme we have participated in several training courses and had a number of expert panel presentations. These have been outstanding and invaluable. Thank you for devising such a well thought through training plan and providing us with such knowledgeable expert panels. The expert panels have provided so much 'food for thought', highlighted potential pitfalls and shared their creativity"

Homeless Link Social Investment Fund
Operating since May 2017, the Homeless Link Social Investment Fund, provided through the Growth Fund from Access – the Foundation for Social Investment, blends grants from the National Lottery Community Fund and loans sourced from Big Society Capital. Our aim was to invest in charities and social enterprises across England working to reduce homelessness.

In 2020/21, we made four new social investments in our members totalling £364,000. This included loans of £291,200 and grants of £72,800. This funding has enabled a range of activities, from providing supported accommodation for young people to increasing corporate fundraising capacity. In total the fund made 21 investments totalling £1,569,000 of loans and £495,000 of grants. We closed the fund to new investments on 31st March 2021.

Due to the impact of COVID-19, we have supported organisations with repayment holidays and additional emergency grants to assist in mitigating COVID-19 impacts, totalling £27,000. In addition, £9,000 was distributed to existing social investees by Social Investment Business, to pay for additional business support.

These payment holidays and emergency funding enabled organisations to weather the financial impacts and then recommence repayments. The Homeless Link Social Investment Fund was created to enable organisations to be introduced to social investment and assess the viability of taking on investment. A demonstrator of the success of the programme is organisations which have gone on to take on additional investment. £150,000 of social investment has been secured outside of our programme of support and many organisations involved in the cohort have secured new contracts and projects. Social Investees have also supported the Enterprise Development Programme, sharing their knowledge and expertise of the social investment marketplace.

Sector Development

Membership
Over the course of 2020-21 our membership grew by 7% and stood at 858 members at the end of the year. These include large housing associations, local authorities and accommodation, community outreach and day-based services, representing some of England's largest and best-known homelessness charities, alongside many small, local organisations.

Training service
In the past year, we have pivoted our delivery to provide live, interactive, online versions of our training courses, delivering between 40 and 50 courses a month. The courses continue to receive very positive feedback. Our online offer has allowed us to continue to be able to support the homelessness workforce throughout the pandemic and is enabling us to provide affordable training for all members regardless of size or location.

Consultancy offer
The consultancy service has grown in strength during the year, with income for 2020/21 30% greater than for 2019/20. We are seeing an increase in new enquiries alongside an increase in the number of customers who return to us for follow on work.

Working with a growing bank of associates, we are able to provide more specialist support to our members, and to work with each member to understand their specific requirements, what they are looking to change and provide a tailored response for them.

In total, we undertook 39 pieces of consultancy work in 2020/21 on behalf of homelessness charities and local authorities.

Conference & events programme
Our national conferences continue to be very well received by our members and the sector. Due to COVID-19 we moved to running them online and in the last financial year we ran 4 national events for over 2,500 people, including a two-day conference on rough sleeping in response to Everyone In last July, a two-day conference on Housing First in December and a conference in partnership with Praxis on migrant homelessness.

We also ran a leadership programme, delivering leadership masterclasses on "becoming more diverse and inclusive," "transformational business planning," and "leading in adversity", alongside action learning sets for a cohort of Chief Executives.

"The regular CEO forums were really helpful. Sharing really helped to lessen the challenge, and at times these meetings were emotional."

National Partnerships
Our Partnership Managers have a regional focus across England. This year we have increased the size of the team, providing us with additional capacity to support our members and work with local strategic partners.

Key to the work of the Partnerships team is the delivery of Communities of Practice (CoPs). The CoPs provide frontline workers with the skills, knowledge and opportunities to resolve local challenges and embed best practice in ending homelessness. Over the last 12 months we have delivered 26 established CoPs across a variety of locations. These CoPs were delivered multiple times throughout the year, focusing on key themes such as 'Gender-informed services', 'Non-commissioned exempt accommodation' and 'Homelessness and migration'.

We delivered sessions to over 1,200 participants with 91% of attendees rating the CoPs as good/excellent. 95% of repeat attendees reported that they have changed their working practice following their attendance at a CoP.

"It (the CoP) was very detailed, informative and practical information. Now I know exactly what to do when I encounter the situation."

Attendees came from homelessness charities as well as a range of related sectors, including local authorities, Job Centre Plus, health and probation.

Partnership Managers also attend local strategic networks and forums, where they are able to influence local homelessness strategies, broker relationships, improve partnership working and share practice.

"Homeless Link have been able to reset something, establish it on a better footing and then hand over to local leadership."

One example that demonstrates the wider strategic role that the Partnerships Team plays, is the setting up of a local Homelessness Forum. Homeless Link's role as an external chair for the forum provided a level of neutrality that was needed and supported the rebuilding of relationships. This piece of work demonstrated excellent outcomes in terms of developing local partnership working and communication between the Local Authority, frontline services and the faith/grassroots sector. The forum and sub-groups have met regularly to begin to tackle some of the key issues locally.

National Practice Development

This year our good practice guidance and resources predominantly focused on COVID-19 to support the sector's response. Twenty-two new resources were accessed by over 18,000 users in total and 9,000 users accessed our webinars. We also published the first part of the Strengths-Based Practice toolkit following conversations with over 250 frontline workers. We have recruited two partner organisations to work alongside as we develop the toolkit further.

The London PLUS project had a successful year bring emerging practice and policy to organisations across the Capital. An event on new immigration rules was attended by staff from 62 different agencies and was followed by a Community of Practice to increase reflection and learning. We also hosted an event bringing London funders and frontline providers together, attended multiple homelessness forums and offered Stress and Wellbeing training to their network of frontline providers.

Alongside supporting the delivery and promotion of the Young and Homelessness research, our Youth Homelessness project held a number of online events and meetings with over 165 organisations, holding an important space to create connections, bring clarity around Government recommendations, and share good practice. Keeping youth homelessness on the agenda of policy makers was important due to the urgent focus on rough sleeping. Staff produced consultation responses, ensured youth was represented in Homeless Link's campaigning, and presented research findings to MHCLG and DWP.

Over the year, Housing First England engaged 2,600 stakeholders through roundtables, practice forums, events and support, as well as publishing a number of new resources. The interest in Housing First continued to be significant and the Picture of Housing First 2020 research showed the number of services had increased to 105 (from 32 in 2017). Focused effort to engage the social housing sector was successful with strategic roundtables leading to a national campaign and the development of specific resources for housing providers.

We continued to deliver the Housing First grants programme with learning from the 5 grantees shared and promoted to the Housing First network. Our role in the evaluation of the national Housing First pilot saw us undertake another round of fidelity reviews as well as supporting development of a new toolkit.

The Ending Women's Homelessness grants programme funded vital services over the last year for some of the most vulnerable and excluded individuals. We managed the grants

and brought grantees and their partners together in valuable learning events. We were successful in obtaining funding to develop our work, and a new project manager was recruited to share learning more widely across the sector.

Finally, we successfully delivered the Rough Sleeper Estimates project once again this year despite the unusual circumstances. Local authorities across the country were supported to follow the official guidance and adapt to COVID-19 restrictions and lockdowns.

Social Change

We continue to influence across a wide range of policy areas impacting on homelessness during a challenging year. Progress has been achieved across several areas, with the Government remaining committed to ending rough sleeping by 2024. Last autumn, we undertook a rapid survey of our members to understand their ongoing concerns as we entered the winter period. The main issue was the ability of members to meet demand for their services. However, across the board this year, members have expressed gratitude at the way that their teams have adapted to a new situation and worked well with partners, for example the local authority:

"We have been fortunate in that our local authority has been very forward thinking. We are working on a partnership approach to solve the current homeless issues within this borough"

We have continued to work on gathering evidence to influence homelessness policy. A report on the picture of Housing First outlined current provision and explored the variation in delivery of the approach across the country. Our 2020 Young and Homeless report, We Have a Voice, Follow Our Lead explored the challenges young people face when they become homeless, the support available to them and areas that need to be improved. We also published a report on the links between the benefit system and homelessness in London.

In our role on the national Health and Wellbeing Alliance we continue to raise the profile of health inequalities across the Department's priorities. This continued throughout the pandemic. We partnered on the development of a new audit tool for Primary Care Networks to work with inclusion health groups, as well as directly influencing for people experiencing homelessness to be prioritised for vaccination. Together with our members Groundswell and Pathway, we have been successful in our bid to remain as a member of the Alliance for the next three years as the Homeless Inclusion Health Consortium.

The problems facing people who are homeless with No Recourse to Public Funds continue to concern us and our members, and we were successful in securing funding from the Lloyds Bank Foundation to deliver a new project in partnership with NACCOM on improving the local advice offer for this cohort. The project will work with services, commissioners and people with lived experience to develop a shared roadmap towards inclusive homelessness services.

Our Annual Review into single homelessness for 2020 was completed, highlighting the trends affecting frontline services. This is the final year that this project will be funded by MHCLG; Homeless Link plans to take the work in house going forward to continue to deliver the only source of information on single homelessness provision in England.

To prepare us to deliver on the new Stronger Voice strategic plan priority we increased the capacity within the social change directorate, expanding leadership capacity by creating the roles of Head of Policy & Research and Head of Communications & Advocacy. We also created a new post of Campaigns Manager, to enhance our capacity to create campaigns

and build alliances with parliamentarians to secure their interest and commitment to ending homelessness.

Our media profile continues to grow, with Homeless Link being an increasingly important opinion former and influencer of the press both in print and broadcast. We have over 43,000 followers on Twitter, maintained through strategic engagement and sharing of ours and our members' work. We continue to increase our StreetLink supporter base with over 246,000 members of the StreetLink Community. We continue to extend StreetLink's profile across both press and social media with over 23,000 followers on Twitter. In summer 2021, we will be rolling out a brand refresh of StreetLink across all its platforms.

Making Every Adult Matter

We continued our work with Clinks, Mind and Collective Voice as part of the Making Every Adult Matter (MEAM) coalition. During the last year, we continued to support the 41 local areas that make up the national MEAM Approach and Fulfilling Lives networks. Each of these areas is focused on transforming the way that services and systems support people facing multiple disadvantage.

Throughout the year, we have continued to ensure that learning from the local areas we support is shared and used to inform decisions being taken by local and national government. We are pleased to have been able to engage with the Changing Futures team as well as to support a wide range of departments on reactive policy opportunities.

During the year, we were delighted to see the formal launch of the government's Changing Futures programme. An expression of interest process was held, and we provided support to MEAM Approach and Fulfilling Lives areas that wanted to apply. Twenty-one local areas were selected for the second stage, and we have provided support during this phase too.

Alongside many other organisations, in summer 2020 we embarked on a journey to explore the matter of racism, considering what it means for multiple disadvantages and how our coalition is organised and led. Our conversations as a team were rich, challenging and uncomfortable. As a result, we decided to develop a programme of work on racism and multiple disadvantages including actions, learning and reflection across our policy and practice teams.

Co-production continues to a central part of our work. Despite the pandemic, we have continued to work closely with a group of people with lived experience of multiple disadvantage who help to shape our work, sit on all our recruitment panels, and deliver parts of our evaluation.

Finally, we have worked with staff and the MEAM Programme Board this year to develop a new strategy for MEAM from 2021/22, which will be published shortly.

What our members said about us

In December 2020 we commissioned our annual membership survey. The responses highlight the impact that Homeless Link has continued to make on its members, and therefore, on people experiencing homelessness, with 82% saying the services they have used have an organisational impact and are relevant and useful.

Most members agree Homeless Link has helped them to be more effective this year, and the percentage of people agreeing that Homeless Link has improved their financial resilience has increased compared to last year. 70% of members see Homeless Link as good value and 80% are likely to recommend us.

Members join and stay members not only because of the individual benefit they and their organisations receive, but also because being a member shows that they are part of a wider network of partners, and they feel they are supporting a greater cause to ending homelessness. 97% of members feel that Homeless Link has helped demonstrate that ending homelessness is achievable.

With the unprecedented Everyone In campaign, 2020 was a significant year for ending rough sleeping. Members recognised Homeless Link's contribution to galvanising the sector this year, with 98% feeling that Homeless Link has contributed to ending rough sleeping during the pandemic, and they want us to continue campaigning.

Members highlighted how approachable and supportive Homeless Link is as a membership organisation, with 85% saying we are committed, collaborative, provide important information and advocate for them.

Homeless Link's new strategic plan aligns with key themes and suggestions arising from the membership survey, including ways that a diverse membership can be involved in working together for change. With an overwhelmingly supportive national membership, this presents a great opportunity for Homeless Link and the homelessness sector.



"I've found Homeless Link's team to be really collaborative, willing to help, active in making contact with partnerships or opportunities that may be of interest, and a great source of support and information that leads to better results and practice."

Future plans

Following the adoption of Shaping the Future Together, our three-year strategic plan for 2021-24, the senior management team has agreed to focus on eight of the objectives set out in the plan in 2021-22.

- Undertake a comprehensive review of the full range of accommodation options that are available to individuals and couples experiencing homelessness to include the scale, scope and quality of services across the country. To use the findings of this review to make recommendations for the future development of accommodation services

- Working with partners, support the development of data-informed housing and homelessness strategies at both a local and national level that tackle rough sleeping and other forms of homelessness including hidden homelessness

- Strengthen links and explore partnerships with relevant housing and funding/investment organisations in order to increase the availability of high-quality affordable accommodation for people experiencing homelessness

- Champion Equalities, Diversity and Inclusion both in our own work and across the sector, ensuring that the diverse needs of people experiencing homelessness are identified and met in the most appropriate ways

- Identify and promote policy and practice approaches that effectively meet the housing, support and advice needs of non-UK citizens who are homeless and those with no recourse to public funds

- Take a bolder campaigning approach which enables members to play an active role and lend the weight of their experience and knowledge to changes at a systems level both locally and nationally

- Supporting our members to improve their practice via information resources, training and events, networking and grant-making, and making our In-Form client relationship and service management system an essential tool for managing data about our members' work

- Grow our membership base to over 1,000 by the end of this strategy period to ensure we represent the widest possible range of homelessness organisations in this country

Administrative details of the charity, its trustees and advisors

Charity Number	1089173	
Company Number	04313826	
Registered Office	Minories House, 2-5 Minories London EC3N 1BJ	
Statutory Auditor	Moore Kingston Smith LLP Devonshire House 60 Goswell Road, London EC1M 7AD	
Principal Banker	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB	
Solicitor	Russell Cooke 2 Putney Hill London SW15 6AB	
Trustees and Directors		
Independent	Piers Feilden: Chair Michael Egan: Treasurer Harish Bhayani Angela Lennox Jamie Whysall	
Elected	Steve Benson Amanda Dubarry Susannah Gorgeous Maria Iglesias Jeff Marsh Ellie McNeil Mark Simms David Smith	(appointed 9 December 2020)
Expert by Experience	Noel Dalton	(to 29 January 2021)
Company Secretary	Matt Harrison Fiona Colley	(to 30 June 2021) (appointed 1 July 2021)

Senior Staff

Rick Henderson	Chief Executive
Matt Harrison	Deputy Chief Executive
Fiona Colley	Director of Social Change (from 7 September 2020)
Peter Smith	Director of Sector Development (from 5 October 2020)

Structure, governance and management

Structure

- Homeless Link is a charitable company limited by guarantee and is governed by its Articles of Association.
- Homeless Link Social Investment Limited is a wholly owned trading subsidiary of Homeless Link.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.

Governance and management

The Board of Trustees of Homeless Link comprises a minimum of 5 and a maximum of 17 trustees, who are also directors of Homeless Link. In addition to up to 10 trustees elected from the membership, the Board may appoint up to 7 independent trustees including up to 2 trustees with personal experience of homelessness and use of homelessness services. Trustees are elected or appointed for an initial term of 3 years and may be elected or appointed for further periods of 3 years. No trustee may serve for more than 9 years continuously.

The Board of Trustees meets 4 times a year and also holds an annual strategic awayday session. In addition, there are 4 Board Sub-Committees that meet every quarter.

Finance	Chair: Michael Egan
HR	Chair: Harish Bhayani
Governance	Chair: Steve Benson
In-Form	Chair: Jamie Whysall

New Terms of Reference were agreed during the year for the Governance and In-Form Committees

Whilst the trustees have ultimate responsibility for the governance and direction of Homeless Link, the operations of Homeless Link are managed by the Chief Executive and the Senior Management Team. The Senior Management Team comprises the Chief Executive, the Deputy CEO, Director of Social Change and Director of Sector Development.

Key management personnel remuneration

The salary and benefits are set based on what the market rate is for the sector in which Homeless Link operates.

Trustee recruitment and training

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.

Risk management

The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing. A risk review is undertaken every year and a key risk register is maintained. The board considers the following to be the key risks currently faced by Homeless Link and has also identified how to mitigate those risks as follows:

Strategic risk

- The Coronavirus pandemic creates a new context for our work and our members' work to end homelessness.
- As a result, Homeless Link has developed a new strategy for the period April 2021 to March 2024.

Financial Dependence on a small number of major grants

- Diversify Homeless Link's income stream through increased fundraising and social enterprise activity;
- Clear objectives agreed with funders;
- Strong relationship management.

Key staff and loss of capacity at SMT

- Stability from CEO and Deputy CEO;
- Recruitment of new SMT members.

Disaster and loss of office accommodation

- Business continuity plan tested by Covid-19;
- Insurance;
- Migration of all key IT services to cloud, and
- All staff able to work remotely long-term if needed.

Safeguarding

- Robust and up-to-date organisational safeguarding policy;
- Safeguarding training for all staff.

Fraud/Corruption

- Monthly management accounts and review of performance against targets;
- External audit;
- Strong and robust internal control systems;
- Segregation of duties;
- Insurance.

Board and governance

- Effective induction and training for trustees;
- Board and Senior Management strategy sessions; and
- Appraisals of Chair, Board and CEO.

Charity Governance Code

The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance. The Code sets out aspirational principles and recommended practice for good governance and is intended to be a tool for continuous improvement towards the highest standard.

This year Homeless Link commissioned an independent review of its governance to appraise ourselves against the Code and to provide a governance action plan.

The review found that "Homeless Link's Board demonstrates many features of good governance as set out in the Code and there is evidence of ongoing review and development. However, as with most charities a review has identified scope for improvement in systems and processes to align arrangements with recommended practice."

The review identified a number of actions for board and these have been accepted and work is underway to address each recommendation. The board has delegated authority to its Governance Sub-Committee to lead on their implementation.

Financial review

Results for the year

Homeless Link's income for the year increased from £9.22million in 2019/20 to £21.79million, an increase of 136%.

The main factor in this increase in income was the emergency grant funding that we administered on behalf of the Ministry of Housing, Communities and Local Government (MHCLG), the National Lottery Communities Fund and Comic Relief. Total income for grant-making increased from £2.79million to £15.31million. The majority of this income was distributed in grants to other charities. We retained a small percentage to cover the costs of grant administration.

We saw an 11% increase in our fundraising from other sources (£1.5million to £1.67million) and an increase in our income from In-Form and Consultancy, offset by a reduction in income from events and training as a result of the cancellation of in-person services. Membership and campaigning income fell from £321k to £247k as a result of the cancellation of our annual conference for members.

Expenditure increased from £9.05million to £21.65million (a 139% increase). Again, the most important factor here was the increase in grants awarded and paid to other charities from £2.79million to £15.31million.

We do not expect this level of income and expenditure in 2021/22 as much of the funding received in 2020/21 was one-off emergency grant funding to support our sector through the Coronavirus pandemic and this is unlikely to be repeated in 2021/22.

We made a surplus for the year of £139,609. Of this surplus, £72,282 was an increase in restricted funds, leaving £67,327 as an unrestricted surplus.

Our total funds increased to £1,818,794, including general unrestricted funds of £1,106,764.

Reserves policy

Homeless Link holds reserves primarily in order to maintain an adequate level of resilience against financial risks, and to be able to take advantage of new opportunities as they arise.

The trustees determine a minimum level of reserves to be held on the basis of risk-weighted financial forecasts for possible future adverse events. Examples include:

- Ability to maintain adequate working capital in the event of a significant delay in receipt of income, or a requirement to incur significant additional expenditure;
- Ability to maintain service levels in the event of loss of a funding source, until the funding can be replaced, or the charity can be appropriately restructured;
- In the last resort, ability to wind up the charity on a solvent basis.

On the above basis, the trustees require the charity to hold reserves that represent at least 3 months spending excluding grant-making and In-Form.

At the year-end, free reserves (as defined in the Charities SORP, namely unrestricted funds excluding designated funds and the carrying value of fixed assets and investments) amounted to £970,340. This figure is 97% of our target level of reserves. The reserves policy is reviewed annually by the board of trustees, and they have resolved to retain this reserves policy as a target. All reserves were held as cash or near-cash deposits.

Trustees' responsibilities in relation to the financial statements

The trustees of Homeless Link are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law, the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

Statement as to disclosure to our auditors

In so far as the trustees are aware:

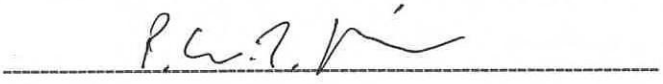
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditor appointment

As part of the regular review of our governance, this year we conducted a competitive tender process for the appointment of auditors. Following that process we decided to appoint Moore Kingston Smith as our new auditors.

Approval

The Trustees' Report was approved on 17 September 2021 and is signed on their behalf by:



Piers Feilden, Chair of Trustees

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOMELESS LINK

Opinion

We have audited the financial statements of Homeless Link (the 'company') for the year ended 31 March 2021 which comprise the Group Statement of Financial Activities, the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 'The Financial Reporting Standard Applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006 and the Charities Act 2011.

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 other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOMELESS LINK

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- trustees' annual report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 22, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.

- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.

- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.

- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.

- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purposes of expressing an opinion on the effectiveness of the group and parent charitable company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.

- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group and parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report.

However, future events or conditions may cause the group or parent charitable company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.

Moore Kingston Smith LLP.

James Saunders (Senior Statutory Auditor)
for and on behalf of Moore Kingston Smith LLP, Statutory Auditor

Devonshire House
60 Goswell Road
London
EC1M 7AD

Date: 10 November 2021

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

HOMELESS LINK
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
Incorporating Income and Expenditure Account
for the year ended 31 March 2021

INCOME	Notes	Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	2020 Total Funds £
Income from charitable activities					
Ending Homelessness	2	851,920	431,000	1,282,920	1,329,000
Research and Development	3	211,327	1,459,433	1,670,760	1,504,388
Grants Programme	4	-	15,314,246	15,314,246	2,794,378
Social Enterprise	5	2,860,238	-	2,860,238	2,864,467
Membership and Campaigning	6	247,057	-	247,057	321,402
Other income					
Other income	7	413,139	-	413,139	406,585
Total income		**4,583,681**	**17,204,679**	**21,788,360**	**9,220,220**
EXPENDITURE					
Expenditure on raising funds					
Fundraising		-	26,629	26,629	31,190
Expenditure on charitable actvities					
Ending Homelessness		1,178,126	212,360	1,390,486	1,503,723
Research and Development		107,606	1,554,153	1,661,759	1,690,195
Grants Programme		-	15,339,255	15,339,255	2,543,319
Social Enterprise		2,959,123	-	2,959,123	2,942,827
Membership and Campaigning		271,499	-	271,499	334,246
Total expenditure	8 - 10	**4,516,354**	**17,132,397**	**21,648,751**	**9,045,500**
Net movement in funds for the year		**67,327**	**72,282**	**139,609**	**174,720**
		67,327	**72,282**	**139,609**	**174,720**
Reconciliation of funds:					
Total funds brought forward		1,145,853	533,332	1,679,185	1,504,465
Total funds carried forward	16	**1,213,180**	**605,614**	**1,818,794**	**1,679,185**

A breakdown of the comparative of the Statement of Financial Activities for the year ended 31 March 2020 is on page 42.

All income and expenditure are derived from continuing activities.
There were no other recognised gains or losses other than those stated above.
The notes on pages 30 to 42 form an integral part of the financial statements.

HOMELESS LINK
CONSOLIDATED AND CHARITY BALANCE SHEETS
As at 31 March 2021

Company Number: 04313826

	Notes	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Fixed Assets					
Tangible fixed assets	12	136,422	136,422	184,456	184,456
Investments	13	2	3	2	3
		136,424	**136,425**	**184,458**	**184,459**
Debtors:					
amounts falling due after one year	14	1,024,955	-	1,081,414	-
Current Assets					
Debtors & prepayments	14	1,930,461	1,564,681	1,523,738	1,505,478
Cash at bank		1,660,896	1,454,583	1,644,792	1,410,119
		3,591,357	**3,019,264**	**3,168,530**	**2,915,597**
Creditors :	15	(1,784,242)	(1,336,894)	(1,509,722)	(1,420,870)
amounts falling due within one year					
Net current assets		**1,807,115**	**1,682,370**	**1,658,808**	**1,494,727**
Total assets less current liabilities		**2,968,494**	**1,818,795**	**2,924,680**	**1,679,186**
Creditors :	15				
amounts falling due after one year		**(1,149,700)**	-	**(1,245,495)**	-
Net assets		**1,818,794**	**1,818,795**	**1,679,185**	**1,679,186**

Represented by

		2021 £	2021 £	2020 £	2020 £
Funds					
Unrestricted funds: general	16	1,106,764	1,106,765	1,058,430	1,058,431
Unrestricted funds: designated	16	106,416	106,416	87,423	87,423
Restricted funds	16,17	605,614	605,614	533,332	533,332
Total Funds		**1,818,794**	**1,818,795**	**1,679,185**	**1,679,186**

The accounts were approved and authorised for issue by the Board of Trustees on 17 September 2021 and signed on their behalf by:

P. C. F. M

Piers Feilden
Chair of the Board of Trustees

The notes on pages 30 to 42 form an integral part of the financial statements.

HOMELESS LINK
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended 31 March 2021

	Group 2021 £	Group 2020 £
Cash flows from operating activities:		
Net income (as per the Statement of Financial Activities)	139,609	174,720
Depreciation	62,345	79,606
Increase in short-term debtors	(406,723)	(304,278)
Increase in Homeless Link Social Investment Ltd; Long-term debtors	56,459	(809,522)
Increase/(Decrease) in short-term creditors	274,520	484,586
Increase in Homeless Link Social Investment Ltd: Long-term creditors	(95,795)	943,999
Net Cash inflow/(outflow) from operating activities	30,415	569,111
Purchase of fixed assets	(14,311)	(141,221)
Net Cash outflow from capital expenditure and investments	(14,311)	(141,221)
Change in cash and cash equivalents in the reporting period	16,104	427,890
Cash and cash equivalents at the beginning of the reporting period	1,644,792	1,216,902
Cash and cash equivalents at the end of reporting period	1,660,896	1,644,792

Analysis of cash and cash equivalents	£	£
Cash in hand	1,548,656	1,544,792
Short term investments	112,240	100,000
Total cash and cash equivalents	**1,660,896**	**1,644,792**

Analysis of changes in net debt

	At start of year £	Cash Flows £	Other non-cash charges £	At end of year £
Cash in hand	1,544,792	3,864	-	1,548,656
Short term investment	100,000	12,240	-	112,240
	1,644,792	16,104	-	1,660,896
Loans falling due within one year	(88,852)	-	(358,497)	(447,349)
Loans falling due after more than one year	(1,245,495)	-	95,795	(1,149,700)
Changes in net debt	**310,445**	**16,104**	**(262,702)**	**63,847**

1 ACCOUNTING POLICIES

Basis of preparation
Homeless Link constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities prparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) including update bulletin 2, the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice.

The financial statements have been prepared in Sterling, which the functional currency of Homeless Link. Monetary amounts in the financial statements are rounded to the nearest Pound.

Consolidated financial statements
The financial statements consolidate the results of Homeless Link and its wholly owned subsidiary, Homeless Link Social Investment Ltd on a line-by-line basis.The subsidiary company has the same year end date of 31 March 2021.

Going Concern
The trustees have assessed whether the use of Going Concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a Going Concern.
The trustees have given due consideration to the impact of the COVID-19 pandemic, which has remained an issue in the period between the year end and the signing of the financial statements, and the pressures on membership, donations and grant income. Income estimates for 2022 and 2023 are cautious with the cancellation of many events in 2020 and 2021. However, the charity supports a large number entities through membership and In-Form licences, where income has continued to grow. Having reviewed forecasts prepared by management, the trustees are confident that the charity and the group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

Critical accounting estimates and areas of judgement
In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have the most significant effect on the amounts recognised in the financial statements:
-Depreciation and amortisation charges are based on the estmated useful life of the assets held.

Investments
Unlisted investment comprises investments in subsidiaries which are measured at cost less impairment.

Income
Grants, donations and legacies are recognised as income when they are receivable.
Membership fees are apportioned over the period of membership.
Income from social enterprise activities is spead evenly over the period to which the services relate. Fees from training and events are treated as income on the date the goods or services are supplied.

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

Fund accounting
Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of Homeless Link.
Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.
Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.
Further details on each fund are disclosed in Notes ?? and ??.

Depreciation of Fixed Assets
It is Homeless Link's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight line basis over their expected life.
Rates of Depreciation:

Computer Equipment	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Life of Lease

Pensions
Homeless Link pays defined contributions into a stakeholder pension scheme set up in 2008. Contributions are charged to the Statement of Financial Activities as they occur.

Leased assets
Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as they occur.

2 ENDING HOMELESSNESS

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Ministry of Housing, Communities and Local Government (MHCLG)	851,920	350,000	1,201,920
Greater London Authority (GLA)	-	72,000	72,000
Welsh Government	-	9,000	9,000
	851,920	431,000	1,282,920

	Unrestricted Funds £	Restricted Funds £	2020 Total £
Ministry of Housing, Communities and Local Government (MHCLG)	890,000	350,000	1,240,000
Greater London Authority (GLA)	-	80,000	80,000
Welsh Government	-	9,000	9,000
	890,000	439,000	1,329,000

3 RESEARCH AND DEVELOPMENT

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Access-The Foundation for Social Investment	-	141,250	141,250
National Lottery Community Fund	103,673	550,000	653,673
Lankelly Chase Foundation	-	75,281	75,281
London Councils	-	114,923	114,923
Department of Health and Social Care	-	51,000	51,000
Henry Smith Charity	-	25,000	25,000
Garfield Weston	-	210,000	210,000
Nationwide Foundation	-	45,000	45,000
Crisis	-	50,000	50,000
Manchester City Council	48,987	-	48,987
John Laing Charitable Trust	-	24,979	24,979
Blagrave Trust	-	20,000	20,000
London Housing Foundation	20,425	-	20,425
Trust for London	-	42,000	42,000
Comic Relief	-	110,000	110,000
Other	38,242	-	38,242
	211,327	1,459,433	1,670,760

RESEARCH AND DEVELOPMENT

	Unrestricted Funds £	Restricted Funds £	2020 Total £
Access-The Foundation for Social Investment	-	74,750	74,750
National Lottery Community Fund	107,343	640,000	747,343
Lankelly Chase Foundation	-	150,286	150,286
London Councils	-	120,239	120,239
Department of Health and Social Care	-	31,968	31,968
Nationwide Foundation	-	45,000	45,000
Crisis	-	50,000	50,000
Manchester City Council	-	25,353	25,353
Good Things Foundation	-	72,656	72,656
Blagrave Trust	-	20,000	20,000
LandAid	-	14,250	14,250
Trust for London	-	21,000	21,000
Comic Relief	-	100,000	100,000
Other	16,837	14,706	31,543
	124,180	1,380,208	1,504,388

4 GRANTS PROGRAMME

	Unrestricted Funds	Restricted Funds £	2021 Total £	2020 Total £
Ministry of Housing, Communities and Local Government (MHCLG	-	8,400,000	8,400,000	1,116,506
Department for Digital, Culture, Media and Sports (DCMS)	-	861,976	861,976	1,138,024
Comic Relief	-	964,458	964,458	185,543
London Homeless Collective	-	85,223	85,223	284,621
National Lottery Community Fund	-	5,000,000	5,000,000	-
The World's Big Sleep Out	-	2,589	2,589	69,684
	-	15,314,246	15,314,246	2,794,378

All funds received for our Grants Programme are restricted.

5 SOCIAL ENTERPRISE

	Unrestricted Funds	Restricted Funds	2021 Total	2020 Total
	£	£	£	£
In-Form	2,080,685	-	2,080,685	1,859,396
Training	311,545	-	311,545	458,656
Consultancy services	283,371	-	283,371	217,997
Information	-	-	-	-
Events and seminars	55,512	-	55,512	46,146
HL Social Investment	129,125	-	129,125	282,272
	2,860,238	-	2,860,238	2,864,467

6 MEMBERSHIP AND CAMPAIGNING

	Unrestricted Funds	Restricted Funds	2021 Total	2020 Total
	£	£	£	£
Membership fees	226,436	-	226,436	231,304
Annual conference	-	-	-	63,032
Job advertising	20,621	-	20,621	27,066
	247,057	-	247,057	321,402

7 OTHER INCOME

	Unrestricted Funds	Restricted Funds	2021 Total	2020 Total
	£	£	£	£
Interest receivable	18,633	-	18,633	19,714
Individual and Corporate Donations	315,280	-	315,280	322,242
Other income: Secondment	79,226	-	79,226	64,629
	413,139	-	413,139	406,585

Significant Donations

Included in Donations and Other income are the following single donations exceeding £1,000 received:

	£	£	£	£
The Calypso Browning Trust	5,000	-	5,000	5,000
The Invesco	-	-	-	1,500
Clear Channel	-	-	-	12,472
Taskmaster	76,788	-	76,788	-
The Henhurst Charity	1,250	-	1,250	-

8 Analysis of expenditure on charitable activities

	Payments to Partners	Salaries	Direct Costs	Support/Gov. Costs	2021 Total
	£	£	£	£	£
Ending Homelessness	375,631	638,454	193,207	183,194	1,390,486
Research and Development	289,515	827,272	188,806	356,166	1,661,759
Grants Programme	14,966,373	278,633	26,061	68,188	15,339,255
Social Enterprise	87,500	1,395,854	1,080,078	395,690	2,959,123
Membership and Campaigning	-	170,556	62,094	38,848	271,499
					-
Fundraising	-	-	26,629	-	26,629
	15,719,019	3,310,769	1,576,875	1,042,087	21,648,751

Analysis of expenditure on charitable activities	Payments to Partners	Salaries	Direct Costs	Support/Gov. Costs	2020 Total
	£	£	£	£	£
Ending Homelessness	388,753	537,089	331,243	246,638	1,503,723
Research and Development	307,862	813,276	289,869	279,188	1,690,195
Grants Programme	2,347,436	57,036	115,922	22,925	2,543,319
Social Enterprise	238,436	1,144,910	1,027,887	531,594	2,942,827
Membership and Campaigning	-	157,861	116,739	59,646	334,246
					-
Fundraising	-	31,190	-	-	31,190
	3,282,487	2,741,362	1,881,660	1,139,991	9,045,500

During the year ended 31 March 2021, Homeless Link paid 198 grants totalling £14,966,373.
A full list of all grantees and the amounts awarded in grants is available on our website at ***www.homeless.org.uk/grants***

9 Analysis of Support and Governance costs

	2021			2020		
	Support	Governance	Total	Support	Governance	Total
	£	£	£	£	£	£
Office management	75,472	-	75,472	89,568	-	89,568
IT Support	237,431	-	237,431	199,365	-	199,365
Maternity	388	-	388	22,799	-	22,799
Depreciation	62,345	-	62,345	79,606	-	79,606
Training	12,101	-	12,101	10,945	-	10,945
Premises	288,664	-	288,664	317,915	-	317,915
Legal and professional fees	6,412	4,200	10,612	7,512	-	7,512
Audit fees	-	10,830	10,830	-	11,566	11,566
Senior Management	46,416	31,776	78,192	60,106	22,375	82,481
Finance Support	109,990	-	109,990	136,939	-	136,939
Human Resources	55,923	-	55,923	109,501	-	109,501
Insurance	20,914	-	20,914	7,715	-	7,715
Secondment	79,226	-	79,226	64,079	-	64,079
	995,280	46,806	1,042,087	1,106,051	33,941	1,139,992

These governance and support costs have been allocated to charitable activities in proportion to the amount of staff time spent on these activities.

10 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel

	2021 Total	2020 Total
	£	£
Wages & salaries	3,087,825	2,622,330
Social security costs	329,847	261,446
Employers pension costs	170,911	150,315
	3,588,583	3,034,091

	2021	2020
The average number of staff employed by Homeless Link (FTE) during the year	78	69

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£60,000 -£69,999	3	1
£70,000 -£79,999	1	-
£80,000 -£89,999	-	1
£90,000-£99,999	-	-
£100,000-£109,999	1	-

	2021	2020
Employer's pension costs attributed to employees paid over £60,000 were:	£25,410	£15,865

Homeless Link has purchased indemnity insurance in respect of the trustees and officers.

No Homeless Link trustee was paid or received any other benefits from employment with Homeless Link in the year (2020: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2020:nil).

Homeless Link reimbursed 4 (2020:five) trustees' travel and accommodation expenses for meetings in the year as follows:	£0	£1,093

The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Offier, Director of Social Change and Director of Sector Development.

The total employee benefits for the key management personnel were £326,759 (2020: £271,168).

11 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging

	2021	2020
	£	£
Audit fee	10,830	11,566
Depreciation	62,345	79,606
Operating lease rentals	156,051	207,395

12 TANGIBLE FIXED ASSETS
GROUP AND CHARITY

	Leasehold Improvements £	Computer Equipment £	Fixtures and Equipment £	Total Fixed Assets £
Cost				
At 01 April 2020	114,335	263,301	80,357	457,993
Additions	-	14,311	-	14,311
Disposals	-	-	-	-
At 31 March 2021	114,335	277,612	80,357	472,304
Depreciation				
At 01 April 2020	12,126	220,511	40,900	273,537
Charge for year	33,729	15,596	13,020	62,345
Disposals	0	0	-	0
At 31 March 2021	45,855	236,107	53,920	335,882
Net Book Values				
At 31 March 2021	68,480	41,506	26,437	136,422
At 31 March 2020	102,209	42,790	39,457	184,456

13 INVESTMENTS

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Homeless Link (Trading) Limited	1	1	1	1
Investment in Change Account Partnership	1	1	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	2	3	2	3

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link and is incorporated in England and Wales. Its registered office is Minories House, 2-5 Minories, London, England, EC3N 1BJ . This subsidiary is not consolidated as it is not material to the group.

Homeless Link wholly owns a Special Purpose Vehicle (SPV), Homeless Link Social Investment Ltd that provides blended finance to help homelessness organisations support homeless people.
The subsidiary is incorporated in England and Wales with registered office at Minories House, 2-5 Minories, London, England EC3N 1BJ.

Homeless Link Social Investment Ltd provides unsecured loans of between £25k and £150k repayable over a maximum of 4 years.

A summary of Homeless Link Social Investment Ltd's accounts are as follows:

Homeless Link Social Investment Ltd
Profit and Loss Account for the year ended 31 March 2021

	2021 £	2020 £
Total income	129,125	282,272
Total expenditure	129,125	282,272
Net Profit/(Loss)	-	-

Homeless Link Social Investment Ltd
Balance Sheet as at 31 March 2021

	2021 £	2020 £
Long-term Assets		
Debtors: amount falling due after one year	1,024,955	1,081,414
Current Assets		
Debtors and prepayments	407,427	72,382
Cash and bank	206,315	234,674
Total current assets	613,742	307,056
Creditors: Amounts falling due in one year	(488,996)	(142,974)
Net current assets	124,746	164,082
Long term creditors	(1,149,700)	(1,245,495)
Net Assets	£ 1	£ 1
Ordinary Share Capital	1	1
Owner's Equity	£ 1	£ 1

14 **DEBTORS AND PREPAYMENTS**	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Trade debtors	744,646	744,646	860,883	860,883
Prepayments	528,071	528,071	282,843	282,843
Other debtors	35,256	35,256	91,029	91,029
Homeless Link Social Investment Ltd Loans	407,427	-	72,382	-
Accrued income	215,061	215,061	216,601	216,601
Homeless Link Social Investment Ltd	-	41,647	-	54,122
	1,930,461	1,564,681	1,523,738	1,505,478
Debtors: Amounts falling due after one year				
Homeless Link Social Investment Ltd Loans	1,024,955	-	1,081,414	-

This represents Homeless Social Investment Ltd loans made out to investees, repayment of which is due within two to three years. The loans are offered at a fixed interest of 8% p.a. There is an option for early repayment in full with no penalty charges.

15 **CREDITORS : Amounts falling due within one year**	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Trade creditors	361,896	361,896	539,238	539,238
Sundry creditors	471,390	24,042	104,565	15,713
Deferred income	692,392	692,392	603,364	603,364
Other tax and social security	98,193	98,193	123,473	123,473
Accruals	160,371	160,371	139,082	139,082
	1,784,242	1,336,894	1,509,722	1,420,870

15A DEFERRED INCOME ANALYSIS

	01.04.2020	Net Movement during the year	31.03.2021
	£	£	£
Salesforce Licensing income	536,914	70,078	606,992
Membership fees	66,450	(66,450)	-
Individual donation	-	25,000	25,000
Consultancy income	-	25,000	25,000
Training income	-	35,400	35,400
	603,364	89,028	692,392

CREDITORS : Amounts falling due after one year

Homeless Link Social Investment Ltd Loans	1,149,700	-	1,245,495	-

This represents net amounts due to Big Society Capital Limited and National Lottery Community Fund, for the loans issued. Big Society Capital Limited has fixed and floating charge over all the assets of Hc

16 MOVEMENT ON FUNDS
GROUP AND CHARITY

	Unrestricted	Restricted	Total
	£	£	£
Opening balances as at 01 April 2020	1,145,853	533,332	1,679,185
Income	4,583,681	17,204,679	21,788,360
Expenditure	(4,516,354)	(17,132,397)	(21,648,751)
Closing balances as at 31 March 2021	1,213,180	605,614	1,818,794

See note 17 for details of restricted funds.

Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2020	Income	Expenditure	Transfers	Funds at 31.03.2021
	£	£	£	£	£
General fund	1,058,430	4,583,681	(4,516,354)	(18,993)	1,106,764
Designated Funds:					
MEAM Partnership Fund	87,423	-	-	18,993	106,416
Total	**1,145,853**	**4,583,681**	**(4,516,354)**	**-**	**1,213,180**

MEAM Partnership Fund: This fund has been created to continue the MEAM partnership work outstanding from 2020/21 that needs completing in 2021/22 financial year.

17 RESTRICTED FUNDS
GROUP AND CHARITY

	Funds at 01.04.2020	Income	Expenditure	Funds at 31.03.2021
	£	£	£	£
Cold Weather Fund	96,562	-	96,562	-
Comic Relief Covid Grant	-	700,000	697,966	2,034
Ending Women's Homelessness	-	861,976	833,889	28,087
Enterprise Development Project	33,612	141,250	86,003	88,859
Expert Link	2,763	75,281	78,044	-
Health and Wellbeing Alliance	-	51,000	51,000	-
Homelessness Winter Transformation Grant	-	2,400,000	2,390,538	9,462
Housing First England	-	153,000	96,554	56,446
Housing First Grant	-	264,458	261,970	2,487
London Homeless Collective	96,743	85,223	149,490	32,476
London Plus Project (London Councils)	4,551	114,923	109,346	10,128
Making Every Adult Matter (MEAM)-Lottery	22,311	550,000	498,484	73,827
Making Every Adult Matter (MEAM)-Policy	147,141	-	128,377	18,764
MEAM Manchester Service	246	-	246	-
MHCLG Covid Relief Grant	-	6,000,000	6,000,000	-
National Lottery Covid Relief Grant	-	5,000,000	4,970,386	29,614
Reboot UK	49,902	-	-	49,902
StreetLink	-	431,000	431,000	-
Strengths Based Toolkit	-	24,979	21,903	3,076
The World's Big Sleep Out	69,684	2,589	72,273	-
Trust for London	2,356	42,000	44,356	-
Women's Homelessness Project	-	210,000	9,546	200,454
Young and Homeless	4,988	20,000	24,988	-
Youth Homelessness	2,473	77,000	79,473	-
Total Restricted Funds	**533,332**	**17,204,678**	**17,132,396**	**605,615**

17 RESTRICTED FUNDS (CONTD)

Cold Weather Fund
Homeless Link was awarded a grant in 2019/20 by MHCLG (Ministry of Housing, Communities and Local Government) to administer a grants fund to support cold weather shelters across England. Over £1million was distributed in grants. The balance of the funds was used to support monitoring and evaluation work for the fund.

Comic Relief Covid-19 Homelessness Response Fund
We received £700,000 to distribute to homelessness charities across the UK in response to the Covid-19 pandemic. £680,000 was distributed in grants and the balance was used to fund grant administration and monitoring costs.

Ending Women's Homelessness
The Ending Women's Homelessness Fund was set up to make grants of £1.85m to homelessness and women's sector organisations, to improve practice and cross-sector collaboration in supporting women who are homeless or at risk of homelessness. We continue to monitor the 29 grant-funded projects and to share learning and good practice.

Enterprise Development Programme
The aim of this programme is to provide a range of support for charities and social enterprises in England, helping them to build resilience by making a transition to new enterprise models or expand existing ones. Funding is provided by Access - The Foundation for Social Investment to support homelessness sector organisations to take advantage of grants and learning opportunities.

Expert Link
This initiative, funded by Lankelly Chase, was to support a network of people with lived experience of multiple needs. Expert Link seeks to influence national and local policy and work to improve practice by providing smart solutions to problems experienced by people who use services.
In 2020/21 Expert Link completed their work to become an independent charity and all staff, assets and liabilities of Expert Link were transferred to the new charity in October 2020.

Health and Wellbeing Alliance
This service was funded by the Department of Health and Social Care (DHSC) to:
Facilitate integrated working between the voluntary and statutory sectors and support a two way flow of information between communities, the Voluntary, Community and Social Enterprise (VCSE) sector and policy leads; and to amplify the voice of the VCSE sector and people with lived experience to inform national policy, promote equality and reduce health inequalities.

Homelessness Winter Transformation Fund
Funds of £2,400,000 were awarded by MHCLG to enable us to make grants to faith-based and community organisations to transform the supply of winter accommodation for rough sleepers in the light of the Covid-19 pandemic. Grants totalling £2,370,000 were awarded to other charities and the balance was used to cover the costs of grant administration and monitoring.

Housing First England
We received grant funding from Comic Relief, Nationwide Foundation and Crisis to support Housing First England. Alongside continued growth of the national movement, there is a focus on fidelity of services to the principles of Housing First in England; strategic policy influencing; and securing housing supply to ensure that the model is sustainable and replicable.

Housing First Grants
Comic Relief has provided a 2-year grant funding totalling £500k, including management fees to support the delivery of Housing First services in England. The grant programme aims to reach and support grassroot organisations committed to community lead development, improved access to diverse accommodation options and achieving social change.

London Homeless Collective (LHC)
Homeless Link is a member of and the administrator of the London Homeless Collective (LHC), a grouping of 25 of London's homelessness charities working together to raise awareness and funds to end homelessness in London. We received a grant from the London Community Foundation to cover the costs of running the LHC and raised funds from the public and corporate sources for onward distribution to the members of the LHC.

London Plus project (London Councils)
Grant aid of £114,923 was receivable in 2020-21 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The table on page 41 illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement.

17 RESTRICTED FUNDS (CONTD)

MEAM Policy
This is a coalition of Clinks, Homeless Link and Mind formed to improve policy and services for people facing multiple needs. Funds have been received from the Lankelly Chase Foundation to support our Voices from Frontline project, which brings the voice of people with multiple needs and those who support them into policy debate.

MEAM Lottery Grant
This is a five-year grant running from 2017 to 2022 from Big Lottery Fund to support the work of the coalition on the MEAM Approach.

MEAM Manchester Service
This service funds the secondment of a member of MEAM staff to Greater Manchester Combined Authority (GMCA) to support work on the MEAM Approach across the GMCA region.

MHCLG Covid-19 Homelessness Response Fund
We received £6,000,000 from MHCLG to distribute to homelessness charities across England in response to the Covid-19 pandemic. Grants totalling £5,920,000 were distributed and the balance was used to fund grant administration and monitoring costs.

TNLCF Covid-19 Homelessness Response Fund
We received £5,000,000 from the National Lottery Community Fund to distribute to homelessness charities across England in response to the Covid-19 pandemic. A total of £4,820,000 was distributed in grants and the balance was used for grant administration and monitoring costs.

Reboot UK
Homeless Link is a consortium partner of Good Things Foundation's Reboot project, funded by the Big Lottery. Homeless Link supported 8 delivery partners across England (Evolve Housing + Support, Connection at St Martin's, St Mungo's, Elim Connect Centre, Exeter CoLab, Seaview Project, Inspiring Change Manchester and the Foxton Centre).

StreetLink
This was funded by grants from MHCLG (£300,000), the Greater London Authority (£50,000) and the Welsh Government (£9,000). We also received donations from members of the public to support our work on StreetLink during the year. StreetLink is a 24/7 telephone line, website and mobile phone app that enables members of the public to tell us about people sleeping rough in their communities. All reports are automatically passed on to local authorities and we then follow up on these reports and provides feedback to the person who made the report. StreetLink is a partnership project betweeen Homleess Link and St Mungo's.

Strengths Based Toolkit
In 2020 we received a 2-year grant of £51,584 to develop a toolkit to help organisations in the homelessness sector to move towards a strength-based approach to working with the people they support.

The World's Big Sleep Out
Homeless Link was a named partner charity of the World's Big Sleep Out held in December 2019. We received a proportion of funds raised for onward distribution to small homelessness charities in London. Funds were distributed to eight charities.

Trust for London
This project developed a London-wide homeless sector approach to understanding and challenging the impact of welfare changes on people experiencing homelessness. The project expanded Homeless Link's Expert Panel people with lived experience, and support frontline organisations to create a collective voice to campaign for positive change and practical solutions.

Women's Homelessness Project
We received funding of £210,000 from the Garfield Weston Foundation to suppport a project from Jan 2021 to March 2023 to build upon the work of our Ending Womens Homelessness Grants Fund, to strengthen the support homeless women receive, focusing on learning and training to deliver long term sector-wide change informed by the the projects funded through our grants.

Young and Homeless
This is a key strategic research project, co-designed to provide a stronger voice to young people experiencing homelessness. This work contributes to national and local debates about youth homelessness and the solutions to tackle it. With nearly half of all people using homelessness services in England today under the age of 25, youth homelessness is one of this country's major challenges.

17 RESTRICTED FUNDS (CONTD)

Youth Homelessness

Grant funding from Comic Relief supports Homeless Link 's work on youth homelessness in line with our strategy We aim to increase the national representation and voice of youth homelessness organisations, in order to improve youth homelessness response and prevention. This includes an Advisory Group, regional networks and scoping reports as well as practice and policy briefings.

All funds are used to promote the objects of Homeless Link.

18 RELATED PARTY TRANSACTIONS

Amanda Dubarry is the CEO of Caritas Anchor House. They received a social investment in the year from Homeless Link Social Investment Ltd consisting of a loan of £120,000 and grant of £30,000 under the same terms as other investees. They have an In-Form system provided by Homeless Link and were invoiced £9,190 in the year for this. They were also awarded a grant of £74,278 from the Covid-19 Homelessness Response Fund during the year.

Jeff Marsh is the CEO of the Foxton Centre. They were awarded a grant of £95,050 from the Covid-19 Homelessness Response Fund and a grant of £44,200 from the Homelessness Winter Transformation Fund. They purchased an In-Form system from Homeless Link during the year and were invoiced £11,635 for this in the year.

Maria Iglesias is employed by Praxis. Praxis partnered with Homeless Link on the organisation of the Homelessness and Migration Conference and were invoiced £6,000 for this work. Praxis were awarded a grant of £99,975 from the Ending Women's Homelessness Grants Programme in 2019/20 and this project was still underway in 2020/21.

David Smith is the CEO of Oasis Community Housing. They were awarded a grant of £25,000 from the Covid-19 Homelessness Response Fund during 2020/21. They have an In-Form system provided by Homeless Link and were invoiced £6,737 for this service in 2020/21.

Piers Feilden is a trustee of the Henry Smith Charity who awarded Homeless Link a grant of £25,000 for our work on Housing First England during the year.

All of the related party transactions above were on an arms length basis, on normal commercial terms.

There were no other related party transactions that require disclosure in the year.

19 ANALYSIS OF GROUP NET ASSETS

	2021			2020		
	Unrestricted	Restricted	Total	Unrestricted	Restricted	Total
	£	£	£	£	£	£
Tangible Fixed Assets	136,422	-	136,422	184,456	-	184,456
Investments	2	-	2	2	-	2
Net assets	1,201,501	605,614	1,807,115	1,125,476	533,332	1,658,808
Long term debtors	1,024,955	-	1,024,955	1,081,414	-	1,081,414
Long term liabilities	(1,149,700)	-	(1,149,700)	(1,245,495)	-	(1,245,495)
Balances at 31 March	**1,213,181**	**605,614**	**1,818,794**	**1,145,853**	**533,332**	**1,679,185**

20 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

		2021	2020
		£	£
Land and Building leases due:			
	Within 1 year	154,150	205,494
	Between 2 - 5 years	-	102,747
Office Equipment leases due:			
	Within 1 year	1,901	1,901
	Between 2 - 5 years	-	-
	Total	156,051	310,142

21 TAX STATUS

As a registered charity, Homeless Link falls within the definition of Charitable Company as defined in Part 1, Schedule 6 of Finance Act 2010 and is therefore potentially exempt from taxation of its income and gains. No tax charge has arisen during the year.

22 ULTIMATE CONTROLLING PARTY

Homeless Link Social Investment Limited and Homeless Link Trading Limited are wholly owned subsidiaries of Homeless Link, which is the ultimate controlling party.

The ultimate controlling party of Homeless Link are the Trustees.

23 CAPITAL COMMITMENTS

There were no capital commitments not provided for in the financial statements (2020: None).

Note 17 London Activities: London Councils Section 37 Statement

Grant aid of £114,923 was received in 2020/21 from London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement:

	Grant Awarded £	Grant Spent £
Lead Partner- Homeless Link	69,728	67,007
Delivery Partner-Shelter	45,195	41,162
	114,923	108,169

Breakdown for Homeless Link as Lead Partner

	Grant Awarded £	Grant Spent £
Staff costs	45,000	47,390
Beneficiary costs	16,328	11,217
Other costs	8,400	8,400
	69,728	67,007

Breakdown for Shelter as Delivery Partner

	Grant Awarded £	Grant Spent £
Staff costs	23,388	22,523
Beneficiary costs	18,850	17,316
Other costs	2,957	1,323
	45,195	41,162

Total grant awarded was underspent by £6,754 during the year.
This was a result of events scheduled for the year 2020-21 that were cancelled due to lockdown.

HOMELESS LINK
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
Incorporating Income and Expenditure Account
for the year ended 31 March 2020

INCOME	Notes	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £
Income from charitable activities				
Ending Homelessness	2	890,000	439,000	1,329,000
Research and Development	3	124,180	1,380,208	1,504,388
Grants Programme	4	-	2,794,378	2,794,378
Social Enterprise	5	2,864,467	-	2,864,467
Membership and Campaigning	6	321,402	-	321,402
Other income				
Other income	7	406,585	-	406,585
Total income		**4,606,634**	**4,613,586**	**9,220,220**
EXPENDITURE				
Expenditure on raising funds				
Fundraising		-	31,190	31,190
Expenditure on charitable actvities				
Ending Homelessness		1,291,363	212,360	1,503,723
Research and Development		5,607	1,684,588	1,690,195
Grants Programme		-	2,543,319	2,543,319
Social Enterprise		2,942,827	-	2,942,827
Membership and Campaigning		334,246	-	334,246
Total expenditure	8 - 10	**4,574,043**	**4,471,457**	**9,045,500**
Net income/(expenditure) and net movement in funds for the ye		**32,591**	**142,129**	**174,720**
		32,591	**142,129**	**174,720**
Reconciliation of funds:				
Total funds brought forward		1,113,262	391,203	1,504,465
Total funds carried forward	16	**1,145,853**	**533,332**	**1,679,185**