

REGISTERED COMPANY NUMBER: 07311390 (England and Wales)
REGISTERED CHARITY NUMBER: 1146777



REPORT OF THE BOARD OF TRUSTEES AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

tc accounts • tax • legal • financial planning

The Courtyard
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THE CLOCK TOWER SANCTUARY

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THE CLOCK TOWER SANCTUARY

LEGAL AND ADMINISTRATIVE INFORMATION

FOR THE YEAR ENDED 31 DECEMBER 2020

Registered Company number	07311390 (England and Wales)		
Registered Charity number	1146777		
Registered office	Wenlock House 41-43 North Street Brighton BN1 1RH		
Trustees	Name	Role	Action/Date
	Dominic Ford		Resigned 30 March 2021
	Emily Munford	Vice Chair	
	Felicity Morgan		
	Geoff Pike		
	Rachel Brett		
	Rob Kidd	Chair	
	Simon Hughes		Resigned 21 April 2021
	Kate Hunt		Appointed 31 March 2021
	Barbara Macpherson		Appointed 31 March 2021
	Richard Stokoe		Appointed 31 March 2021
	Leanne Stollenwerk		Appointed 31 March 2021
	Mousumi Kanjilal Williams		Appointed 31 March 2021
Patron	Mr D Allam, DL		
Key Management Personnel/Secretary	Frances Duncan (Chief Executive)		
Independent Examiner	Mark Cummins FCCA FCIE TC Group The Courtyard Shoreham Road Upper Beeding Steyning West Sussex BN44 3TN		
Solicitors	Griffith Smith LLP 47 Old Steine Brighton BN1 1NW		
Bankers	The Co-operative Bank P O Box 250 Skelmersdale WN8 6WT		Santander Bank Bootle Merseyside L30 4GB
	CAF Bank 28 Kings Hill Avenue Kings Hill West Malling, Kent, ME19 4JQ		Metro Bank 82 North Street Brighton BN1 1ZA

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

The Board of Trustees, who are also the Directors of the Company for the purposes of Company law, submit their annual report and financial statements of The Clock Tower Sanctuary for the year ended December 2020. The Board of Trustees confirm that the annual report and financial statements of the Company comply with the Company's Memorandum and Articles of Association, the Companies Act 2006, the Charities Act 2011, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

Vision

Our vision is that no young person becomes part of the long-term homeless population.

Mission

We work with young people who are homeless or insecurely housed, to enable them to move from crisis to independence.

Values

These values inform everything we do at Clock Tower Sanctuary, guiding our decision making and justifying our approach:

- We look for the best in everyone
- We challenge inequality and prejudice
- We collaborate

How we work

- We work with young people aged 16-25 years old who are homeless or insecurely housed
- We provide practical facilities, a nurturing environment, access to activities and professional support
- We are based in Brighton, rooted in the city and an integral part of the community
- We take a tailored, structured, holistic approach to move young people from crisis to independence
- We work with local partners, combine resources and expertise to provide multi-disciplinary support that reduces young people's long-term dependence on services
- We are a small team of passionate and committed staff and volunteers; we pride ourselves on changing young people's lives for the better
- We have a high quality, well-regarded volunteering programme; many of our volunteers go on to skilled, paid work in the local homeless and related sectors
- We are an independent organisation, entirely dependent on voluntary funding

We have two main strands to our work:

- Crisis Support Services – to meet the immediate needs of a young homeless person in crisis – access to food, showers, laundry, computers, telephone, postal service etc.
- Move-On Support – to help a young person become unstuck, to unlock their potential and prevent further decline through provision of activities, lifeskills classes and one-to-one support.

Structure, Governance and Management

Commencement of Activities

The Clock Tower Sanctuary was established by constitution dated 1 June 1998 and registered on 28 July 1998 with the Charities Commission (previous Charity number 1070736). On 12 July 2011, a Company limited by guarantee was incorporated with the same name as the Charity.

Governing Document

The Clock Tower Sanctuary is a Company limited by guarantee (07311390) and a registered Charity (1146777). It is governed by its Memorandum and Articles of Association, revised in 2013, 2016 and 2019. The members of the Company are the Trustees named on page 1. In the event of the Company being wound up, the liability in respect of guarantee is £1 per member.

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

Method and Appointment of Trustees

The management of the Board of Trustees is the responsibility of the Trustees who are elected and co-opted under the terms of the Memorandum and Articles of Association. All Trustees are provided with training and the Charity complies with the Code of Good Governance.

Unless specific skills are headhunted using existing networks, vacancies for Trustees are publicly advertised on the website and via local online channels. The advertisement contains information about the role and skills and qualities required. The application pack includes information about the organisation, a job description and a person specification.

Applications are reviewed by the Governance and Risk Committee, which includes the Chair of Trustees and CEO. Interviews for prospective Trustees are conducted by the Chair, CEO and one other trustee. All new Trustees are required to sign a declaration that they are not disqualified from acting as a Director/Trustee and that they will devote the necessary time and effort in their position. Disclosure and Barring Service checks are carried out on all new Trustees before appointment.

Induction and Training of Trustees

All newly-appointed Trustees receive a comprehensive information pack containing a copy of the governing document, previous Board of Trustees and Committee minutes, a copy of the three-year strategy, operational plans and fundraising strategy, the latest management accounts, staff structure and trustee biographies.

The CEO, along with the Chair or an experienced Trustee, meets for half a day to induct the Trustee so that they are able to meaningfully contribute to discussions in an informed way from the outset of their appointment. New Trustees are also encouraged to spend time at the Centre, observing front-line services and providing an opportunity to meet with staff, volunteers and beneficiaries.

All Trustees are provided with ongoing training and information to keep their knowledge and skills up-to-date and relevant. All Trustees are subscribed to and receive Governance & Leadership magazine, provided by Civil Society, to keep their knowledge up-to-date and relevant.

Organisational Structure and Decision Making

The Board of Trustees meets quarterly with three Committees meeting separately:

- Finance and Risk Committee
- Personnel and Equality Committee
- Fundraising and Public Affairs committee

Each Committee has Terms of Reference and there is a clear Scheme of Delegation regarding the decision-making powers of each Committee, which has been agreed by the Board of Trustees. The CEO is appointed by Trustees to manage the day-to-day operations of the Charity and to implement the Charity's strategic plan.

The day-to-day running of the Charity and leadership of the staff team is delegated to the CEO. The CEO meets for regular supervision sessions with the chair and is accountable to the Board of Trustees for the performance of agreed strategic implementation plans.

The remuneration of the CEO is set by the Board of Trustees, with the remuneration of other staff being advised by the CEO. The Personnel and Sub Committee annually review staff salaries for cost of living increases. An independent HR advisor is utilised to conduct a thorough salary benchmarking exercise with comparable organisations locally when significant changes to staff roles take place.

The Clock Tower Sanctuary is committed to attracting, recruiting and training experienced, professional staff who will deliver the best outcomes for homeless young people. Employment costs are kept to a minimum through engaging with and investing in our extensive volunteer programme.

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

Delivery of The Clock Tower Sanctuary's charitable vision and strategic plan is primarily dependent on our key management personnel and staff costs are the largest single element of our charitable expenditure.

Risk Management

The Board of Trustees has a duty to identify and review the risks to which the Charity is exposed. To undertake this duty, we maintain a risk register, which is overseen by the Finance and Risk Committee. At its quarterly meeting, the committee reviews this risk register and makes adjustments as needed, communicating any actions required to those involved. We highlight any new or changed risks to the following trustee board meeting.

Our principle risks, at the end of the year, are summarised below:

- Funding:
 - Unable to demonstrate outcomes to funders including demonstrating the 'added value'
 - Reliance on communities & individuals for 50% of income in time of economic and Brexit uncertainty, and when potential for compassion fatigue
 - Staff capacity running to standstill in fundraising and lacking capacity to innovate
- Compliance:
 - Not complying with Charity regulations
 - Not complying with GDPR
 - Not complying with health and safety
 - Not complying with Safeguarding duties (adults and children and young people)
 - Lapse in insurance
- External:
 - Funding cuts in partner agencies
 - Lack of leadership / change in stance of partner organisations
 - Additional restrictions arising from Covid or similar pandemic
 - Building failure
 - Fraud or criminal acts
 - IT security breach (hacking, DDOS attack, ransomware etc)
- Finance and fundraising:
 - Outcome reporting challenges
 - Compassion fatigue
 - Capacity in the team
- Operations and staffing:
 - Demand outstrips supply
 - Service unable to meet the complex needs of the client group
 - Serious incidents endangering staff, clients, property and reputation
 - Pandemic prevents service operating
 - Building failure prevents the service from running
 - Not being able to recruit staff / volunteers
 - Safeguarding procedures not robustly followed for our volunteers

Covid 19 has continued to impact on our service, in some ways highlighting our vulnerabilities but also showing our resilience and agility. Staff capacity remains a particular challenge, with remote working and restrictions on socialising and leisure having a strong, negative impact on our staff. Since the last reporting period, we have adopted a more detailed risk register format and strengthened the link between the Finance & Risk Committee and the main board. We now focus more on identifying root causes, robust mitigation measures and appropriate responses.

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

Financial Review

For 2020 the board of Trustees agreed an operational expenditure budget of £558,546 plus £231,000 of Phase Two refurbishment of ground floor premises, a total planned expenditure of £789,547. As at the end of 2019 we held £175,965 of restricted funds towards the Phase Two ground floor refurbishment.

The onset of the Pandemic significantly affected all aspects of the delivery of our operations and like most organisations we needed to make adaptations to how we worked and delivered services. This resulted in some expenditure being delayed. However, we did complete the Phase 2 refurbishment works in 2020. During 2020 £23,325 of the £781,488 received was for the refurbishment of the ground floor and we spent a total expenditure of £683,657. We achieved an operational surplus on unrestricted income of £127,480, and at year end held £452,833 of total unrestricted funds (including designated funds) and a total of £217,483 in restricted funds.

Fundraising Review

Fundraising in 2020 presented a significant challenge, with the cancellation of numerous events and activities which would usually generate income from businesses, schools, colleges, faith groups and associations, due to Covid-19. As well as the loss of sponsorship usually raised through events such as the Brighton Marathon, we had to cancel our own plans, including our annual 'Big City Sleepout'.

We worked hard to attenuate the forecast income losses by securing new Trusts & Foundations and grants funding, which we greatly appreciated during this most challenging of years. We are also very grateful for the income secured through our existing Trusts & Foundations relationships, some of whom kindly pledged further support to help us through this difficult time. We give our warmest thanks to the Albion as One Fund, Bernard Sunley Foundation, Bupa Foundation, Brighton District Nursing Association Trust, Brighton & Hove Council, Comic Relief, Enjoolata Foundation, Ernest Kleinwort Charitable Trust, Help the Homeless, Henry Smith Charity, Homity Trust, Fine & Country Foundation, Garfield Weston Foundation, Homeless Link/Ministry of Housing, Communities & Local Government, Julia and Hans Rausing Trust, Lloyds Bank Foundation, Marsh Christian Charitable Trust, Masonic Charitable Foundation, Matt Treadgold Remembered Fund, National Lottery Communities Fund/Department of Culture, Media & Sport, No Fear Bridge, One Family Foundation, Sussex Community Foundation, St. Bernard Trust and St Martin's Vicars Relief Fund.

The investment we had made into our digital channels in 2019 became even more important during the pandemic, as there was a greater reliance on supporters donating on-line. We express our sincere appreciation to every single person who supported us with monthly giving or one-off donations; those who gave in memory of a loved one or pledged a legacy, and to all the community organisations and companies who generously raised vital funds to ensure that we could continue our life-changing work with young people who are homeless or insecurely housed.

Reserves Policy

The Board of Trustees has concluded that it would be appropriate, given the level of unrestricted funds at 31 December 2020, to "future proof" an element of CTS' on-going operations and provide for non-operational expenditure by establishing a number of Designated Funds.

The designated reserves comprise the following:

- Phase Two of ground floor premises refurbishment – additional funds to cover building works and operational costs arising through any centre closure/downtime during this refurbishment period in combination with Premises Refurbishment Restricted Fund
- Closure costs – provide the necessary funds should CTS' operations have to cease immediately, including redundancy payments
- Dilapidations – linked to operation cessation, costs to return leasehold premises to their original configuration should the landlord require
- Strategic plan projects – to provide funds to investigate, assess and trial (if appropriate) different projects outside the operational day to day budget covering areas such as health, education and employment and accommodation.

The amounts of funds designated and the free reserves are shown in note 15 to the Financial Statements.

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

The Board of Trustees has agreed a reserves policy which makes provision for Unrestricted General Reserves equivalent of a minimum to six months' operating costs. Given the designations to cover future closure and related costs, this is considered an appropriate sum.

As at the end of the 2020 financial year, the Board of Trustees have included all the year-end designations and general fund in its assessment of the adequacy of the overall reserves to maintain operations. The Board of Trustees regularly monitors the adequacy of funds and will seek to gradually build the level of general free reserves to equate to six months of operational expenditure.

Investment Policy

The Board of Trustees, having regard to the liquidity requirements of the Charity and to the reserves policy, has agreed an investment policy which keeps available funds in current and interest bearing accounts with total balances with each financial institution no greater than that covered by the Financial Services Compensation Scheme (FSCS) limit. The exception to this being the Charity's main operational clearing bank where funds up to a total of £200,000 may be retained subject to tiered maturity profiles.

Objects and Activities

The objects for which the Charity is established are: the relief of poverty and homelessness of young people aged between 16-25 years in East Sussex through the provision of shelter and support.

Public Benefit

In continuing to deliver our Strategic Plan and activities, the Board of Trustees have given consideration to the duties set out in Section 4 of the Charities Act 2011 to have due regard for public benefit. In particular, the Board of Trustees have considered how the planned activities will contribute to the overall aims and objectives they have set.

Statement of Trustees Responsibilities

The Trustees (who are also the Directors of The Clock Tower Sanctuary for the purposes of Company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires that the Board of Trustees must not approve financial statements for the financial year unless they are satisfied that they give a true and fair view of the state of affairs of the charitable Company and of the incoming resources and application of resources, including the income and expenditure, of the charitable Company for that period. In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent; 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 proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable Company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

All the current Trustees have taken all reasonable steps, which, to the best of their knowledge and belief they ought to have taken, to make themselves aware of any information needed by the Charity's Independent Examiner for the purpose of completing the accounts and to establish that the Independent Examiner is aware of that information. The Trustees are not aware of any information which they understand would be relevant of which the Independent Examiner is unaware.

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

Strategic objectives

In 2020, we continued with our three year strategic plan for 2019-2021. This identified four strategic goals::

- Meet the basic, immediate needs of homeless young people
- Improve homeless young people's health and wellbeing outcomes
- Champion the needs and rights of homeless young people
- Develop Clock Tower Sanctuary sustainably

Achievements and Performance

93 young people experiencing homelessness accessed our services in 2020.

31% were new to our service and we saw a significant increase in young people with complex needs and poor mental health. Feedback from these young people confirms that we are providing vital practical and emotional support to young people with nowhere else to turn.

In 2020 we received 4,088 visits. These were facilitated in and out of the centre due to COVID 19.

Staff and volunteers provided advice, support, signposting and referrals to other specialist agencies during the year. Agencies include Arch GP/ Morley Street (specialist homeless GP), YMCA/Youth Advice Centre (Housing Options), Sussex Nightstop, Brighton Housing Trust/First Base, St Mungo's Street Outreach Service, Pavilions and Equinox (substance misuse), Mental Health Team, Probation, Social Services and RISE (domestic violence) amongst many others.

Alongside this, young people also use the phones and computers to get in touch with friends and family. They can use our address when registering for NHS services.

Our activities are an important part of our service as they help to build confidence and self-esteem among our clients. In 2020, Due to the impact of both the centre refurb for the first quarter in 2020 and covid and restrictions that had to be put in place for the final 3 quarters, we were unable to run our normal activities programme at the centre.

This year 39 young people we worked with moved into stable and secure accommodation. Our team helped them find housing through the Council and other providers. This is one of the most important steps for a young person and yet one of the most challenging, due to high rent, lack of social housing and a lower rate of Universal Credit for under 25s.

Thanks to funding from The National Lottery, Lloyds Bank and other funders, we are able to offer focussed, oneto-one support through our caseworkers. Caseworking enables young people to have dedicated, professional help to tackle some of their barriers to living a fulfilled life and to progress towards education, employment and training. In 2020, case-working supported 17 clients into work, training or education, enabling them to achieve more stability and improving their chances of finding secure accommodation. 14% of young people who came to us for support for the first time in 2020 were in work, demonstrating how difficult it can be to find safe, affordable home in the city.

13% of our clients identified as LGBTQI+. In a survey, 77% of LGBTQI+ young homeless people cited their sexuality as the reason for becoming homeless due to family rejection and abuse after coming out (AKT 2014). We are dedicated to providing a safe and supportive space for all young people we work with, however they describe their sexuality.

15% of young people who used our services last year were black, Asian or from a minority ethnic origin. We believe that everyone should be treated equally and fairly in relation to race, colour, ethnic or national origin, religion or beliefs.

THE CLOCK TOWER SANCTUARY

REPORT OF THE BOARD OF TRUSTEES (INCORPORATING THE DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2020

Volunteers

Our volunteers are a vital part of our front-line services. In 2020 they volunteered 5,025 hours of their time, which equates to £46,733 of pro-bono support (using the National Living Wage). Our volunteers bring valuable and diverse skills and energy to the service. Having the benefit of their rich life experience means we are able to support young people in a greater range of ways.

Volunteers are recruited via an application form and interview with reference checks and Disclosure and Barring Services (DBS) checks before commencement of their role.

All volunteers are provided with a welcome pack, undergo thorough induction training and ongoing training and supervision.

ON BEHALF OF THE BOARD OF TRUSTEES:



Rob Kidd (Chair)



Emily Munford (Vice Chair)

Date: 23 September 2021

THE CLOCK TOWER SANCTUARY

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF THE CLOCK TOWER SANCTUARY

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 December 2020.

Respective responsibilities of Trustees and examiner

As the Trustees of the charitable company (and also its directors for the purposes of Company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your Charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- (1) accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- (2) the accounts do not accord with those records; or
- (3) the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- (4) the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Mr Mark Cummins FCCA FCIE

for and on behalf of TC Group

The Courtyard
Shoreham Road
Upper Beeding
Steyning
West Sussex
BN44 3TN

Date:

THE CLOCK TOWER SANCTUARY

STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT)

FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	Unrestricted funds £	Restricted funds £	2020 Total £	2019 Total £
INCOME FROM:					
Donations and grants	4	351,637	428,784	780,421	575,915
Investments	5	<u>1,067</u>	<u>-</u>	<u>1,067</u>	<u>2,148</u>
Total income		<u>352,704</u>	<u>428,784</u>	<u>781,488</u>	<u>578,063</u>
EXPENDITURE ON:					
<i>Raising funds:</i>					
Fundraising	6	64,121	-	64,121	29,893
<i>Charitable activities:</i>					
Operation of the Clock Tower Sanctuary	7	<u>161,103</u>	<u>458,433</u>	<u>619,536</u>	<u>483,697</u>
Total expenditure		<u>225,224</u>	<u>458,433</u>	<u>683,657</u>	<u>513,590</u>
Net income and net movement in funds for the year		127,480	(29,649)	97,831	64,473
RECONCILIATION OF FUNDS					
Total funds brought forward	15,16	325,353	247,132	572,485	508,012
TOTAL FUNDS CARRIED FORWARD	15,16	<u><u>452,833</u></u>	<u><u>217,483</u></u>	<u><u>670,316</u></u>	<u><u>572,485</u></u>

The results of the year derive from continuing activities and there are no gains or losses other than those shown above.

The notes on pages 14 to 24 form part of these accounts.

Unrestricted Funds include amounts that have been designated (See note 15)

THE CLOCK TOWER SANCTUARY

BALANCE SHEET

AS AT 31 DECEMBER 2020

		2020	2019
	Note	£	£
FIXED ASSETS			
Tangible assets	11	4,358	4,699
CURRENT ASSETS			
Debtors	12	34,441	63,918
Cash at bank and in hand	13	656,296	514,681
Total current assets		690,737	578,599
LIABILITIES			
Creditors falling due within one year	14	(24,779)	(10,813)
NET CURRENT ASSETS		665,958	567,786
NET ASSETS		670,316	572,485
FUNDS			
Unrestricted funds			
General	15	268,383	156,063
Designated	15	184,450	169,290
		452,833	325,353
Restricted funds	16	217,483	247,132
TOTAL FUNDS		670,316	572,485

The charitable Company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 December 2020.

The members have not required the charitable Company to obtain an audit of its financial statements for the year ended 31 December 2020 in accordance with Section 476 of the Companies Act 2006.

The Trustees acknowledge their responsibilities for:

- ensuring that the charitable Company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- preparing financial statements which give a true and fair view of the state of affairs of the charitable Company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable Company.

THE CLOCK TOWER SANCTUARY

BALANCE SHEET

AS AT 31 DECEMBER 2020

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Statement of Recommended Practice applicable to charities in accordance with FRS 102. The financial statements were approved by the Board of Trustees and signed on its behalf by:



Rob Kidd (Chair)



Emily Munford (Vice Chair)

Date: 23 September 2021

The notes on pages 14 to 24 form part of these accounts.

Company number: 07311390.

THE CLOCK TOWER SANCTUARY

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020

		2020	2019
	Notes	£	£
Cash flows from operating activities:			
Net income/expenditure for the year		97,831	64,473
Depreciation of tangible fixed assets	11	1,598	1,356
Increase/(decrease) in creditors	14	13,966	(17,156)
(Increase)/decrease in debtors	12	29,477	(13,485)
Investment income		(1,067)	(2,148)
Net cash provided by/(used in) operating activities		141,805	33,040
Cashflows from investing activities			
Interest income		1,067	2,148
Purchase of tangible fixed assets	11	(1,257)	(1,211)
Cash provided by/(used in) investing activities		(190)	937
Increase/(decrease) in cash		141,615	33,977
Cash and cash equivalents at the beginning of the year		514,681	480,704
Cash and cash equivalents at the end of the year		656,296	514,681
		1 January 2020 £	Cashflow £
Cash at bank and in hand		514,681	141,615
			31 December 2020 £
			656,296

1. STATUTORY INFORMATION

The Clock Tower Sanctuary is a Company Limited by Guarantee, incorporated in the England and Wales and has no share capital. The Charity is under the control of the Trustees. Its registered office is Wenlock House, 41-43 North Street, Brighton BN1 1RH. In the event of the Company being wound up, the liability in respect of guarantee is £1 per member.

2. ACCOUNTING POLICIES

2.1 Accounting convention

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102), the Companies Act 2006 and the Charities Act 2011.

The Clock Tower Sanctuary meets the definition of a public benefit entity under FRS 102. In view of the Charity's positive cash and reserves positions the Charity has no material uncertainties in relation to its ability to continue operating and as such the accounts have been prepared on a going concern basis. Assets and liabilities are initially recognised at their historical cost or transaction value unless otherwise stated in the relevant accounting policy notes. The Charity's presentation currency is the Pound Sterling. Items are rounded to the nearest pound.

2.2 Income

All income is included in the Statement of Financial Activities when the Charity is legally entitled to the income, its receipt is probable and the amount can be quantified with reasonable accuracy. All income is measured net of any discounts and as the Charity's activities are exempt from VAT the application of VAT and other sales taxes is not required.

Donations and grant income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably. This is typically upon notification of the interest being paid by the bank.

Donated professional services and facilities are recognised when the Charity has control over the item, any conditions associated with the donated item have been met and the receipt of economic benefits is probable and can be measured reliably. In accordance with the Charities SORP (FRS 102), general voluntary time is not recognised.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Charity which is the amount the Charity would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market, unless such a valuation exercise not practicable or cost effective for the Charity; a corresponding amount is then recognised in expenditure in the period of receipt. Information on voluntary and donated services and facilities is disclosed in the Trustees' annual report and the notes to the accounts.

2. ACCOUNTING POLICIES – Continued

2.3 Expenditure

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

Expenditure on raising funds comprises direct mail and online marketing campaigns, external fundraising consultancy and associated staffing and other costs.

Expenditure on charitable activities includes the maintenance of The Clock Tower Sanctuary facility, the costs of undertaking the organisation's charitable activities and the management and administrative staffing of the Charity. These are split between the activities of client support and activities and life skills in the following manner: salaries, NI and pension costs - individual's time; all other costs - incurred on an even basis between the various activities. The charitable activities of the company have been rationalised this year into two categories for reporting purposes, client support and activities.

Employee termination costs are recognised in the period in which formal agreement of such payments are reached by the Trustees.

2.4 Support and governance costs

Support and governance costs are those functions that assist the work of the Charity but do not directly undertake charitable activities. The bases on which support costs have been allocated are set out in note 8.

2.5 Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life:

Fixtures, fittings and equipment	- 20% on cost
----------------------------------	---------------

2.6 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument. Basic financial instruments are recognised at amortised cost.

2.7 Debtors

Trade and other debtors are recognised at the settlement amount due. Prepayments are valued at the amount prepaid.

2.8 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a maturity of three months or less from the date of opening the deposit or similar account.

2.9 Creditors

Creditors are recognised when there is a present obligation arising from a past event, the settlement of which will likely result in resources embodying economic benefits being transferred from the Charity. Accruals are recognised at their settlement amount once a reliable measurement can be obtained.

2. ACCOUNTING POLICIES - Continued

2.10 Fund accounting

General unrestricted funds can be used in accordance with the charitable objectives at the discretion of the Trustees.

Designated funds are unrestricted funds which have been ring fenced by the board of trustee for specific purposes. These are set out in note 15. The funds can be un-designated at any time.

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

2.11 Pensions

The Charity operates a defined contribution pension scheme. Contributions payable to the Charity's pension scheme are charged to the Statement of Financial Activity in the period to which they relate as unrestricted expenditure. At the balance sheet date £1,583 was due to the pension scheme (2019: £862).

2.12 Leasing Commitments

Rentals paid under operating leases are charged to the Statement of Financial Activity on a straight line basis over the period of the lease.

2.13 Judgements and key sources of estimation uncertainty

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

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

The Trustees do not consider that there are any critical judgments made in applying the Charity's accounting policies or that there are any critical accounting estimates or assumptions which may have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next financial year.

3. TAXATION

The Company is registered as a Charity and all of its income falls within the exemptions under Part 11 of the Corporation Tax Act 2010.

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

4. INCOME FROM DONATIONS AND GRANTS

	Total 2020 £	Total 2019 £
Unrestricted:		
Anonymous	35,173	5,000
Brighton & Hove City Council	25,000	-
BUPA UK	5,000	-
Eurocarb Limited	10,000	-
GamesAid	-	21,114
Hill Group	5,000	-
HMRC Furlough	13,914	-
IMEX	-	5,000
Other donations (less than £5,000)	250,700	309,532
NetDev	-	10,000
The Grand Hotel	-	5,070
Marks and Spencer	-	6,580
Make Change Count	-	5,298
Trinity Auction	6,850	-
	351,637	367,594
Restricted:		
Albion as One Fund	5,000	-
Bernard Sunley Foundation	15,000	-
Brighton & Hove City Council	5,000	-
Brighton District Nursing Association	5,000	-
Comic Relief	45,891	20,000
Chalk Cliff Trust	-	5,000
Farr Vintner	-	15,000
Garfield Weston Foundation	40,000	-
Hays Travel Foundation	5,000	-
Henry Smith Charity	30,000	30,000
Homeless Link/MHCLG	56,694	-
Julia & Hans Rausing	42,955	-
Lloyds Bank Foundation	43,567	30,150
Matt Treadgold Remembered Fund	25,000	-
MetLife Foundation	-	22,330
National Lottery Communities Fund/DCMS	73,131	-
No Fear Bridge	15,000	30,000
One Family Foundation	-	5,000
Other donations (less than £5,000)	16,546	8,441
Pret Foundation	-	21,000
Redevco Foundation	-	21,400
The Sussex Community Foundation	5,000	-
	428,784	208,321
	780,421	575,915

In accordance with the Charities SORP (FRS 102) the economic value of donated goods and services has not been recognised. Further information on the Charity's donated goods and services can be found in the Trustees' annual report.

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

5. INVESTMENT INCOME

	Total 2020 £	Total 2019 £
Bank interest receivable	<u>1,067</u>	<u>2,148</u>

All investment income is unrestricted in both 2020 and 2019.

6. EXPENDITURE ON RAISING FUNDS

	Total 2020 £	Total 2019 £
External support	6,840	1,120
Online fundraising	1,768	5,435
Miscellaneous fundraising costs	2,258	2,404
Salaries and related staff costs	53,255	20,934
	<u>64,121</u>	<u>29,893</u>

All expenditure on raising funds is unrestricted in both 2020 and 2019.

7. EXPENDITURE ON CHARITABLE ACTIVITIES

	Client Support £	Move On Support £	Total 2020 £	Total 2019 £
Crisis support direct costs	9,983	-	9,983	11,923
Move on support direct costs	-	3,186	3,186	10,703
Financial	7,662	4,415	12,077	9,891
Marketing and Communications	4,090	2,202	6,292	10,215
Office and premises costs	208,003	112,002	320,005	151,941
Salaries and related staff costs	206,408	35,670	242,078	260,418
Volunteers' expenses	1,787	963	2,750	6,694
Depreciation	1,039	559	1,598	1,356
Support and governance costs (note 8)	14,207	7,360	21,567	20,556
Total 2020	<u>453,179</u>	<u>166,357</u>	<u>619,536</u>	<u>483,697</u>
Total 2019	<u>402,787</u>	<u>80,910</u>		

Expenditure on charitable activities was £619,536 (2019: £483,697) of which £161,103 was unrestricted (2019: £331,921) and £458,433 was restricted (2019: £151,776).

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

8. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

All support and governance costs in both the current and previous accounting period relate to governance.

	Total	Total	
	2020	2019	Basis of amount apportioned to governance
	£	£	
Salaries and related staff costs	8,489	8,199	Time spent by individual employees
Monitoring and evaluation	1,850	1,917	Entirely related to governance
Human resources	5,264	5,197	Entirely related to governance
Accountancy	3,600	4,152	Entirely related to governance
Trustee training	249	243	Entirely related to governance
Trustee expenses	70	413	Entirely related to governance
Strategic planning	2,045	435	Entirely related to governance
	<u>21,567</u>	<u>20,556</u>	

Included within governance and financial costs are payments to the independent examiners of £3,600 for the independent examination (2019: £3,600) and £2,527 for other professional fees (2019: £987).

9. STAFF COSTS, TRUSTEE EXPENSES AND KEY MANAGEMENT PERSONNEL

	Total	Total
	2020	2019
	£	£
Wages and salaries	266,342	251,532
Employers national insurance	19,929	19,943
Pension costs	9,811	7,890
Other staff costs	7,740	10,186
	<u>303,822</u>	<u>289,551</u>

There are no employees with emoluments above £60,000 (2019: none).

The key management personnel of the Charity comprise the Trustees and the CEO. The total employee benefits of key management personnel were £56,560 (2019: £54,655). No Trustees were paid any remuneration during the year in their role as a trustee.

The allocation of pension expenditure between activities and funds has been undertaken in accordance with the allocation of staff costs described in accounting policies note 2.3. Pension contributions outstanding in the current and previous year are accounted for within unrestricted funds.

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

10. STAFF NUMBERS

Employee headcount	2020 Number	2019 Number
Operations	<u>11</u>	<u>10</u>

During the year the number of full-time equivalent employees, including part-time staff, was 9.3 (2019: 8.8). The paid staff team are supported by a team of 47 volunteers (2019: 55) who donate their time and skills to the Charity. In 2020 the number of hours provided by Volunteers was 5,025 (2019: 6,040). Based on the Living Wage (£9.30 in 2020 and £9.30 per hour in 2019), this equates to £46,733 (2019: £54,360).

11. TANGIBLE FIXED ASSETS

	Fixtures, fittings and equipment £
COST	
At 1 January 2020	16,304
Additions	1,257
At 31 December 2020	<u>17,561</u>
DEPRECIATION	
At 1 January 2020	11,605
Charge for year	1,598
At 31 December 2020	<u>13,203</u>
NET BOOK VALUE	
At 31 December 2020	<u>4,358</u>
At 31 December 2019	<u>4,699</u>

12. DEBTORS

	Total 2020 £	Total 2019 £
Accrued income	4,108	39,194
Other debtors	9,000	9,000
Prepayments	21,333	15,724
	<u>34,441</u>	<u>63,918</u>

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

13. CASH AT BANK AND IN HAND

	Total 2020 £	Total 2019 £
Cash at bank	656,105	514,494
Cash in hand	191	187
	<u>656,296</u>	<u>514,681</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	Total 2020 £	Total 2019 £
Trade creditors	10,600	2,279
Accruals	12,595	8,534
Defined contribution pension	1,584	-
	<u>24,779</u>	<u>10,813</u>

15. UNRESTRICTED FUNDS

	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	Transfers £	Balance at 31 December 2020 £
General fund	156,063	352,704	(221,189)	(19,195)	268,383
Designated funds:					
Premises refurbishment	4,035	-	(4,035)	-	-
Dilapidations	45,000	-	-	-	45,000
Closure and redundancy provision	70,255	-	-	19,195	89,450
Strategic projects fund	50,000	-	-	-	50,000
	<u>325,353</u>	<u>352,704</u>	<u>(225,224)</u>	<u>-</u>	<u>452,833</u>
Designated fund totals	<u>169,290</u>	<u>-</u>	<u>(4,035)</u>	<u>19,195</u>	<u>184,450</u>

The general fund includes 'free reserves' after allowing for all designated funds. The free reserves (general funds excluding tangible fixed assets) are £264,025 at the 31 December 2020 (2019: £151,364).

The designated fund comprises the following:

Premises Refurbishment fund – refers to our Phase Two refurbishment: additional funds to cover building works and operational costs arising through any centre closure/downtime during this refurbishment period in combination with Premises Refurbishment Restricted Fund.

Dilapidations – relates to operation cessation, costs to return leasehold premises to their original configuration should the landlord require.

Closure and redundancy provision relates to the necessary funds required should CTS' operations have to cease immediately including redundancy payments.

Strategic projects fund is to provide funds to investigate, assess and trial (if appropriate) different projects outside the operational day to day budget covering areas such as health, education and employment and accommodation.

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

16. RESTRICTED FUNDS

	Balance at 1 January 2020 £	Incoming resources £	Resources expended £	Balance at 31 December 2020 £
Crisis Support	-	263,774	(167,560)	96,214
Move-On Support Programme	68,955	112,797	(90,415)	91,337
Building Trust, Self Esteem & Confidence	31	28,888	(5,000)	23,919
Premises Refurbishment	175,965	23,325	(193,277)	6,013
Volunteer Programme	2,181	-	(2,181)	-
	<u>247,132</u>	<u>428,784</u>	<u>(458,433)</u>	<u>217,483</u>

Our Crisis Support project meets the needs of young people who are experiencing homelessness through the provision of food, laundry, showers, clothing and other essentials, as well as case-working and referrals into other services in the city. In 2020, contributions were generously made by the Albion as One Fund, Brighton District Nursing Association Trust, Brighton & Hove Council Communities Fund, Comic Relief, Enjoolata Foundation, Ernest Kleinwort Charitable Trust, Fine & Country Foundation, Games Aid, Garfield Weston Foundation, Homeless Link/Ministry of Housing, Communities & Local Government, Lloyds Bank Foundation, Julia and Hans Rausing, Matt Treadgold Remembered Fund, National Lottery Communities Fund/Department of Culture, Media & Sport, Sussex Community Foundation, St. Bernard Trust, St Martin's Vicars Relief Fund and individual donors.

Our Towards Stability/Move-on project provides support to young people who are ready to seek and retain housing, work, training, volunteering and other opportunities. This work has been kindly supported by Lloyds Bank Foundation, Henry Smith Charity and No Fear Bridge.

The activities, workshops and classes provided through the Building Trust, Self Esteem and Confidence project enable our clients to improve their emotional and physical wellbeing and further engage with case-working, which addresses each individual's circumstances. In 2020, this was generously funded by Hays Travel Foundation and others.

Our Volunteer Programme provides training and support for our team of Volunteer Support Workers, and we thank Marsh Christian Charitable Trust for their contribution to it in 2020. We are grateful for the generous funding towards our premises refurbishment from Bernard Sunley Foundation and Help the Homeless and grants from Acceler8, Bupa Foundation, Homity Trust and One Family Foundation.

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

17. ANALYSIS OF NET ASSETS BETWEEN FUNDS

Fund balances at 31 December 2020 are represented by:

	Unrestricted Fund - General	Unrestricted Fund - Designated	Restricted Funds	Total 2020
	£	£	£	£
Tangible fixed assets	4,358	-	-	4,358
Current assets	288,804	184,450	217,483	690,737
Creditors: due within one year	(24,779)	-	-	(24,779)
	<u>268,383</u>	<u>184,450</u>	<u>217,483</u>	<u>670,316</u>

Fund balances at 31 December 2019 are represented by:

	Unrestricted Fund - General	Unrestricted Fund - Designated	Restricted Funds	Total 2019
	£	£	£	£
Tangible fixed assets	4,699	-	-	4,699
Current assets	162,177	169,290	247,132	578,599
Creditors: due within one year	(10,813)	-	-	(10,813)
	<u>156,063</u>	<u>169,290</u>	<u>247,132</u>	<u>572,485</u>

18. RELATED PARTY DISCLOSURES

During the year aggregate donations without restrictions of £nil (2019: £nil) were received by the Charity from related parties. No other related party transactions were undertaken other than trustee related expenses (1 trustees reimbursed travel and subsistence costs (2019: 1 trustee was reimbursed travel and subsistence costs)) as itemised in note 8.

19. LEASE COMMITMENTS

At 31 December 2020 the Charity had total commitments under non-cancellable operating leases payable as follows:

	Land & Buildings		Other	
	2020	2019	2020	2019
	£	£	£	£
Within one year	74,268	14,731	1,575	2,007
Between one and five years	92,835	-	1,181	2,541
	<u>167,103</u>	<u>14,731</u>	<u>2,756</u>	<u>4,548</u>

Operating lease rentals in respect of land and buildings relate to rental of ground floor and first floor office space at Wenlock House, Brighton. Included within expenditure on charitable activities are charges relating to the Charity's rental lease of £77,757 (2019: £62,568).

THE CLOCK TOWER SANCTUARY

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

AS AT 31 DECEMBER 2020

20. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES (Including Income and Expenditure Account)
YEAR ENDED 31 DECEMBER 2019

	Note	Unrestricted funds £	Restricted funds £	2019 Total £	2018 Total £
INCOME FROM:					
Donations and grants	4	367,594	208,321	575,915	679,425
Investments	5	<u>2,148</u>	<u>-</u>	2,148	794
Total income		<u>369,742</u>	<u>208,321</u>	578,063	680,219
EXPENDITURE ON:					
<i>Raising funds:</i>					
Fundraising	6	29,893	-	29,893	42,017
<i>Charitable activities:</i>					
Operation of the Clock Tower Sanctuary	7	<u>331,921</u>	<u>151,776</u>	483,697	470,474
Total expenditure		<u>361,814</u>	<u>151,776</u>	513,590	512,491
Net income and net movement in funds for the year		7,928	56,545	64,473	167,728
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>317,425</u>	<u>190,587</u>	508,012	340,284
TOTAL FUNDS CARRIED FORWARD	15,16	<u><u>325,353</u></u>	<u><u>247,132</u></u>	<u><u>572,485</u></u>	<u><u>508,012</u></u>