

ST MARTINS HOUSING TRUST

England & Wales · Charity number 802013

Details

Other names	ST MARTINS HOUSING TRUST, ST MARTINS HOUSING TRUST LIMITED
Status	Registered
Legal form	Charitable company
Company number	02390375
Registered	1989-08-29
Register	View on the Charity Commission register

Contact

Address	St Martins House 120 Thorpe Road Norwich Norfolk NR1 1RT
Phone	01603667706
Email	enquiries@stmartinshousing.org.uk
Website	www.stmartinshousing.org.uk

Activities

Objects: TO PROVIDE SHELTER AND ACCOMMODATION IN THE COUNTY OF NORFOLK FOR POOR PERSONS AGED EIGHTEEN AND OVER HAVING NO OTHER RESIDENCE OR PLACE TO SLEEP; TO PROVIDE SOCIAL HOUSING AND ANY OTHER PURPOSES CONNECTED WITH OR INCIDENTAL TO THE PROVISION AND MANAGEMENT OF HOUSING, SOCIAL HOUSING AND ACCOMMODATION FOR PERSONS AGED EIGHTEEN AND OVER; AND TO CARRY OUT SUCH OTHER CHARITABLE ACTIVITIES AS THE TRUSTEES MAY DETERMINE.

Activities: To provide shelter and food for the homeless in Norwich and Norfolk

Classification

- **How:** Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information
- **What:** General Charitable Purposes, The Prevention Or Relief Of Poverty, Accommodation/housing
- **Who:** The General Public/mankind

Geography

- **Area of benefit:** CITY OF NORWICH
- Norfolk

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£10,231,928	£8,702,107	£12,709,903	191
2024-03-31	£9,055,474	£7,758,406	£11,180,082	188
2023-03-31	£7,399,147	£7,234,899	£9,883,014	183
2022-03-31	£7,112,322	£6,403,186	£9,718,766	178
2021-03-31	£6,631,710	£5,688,168	£8,824,944	164

Trustees

Name	Role	Appointed
COLIN BLAND	Chair	2013-01-11
BRIAN WALKER		2011-12-14
DAVID BRIEF		2014-09-25
Doctor Rachel Thomson		2023-03-30
Gail Paula Harris		2023-05-25
Gareth Phillips		2024-09-26
KATE DAYNES		2013-01-11
Robert Cooper		2025-07-31
Rose Barnes		2020-09-24
Tristan Gordon		2024-09-26

ST MARTINS HOUSING TRUST

England & Wales - Charity number 802013

Accounts



St Martins
more than a home
for the homeless

Annual Report

1st April 2024 - 31st March 2025

St Martins Housing Trust



Trustees

Mr C Bland, Chair
Mrs K Daynes, Vice Chair
Mr D Hoy, Treasurer (resigned 26th June 2024)
Mr N Williams (Treasurer from 25th July 2024)
Mr B Walker
Mr D Brief
Dr R Barnes
Dr R Thomson
Mrs G Harris
Mr G Phillips (commenced 26th September 2024)
Mr T Gordon (commenced 26th September 2024)

Company registered number
02390375

Charity registered number
802013

Registered office
St Martins House, 120 Thorpe Road, Norwich, NR1 1RT

Company secretary:
Ms T Yates

Chief Executive Officer:
Dr Jan Sheldon

Independent auditors: Larking Gowen LLP, Prospect House, Rouen Road, Norwich, NR1 1RE

Bankers:
Barclays Bank PLC, 5/7 Red Lion Street, Norwich NR1 3QH

Solicitors:
Mills & Reeve LLP, 1 St James Court, Whitefriars, Norwich, NR3 1RU

Contents

Reference and administrative details of the Charity, its Trustees and Advisers	Front cover
Trustee's report	3 - 19
Chair's report	3
Introduction	4
Organisational structure and decision making	5
Objectives	7
Homeless Services report	8
Care and Prevention Services report	10
Fundraising activities	14
Financial review	16
Statement of Trustees Responsibilities	19
Independent Auditor's report	20 - 22
Statement of Financial Activities	23
Balance Sheet	24
Cash Flow Statement	25
Notes to the Financial Statements	26 - 43

Welcome from the Chair

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. In 1973 St Martins opened the doors of the first Norwich Night Shelter, located in a garage in Norwich Cathedral Close. Since this time St Martins has grown and developed to meet the increasingly complex needs of a wide range of people.

I welcome you to our annual report for the year ending 31st March 2025.



I am proud to report that during the last year we have:

- Provided 254 beds every night of the year
- Commenced work on a 4 flat extension at Webster Court
- Commenced a building project in partnership with Flagship Housing which will provide 12 new one bed units by January 2026
- Retained our 2 Star Best Companies rating
- Held an event for all team members to meet and learn more about services across St Martins
- Enhanced our learning and development offer to include the provision of debt management and employment preparation services for the people we support

Sadly, for the first time in many years the November street count confirmed that the number of people sleeping rough on our streets increased. I believe this is mainly due to costs of living pressures and lack of social housing. We continue to work tirelessly to get people off the streets and to keep them in accommodation and the number of people on the streets lower than in cities of a similar size.

Despite the disappointing increase in the number of people sleeping rough I am very proud of all the positive outcomes that our brilliant team and volunteers achieve. You can find details of some remarkable personal journeys on our website.

At St Martins we could not do the work that we do without the support of individuals, businesses, faith groups and commissioners. We are as always grateful for the trust they place in us to support some of the most vulnerable people in society when they need it the most.

We know that the forthcoming year will present many challenges including the increase in National Insurance and Norfolk County Council budget cuts, but we remain committed to a vision whereby rough sleeping is brief, rare and nonrecurring. We are within touching distance of this vision and St Martins Trustees, CEO and Leadership team will continue to strive to make our vision a reality.

Mr Colin Bland

Introduction

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, present their annual activities report together with the audited financial statements of the Charity for the year 1st April 2024 to 31st March 2025.

The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

St Martins Housing Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy.

St Martins Housing Trust (the Charity) is a charitable company, limited by guarantee, which was incorporated on 30th May 1989. The Charity was initially established under a Trust Deed dated 6th November 1974 with the objectives of "providing shelter and food for the poor single persons in the City of Norwich". In 2004 the Articles of Association were amended to extend the remit to the County of Norfolk.

Mission Statement:

Strive to address the needs of single homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

Vision:

No-one needs to sleep rough on the streets of Norwich

Our Values



Open



Nurturing



Tenacious



Progressive

Organisational structure and decision making

The Trustees are ultimately responsible for the management of the Charity but the day-to-day operations are carried out by paid staff. There is an agreed Scheme of Delegation (introduced in 2018 and reviewed annually). The governing body of the Charity is the Executive Committee which is composed of Trustees, plus the Company Secretary (who is not a Trustee). They meet at least six times a year to receive reports on the operation of the Charity, monitor its financial stability and approve policy. The Chief Executive Officer (CEO), who reports to the Trustees, is the most senior employee of the Charity and is responsible for managing the Charity's services, advising the Trustees on all matters related to the operation of the Charity, its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the CEO are the Executive Directors and managers of the various services and the support functions of the Charity.

In 2021 the Trustees recognised the financial growth of the Charity and felt it prudent to develop a Finance Committee. The Finance Committee is chaired by the Treasurer. The Treasurer and two other Trustees constitute the Finance Committee which is also attended by the CEO, Director of Finance and Head of Finance.

Policies adopted for the induction and training of Trustees

The Charity has a clear policy for the recruitment of new Trustees. Nominations are considered from any source but potential Trustees are expected to bring specific skills and/or experience to the Charity. Upon nomination potential Trustees are met by the Chair and Vice Chair and if suitable for appointment are met by the full board of Trustees before being elected as Trustees.

Trustees are expected to take an active part in the governance of the organisation and to give freely the necessary time and commitment to their roles. There is a Role Specification for Trustees and a selection procedure based upon the guidance provided by the Charity Commission. There is a comprehensive induction programme for new Trustees and regular training is offered specifically in relation to governance, risk and financial matters.

Related party relationships

The Charity continues to derive benefit from membership of Homeless Link (the national body who support homelessness agencies). The Charity is also represented at a range of local strategic and operational planning meetings including the Greater Norwich Homelessness Forum (part of the Greater Norwich Housing Partnership) and the Norfolk Strategic Housing Partnership.

Risk management

The Trustees are aware of the requirement to identify the major risks to which the Charity is exposed to and to establish systems to mitigate those risks. A Risk Register is updated and approved on an annual basis by the Trustees, prior to the adoption of this Annual Report and Financial Statement. In the Register the Trustees have identified the following areas of the Charity's activities where they may be exposure to risk:

- Governance and management
- Operational
- Fundraising
- Financial
- External relations
- Compliance with regulations
- Risks associated with welfare reform/other government policy changes

The highest risks that threaten St Martins are:

1. Changes to benefits (specifically Housing Benefits) which could impact upon the income the charity receives.
2. Changes to payments (including funding cuts) and proposed new ways of working made by commissioning bodies often driven by central government policy.
3. A shortage of move on accommodation (specifically one bedroom accommodation).

All risks are continually reviewed by senior team members who will alert Trustees should there be any changes in policy which will threaten the financial stability of the charity.

Review of activities

Trustees take their governance responsibilities very seriously and review all aspects of the Charity on a rolling annual programme thereby scrutinising in detail all activities at least once a year. They are keen to make efficient, economical and effective use of the resources at their disposal and ensure that all performance targets agreed with local authorities commissioning services are met.

The Charity demonstrates that it reviews its activities by maintaining its own website, Facebook page, Instagram, YouTube, Tiktok and X account. It also publishes an annual printed newsletter and provides a monthly e newsletter to all those who have opted into receiving information under the General Data Protection Regulations (GDPR). We have comprehensive systems for managing donations and GDPR compliance.

Objectives

The Objects as stated in St Martins Articles of Association are:

- To provide shelter and accommodation in the County of Norfolk for poor persons aged eighteen and over having no other residence or place to sleep.
- To provide social housing and any other purposes connected with or incidental to the and management of housing, social housing and accommodation for persons aged eighteen and over.
- To carry out such other charitable activities as the Trustees may determine.

In order to deliver these objects the Trustees at St Martins have:

- Worked with partners to develop and deliver services including outreach services and support for people in their own homes to help them to maintain their tenancies.
- Provided a wide range of accommodation including an emergency assessment centre, hostels, sheltered housing, residential care and community homes.
- Developed a learning and development centre to support people to learn or relearn the skills that they need in order to live independently.
- Employed skilled and professional team members to deliver front line services, maintain properties and undertake back-office support functions.
- Supported volunteers to fundraise and to be involved (as appropriate) with supporting people who use our services.
- Developed systems and practices which are efficient, professional and demonstrate effective governance of a medium sized charity.

Public benefit

When making decisions related to the delivery of St Martins objects St Martins Trustees:

- Make decisions to ensure the charity's purpose provides benefit.
- Make decisions to manage risks of detriment or harm to St Martins beneficiaries or to the public in general that might result from carrying out the purpose.
- Make decisions about who benefits in ways that are consistent with the purpose.
- Make decisions to make sure any personal benefits are no more than incidental.
- Regularly review Charity Commission guidance on Public Benefit.

Homeless Services

St Martins Homeless directorate provides a wide range of support for people who are sleeping rough or who are homeless. This support includes:

Pathways - a partnership led by St Martins delivering street outreach

Somewhere Safe to Stay Hub - an emergency assessment and accommodation unit for 16 people

Bishopbridge House - a direct access hostel for 37 people (including emergency beds)

Dibden Road - a second stage, male only hostel for 18 men plus 5 move on flats

St Martins House - a second-stage hostel for 23 people

Community homes - a collection of three, four and five bedroom houses where people live independently for 52 people

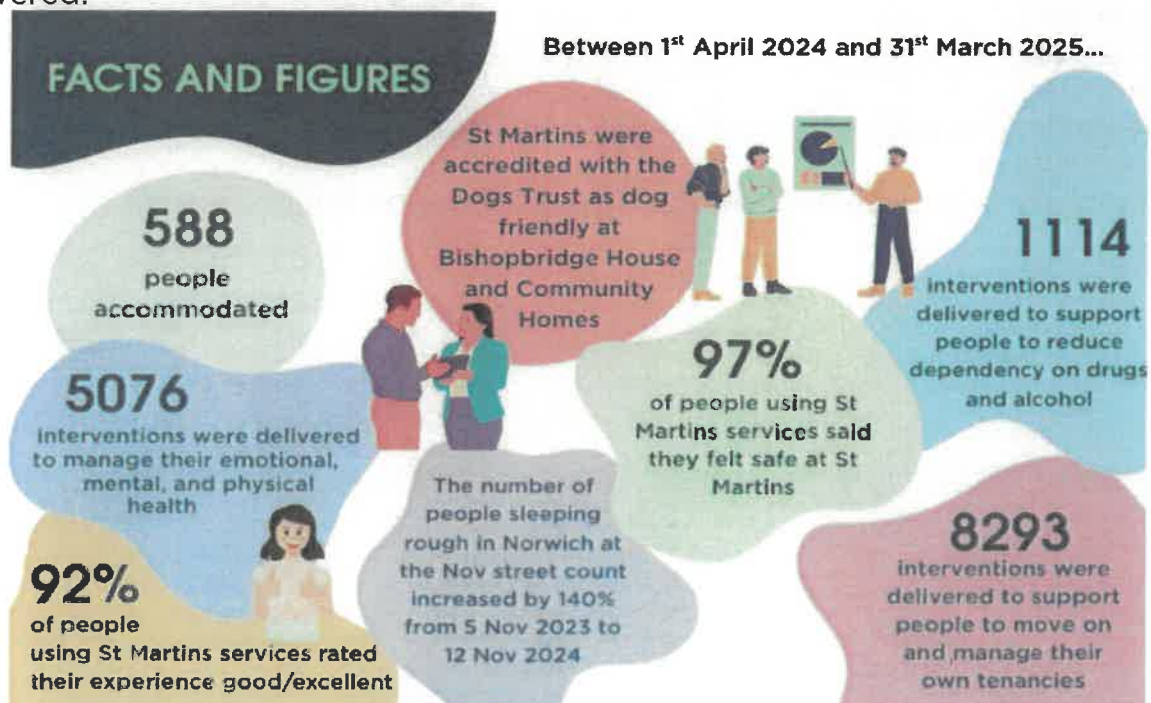
Temporary accommodation (19 rooms) - used by the City Council whilst they determine if they have a duty to house

Specialist project housing (e.g. for high risk reoffenders or Housing First)

Specialist team members (e.g. Heath Navigator and Tenancy Support)

Collectively these services can offer accommodation to 160 people every night. The support offered at each accommodation project varies with a view to people receiving less support as they make their journey towards independent living, ideally with their own tenancy.

During the reporting year the following interventions and achievements have been delivered:



One of the challenges that we experience is the lack of move on provision available across Norwich. This is outside of St Martins control and can, on occasions, mean that people are using our services when they are ready to live independently. St Martins is in continual discussion with Norwich City Council and other agencies who may assist in relation to this issue. The new development at Netherwood Green will provide 12 one-bedroom units to help to mitigate against the lack of move on provision.

Case study: Steven's story

Steven's homelessness started with a relationship breakdown and he slept rough for about three months. Steven had never needed support before. He was offered a place at the Somewhere Safe to Stay Hub. Following a brief stay at Bishopbridge House, he moved to St Martins House.

He said, "Here at St Martins House it's much better because I don't have to share anything, apart from a kitchen. It was horrible on the street. Life is now just easier since being with St Martins. There is a lot of support if I need it."

Steven has trouble sleeping, and while he was at Bishopbridge House he used to talk to the night support workers, playing uno with the team members to try and tire himself out so he could sleep.

Steven's health suffered while he was on the streets. He said, "It was really bad. I used to be on a nebulizer, and doctors took me off that. There is stress after stress, and you're panicking about what's going to happen next...where am I going to after here?"

Originally from North London, Tottenham supporter Steven worked in security and as chef and has lived in Ipswich, Lowestoft and Great Yarmouth. He worked at Delia's restaurant (but never met her!) His favourite dish would be either chili con carne or spaghetti bolognese. Steven keeps himself busy by volunteering at Nourish, a local service that provides food for people experiencing homelessness.

He says that homelessness shouldn't mark people out as different. "It's not a choice. There's no difference between us and anyone else. We've just gone through a difficult rough patch and some are worse than others. People don't realise that. And they're not out there to be idiots they are out there because they've got issues."

Steven keeps busy and is often found at Under 1 Roof using the computer suite. He has also recorded his experience of homelessness to be used as part of St Martins education work in schools.

Care Services

St Martins Care directorate provides a wide range of support for people who are homeless and would not be able to live independently. These services include:

Highwater House – a dual registered residential care home rated outstanding by the Care Quality Commission (CQC) for 22 people

Webster Court – sheltered housing with home care (including end of life care) provided for 32 people and rated Good by CQC

Magdalen Road – a specialist support unit for 12 people with poor mental health living semi independently

Under 1 Roof – a learning and development centre for everyone using St Martins services

Bridges – a support service for people with poor mental health

Reablement – support provided in people's own homes to maximise independent living

Norfolk Independent Housing Care and Support Services (NIHCSS) – a partnership with Together providing support in people's own homes

Collectively these services can offer accommodation to 66 people every night and supports an additional 66 people to live independently and maintain their tenancies which is an important component of St Martins prevention work.



During the reporting year the following interventions and achievements have been delivered:

- 76 people accommodated
- 10,045 care and support hours have been delivered to support people to live independently in the community
- 1071 activity sessions have been offered across all of St Martins services which have been accessed by 5,800 people
- 7 community engagement events have been held
- 74 people have been supported by Bridges to engage in community resource activities, reducing isolation, preventing homelessness and improving mental health
- 100% of people receiving care services rated their experience as excellent or good.



Case study: Clive's story

Clive moved to Webster Court in April having lived all of his nearly 70 years in his own flat in the city. Unfortunately, for many years because of vulnerabilities associated with his physical and mental health, he became a target of a group of people who did not have his best interests at heart.

Clive would often find his home taken over by others to commit crimes, take drugs and cause anti-social behaviour towards his neighbours. Clive could not see a way out of this, which exacerbated his mental health more resulting in several mental health hospital admissions.

To break this cycle, Webster Court were approached to consider housing Clive by a specialist team involving social workers, psychiatrists and community support workers. Whilst Clive took a little while to adjust to his new surroundings, he now is safe from exploitation, engages well with the support offered by the team, has built relationships with other residents but still maintains his confidence and independence in visiting the market and his favourite coffee shops most days.

Our people

St Martins is the employer of 193 people. Most of the Charity's team members are engaged in the delivery of services. Back-office support workers make up 15% of the workforce and the Leadership team members (CEO and Directors) account for 3% of the workforce.

During 2024/25 the workforce decreased by 2%

The Trustees of St Martins recognise the importance of the workforce to the delivery of excellent care and support for the beneficiaries of the Charity. To this end they seek to be the very best employer that they can be. In order to benchmark the charity as an employer and monitor the impact of improvements made St Martins enters the Best Companies survey on an annual basis.

In 2024 St Martins were rated as:

- 11th UK Charity
- 35th regional employers
- 40th UK mid-sized companies



St Martins has been listed as a two-star (Outstanding) company to work for.

All team members (except CEO and Directors) remuneration links to NJC Scales. Any decisions related to increase of pay for senior team members is a Trustee decision. Senior team members remuneration is linked to an internal pay scale (CEO points 1, 2, and 3 and Director 1, 2, and 3).



St Martins has a wide range of volunteers. Some volunteers commit to regular sessions, some (e.g, fundraising collectors) are more ad hoc in their support. Overall, St Martins has 250 regular collectors (mainly collecting as part of the December and Supermarket collections). We also have 9 volunteers working in our services (mainly engaged in the delivery of learning and development support at Under 1 Roof).

In addition, we are often approached by companies seeking to undertake gardening or DIY work for us as part of their own volunteering strategy. This support is always welcome.

Our environment



St Martins acknowledges the connection between the climate and other environmental crises and the threat of current and future homelessness, disease, food, and services shortages, and poverty for millions of people around the world, as well as the major damage being caused to our natural eco-systems.

St Martins recognises its responsibility to reduce its carbon and environmental footprints and formally commits itself to being an environmentally responsible charity.

During the reporting year St Martins has made a commitment to identify base line data related to emissions and set improvement targets for 2025/26 to reduce emissions.

Key areas identified to support emissions reductions include:

- Reducing waste
- Supporting recycling
- Lowering or removing paper-use within processes
- Emission off-setting activities

St Martins will comply with all relevant environmental legislation.

Fundraising Activities

Throughout 2024/25 a wide variety of fundraising activities took place, all in accordance with the requirements of the Fundraising Regulator.

In relation to cash donations and the Charity's pro-active fundraising activities we remain ever grateful to our volunteer collectors and all participating supermarket chains. Supermarket collections in the reporting year raised £2,895

The December 2024 collection in central Norwich went ahead once again and £30,155 was collected, thanks to the commitment of many volunteers.

During 2024/25 the Charity received £402,870 in donations excluding supermarket collections, street collections, gift aid and legacy. These donations were from individuals, businesses, faith groups, community groups, trusts, foundations (including Norfolk Community Foundation), schools and colleges.

During 2024/25 St Martins was selected as Charity of the Year by Barratt and David Wilson Homes. This was a very positive partnership which provided practical support, building materials and a donation of £16,591.

St Martins was one of Sowerby's supported charities, and received financial support from many other businesses, community and faith groups throughout the year. The Tesco Stronger Starts scheme awarded £1,500 to be spent on equipping St Martins House.

St Martins also received many gifts of donated food during 2024/25 which were enjoyed by the people using St Martins services.

For a local charity this degree of fundraising is a remarkable annual achievement. The Trustees are constantly encouraged by the fact that the Norfolk public are so generous towards, and interested in, the issue of homelessness. Without this level of support we would not be able to provide the many services for homeless people which we provide.



In line with The Charities (Protection and Social Investment) Act 2016 section 13 we report that:

Fundraising activity is coordinated and overseen by a member of the Senior Management Team. Fundraising team members are employed by St Martins. No professional fundraisers are contracted by the charity (other than paid employees).

St Martins abides by all requirements made by the Fundraising Regulator.

Christmas Street and Supermarket collections are carried out by volunteers who have regular information from St Martins. Team members work alongside volunteers to ensure all Fundraising Regulator requirements are met.

No complaints about the Charity's fundraising activities have been received during the reporting year.

The Charity has a comprehensive Safeguarding Policy (Children and Adults) which is available to all volunteers and fundraisers.

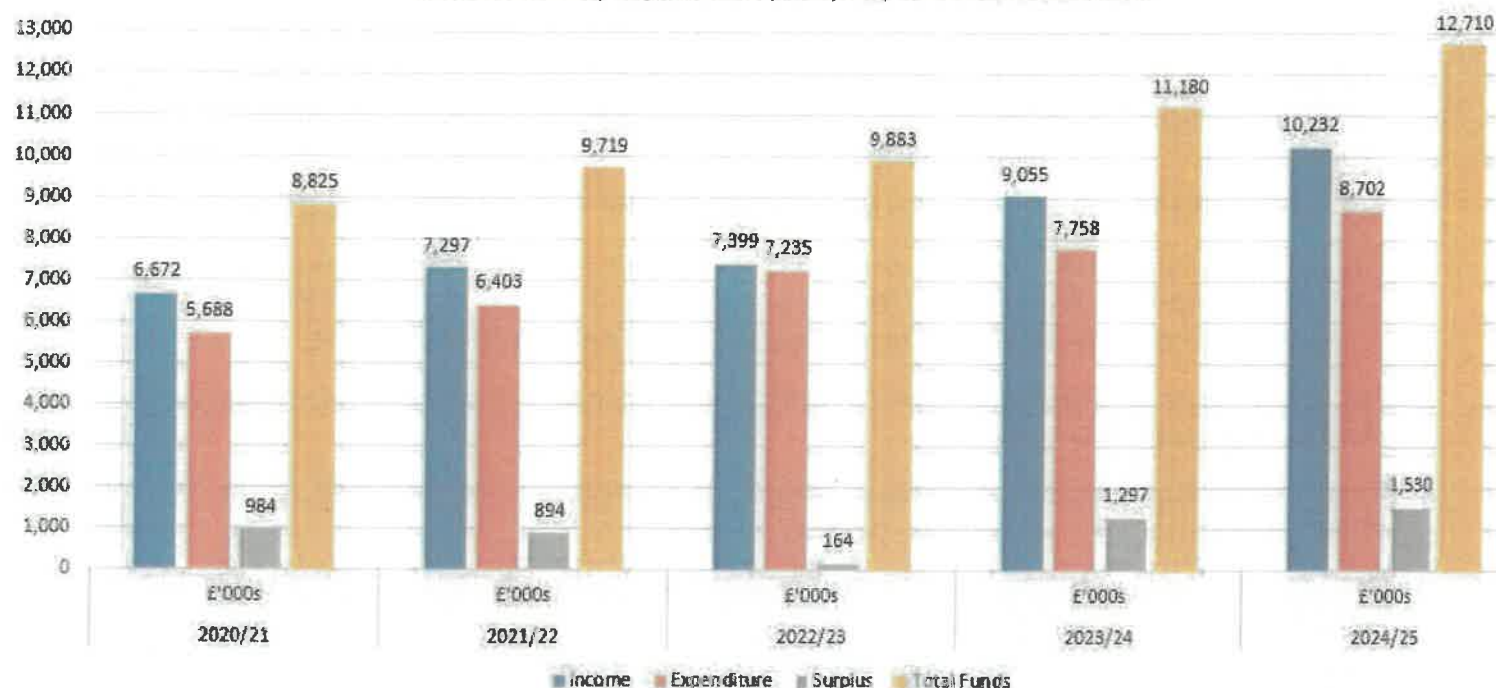
The Charity has protected vulnerable people and other members of the public from behaviour constituting:

- Unreasonable intrusion on a person's privacy
- Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or placing undue pressure on a person to give money or other property, during, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.



Financial Review

5 Year Income, Expenditure, Surplus, Total Funds Growth



Overview of Financial Position

Actual income for the year was £ 10,232k and actual expenditure was £ 8,702k resulting in a surplus of £ 1,530k as below.

	Unrestricted	Restricted	Total
Income	£ 8,173k	£ 2,059k	£ 10,232k
Expenditure	£ 7,323k	£ 1,379k	£ 8,702k
Surplus/(Deficit)	£ 850k	£ 680k	£ 1,530k
Total Funds now stand at £			
Total Funds	£ 12,408	£ 302k	£ 12,710k

The table above shows the income, expenditure, surplus and total funds over the last 5 years.

- Income has increased by £ 3,560k, from £ 6,672k to £ 10,232k an increase of 53%.
- Expenditure has increased by £ 3,014k, from £ 5,688k to £ 8,702k an increase of 53%.
- Our average surplus for the past 5 years is £974k.
- Total Funds has increased by £ 3,885k, from £ 8,825k to £ 12,710k, an increase of 44%.

Financial impact of significant events

The main significant event which had a financial impact upon St Martins finances during 2024/25 was for the second year the pay award made in relation to the NJC Scales was at £1,290 per scale point, which is equivalent of 5%.

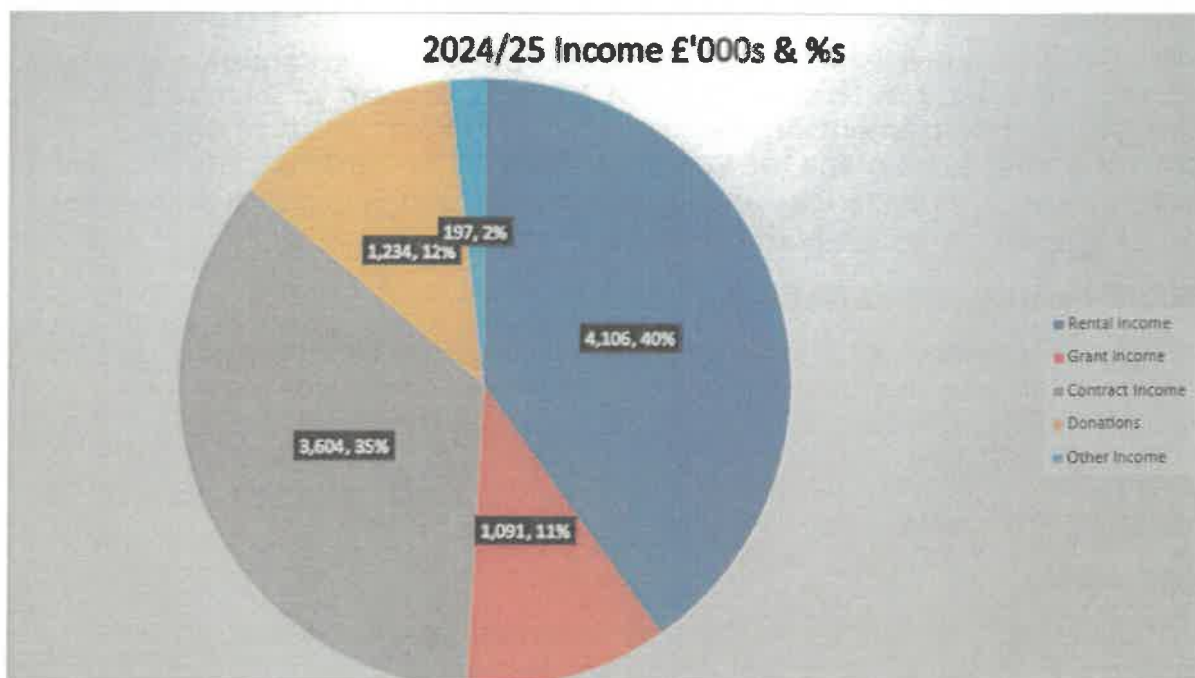
For a charity with an annual salary expenditure of £4.9m, a 5% pay increase has had a significant financial impact. However, the Trustees of St Martins believe it is in the long-term interests of the Charity to remain committed to the NJC Scale specifically in relation to the recruitment and retention of team members.

In addition the cost of living crisis continues to have an impact upon the finances of St Martins with most providers of services increasing their own costs by an average of 10%

Of the £1,530k surplus, £752k is from a capital grant received from Homes England via Flagship Housing.

Principal funding

Principal funding for the work of St Martins is derived from rental income receipts 40%, Statutory contracts 35%, donations 12% and grant income 11%.



Reserves Policy

The Trustees seek to maintain free reserves in unrestricted funds to cover immediate close-down costs. The target sum of reserves held is £1,334,757. The Trustees consider that this level will provide sufficient funds to close. The level of reserves was determined and documented in detail in the minutes of the Trustee meeting of 28th November 2024. The Reserves Policy includes building liabilities for 1 year on large accommodation projects and 6 months on smaller properties.

The Trustees seek to maintain reserves at around this level by setting and approving annual budget consistent with the reserves policy and by monitoring financial performance against budget.

For this purpose free reserves are measured by total funds, excluding restricted funds, total fixed assets and designated funds.

At the 31st March 2025, total funds amounted to £ 12,709,903 (2024: £ 11,180,082).

The Charity has unrestricted reserves of £ 10,831,238 (2024: £ 9,426,499), restricted reserves of £ 302,170 (2024: £ 938,232) and designated funds of £ 1,576,495 (2024: £ 815,351).

As at 31 March 2025 the charity had free reserves, on the basis described above, amounting to £1,334,757. This is after a further designation of £761,144 during the year.

The reserves policy was reviewed and updated during the reporting year to reflect the continued growth of the Charity.

Fixed Assets

The fixed assets are represented on page 35 of the Financial Statement.

Netherwood Green Development Fund

This represents funding designated by Trustees to spend on this project. Further details of this project are under 'Future Developments' below.

Sinking fund

During 2023/24 a provision was made in the budget to commence a sinking fund for repairs and refurbishment of St Martins property. Calculations related to the development of the sinking fund take account of short, medium and long term plans for refurbishment of St Martins property. During 2024/25 a further £34,475 was added to the fund, which is a designated fund valued at £92,902 as at 31st March 2025.

Investment policy and objectives

The Investment Policy at St Martins seeks to ensure effective use of cash identified for future use but not immediately needed. To this end during 2024/25 interest rates were kept under continual review to ensure effective treasury management. As at 31st March 2025, £ 85,313 is invested with CCLA in the COIF Charities Deposit Fund. During 24/25, £1m was withdrawn to fund the Netherwood Green Project.

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Future Developments

We plan to keep our current property portfolio in excellent condition and focus on meeting the needs of the people we support and our local community. We will continue to strive to be an employer of choice.

During 2025/26 the Netherwood Green project is expected to be completed. This initiative is a partnership arrangement between Flagship Housing and St Martins to build 12 one-bedroom units on land donated to St Martins by Norwich City Council. Flagship Housing (as a Registered Provider) have accessed Homes England funding of £752k to support this project and their charitable arm will make a donation of £200k. The cost of the build is

currently estimated at £2,410k. St Martins will fund the remainder of the build costs.

The provision of Exempt Accommodation (e.g. hostel accommodation) is currently under review by both local and central government. St Martins will keep this review under consideration and make changes to the current operating model should such changes be necessary.

We will set out our strategy for the next three years during 2025.

Statement of Trustee Responsibilities

The Trustees (who are also Directors of St Martins Housing Trust for the purposes of company law) are responsible for preparing their Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the situation of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period.

In preparing these Financial Statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the current Charity SORP (FRS 102).
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the Financial Statements on an ongoing basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Provision of Information to Auditors

Each of the persons who are Trustees at the time when this report was approved has confirmed that:

So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and that Trustees have taken all the steps that they ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing this report, and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on May 29th 2025 and signed on their behalf by: **Mr Colin Bland (Chairman of the Board of Trustees).**



Independent Auditor's Report to the Members of St Martins Housing Trust

Opinion

We have audited the financial statements of St Martins Housing Trust (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud.

Due to the field in which the charitable company operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment law; environmental regulations; GDPR; serious incident reporting and compliance with the UK Companies Act and Charities Act.

Our approach to identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

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

Giles Kerkham FCA DChA (Senior statutory auditor)

For and on behalf of



Larking Gowen LLP, Chartered Accountants, Statutory Auditors, Prospect House, Rouen Road, Norwich, NR1 1RE

Date: 29th May 2025

Statement of Financial Activities
For the year ended 31st March 2025

		Unrestricted funds	Restricted funds	Total funds	Total funds
		2025	2025	2025	2024
	Note	£	£	£	£
INCOME FROM:					
Donations and legacies	2	419,136	814,569	1,233,705	1,033,165
Investments	3	58,066	-	58,066	65,026
Charitable activities	4	7,696,051	1,244,106	8,940,157	7,957,283
TOTAL INCOME		8,173,253	2,058,675	10,231,928	9,055,474
NET GAIN ON INVESTMENTS	14		-	-	-
TOTAL INCOME		8,173,253	2,058,675	10,231,928	9,055,474
EXPENDITURE ON:					
Raising funds	5	155,460	-	155,460	228,330
Charitable activities		7,167,653	1,378,994	8,546,647	7,530,076
TOTAL EXPENDITURE	9	7,323,113	1,378,994	8,702,107	7,758,406
NET INCOME		850,140	679,681	1,529,821	1,297,068
RECONCILIATION OF FUNDS					
Total funds at 1 April 2024		10,241,850	938,232	11,180,082	9,883,014
NET INCOME		850,140	679,681	1,529,821	1,297,068
TRANSFER NETHERWOOD GREEN		713,072	(713,072)	-	-
TRANSFER HIGHWATER HOUSE BUILDING FUND		602,671	(602,671)	-	-
TOTAL FUNDS AT 31 MARCH 2025	18	12,407,733	302,170	12,709,903	11,180,082

All activities relate to continuing operations.

The notes on pages 26 to 45 form part of these financial statements.

BALANCE SHEET

COMPANY REGISTRATION NUMBER: 2390375

As at 31st March 2025

		Total funds	Total funds
		2025	2024
	Note	£	£
FIXED ASSETS			
Tangible assets	13	8,916,480	8,424,466
Investment property	14	580,000	580,000
Total Tangible Assets		9,496,480	9,004,466
CURRENT ASSETS			
Debtors	15	2,123,956	517,137
Cash at bank and in hand	21	2,006,409	2,668,152
Total Current Assets		4,130,365	3,185,289
CREDITORS: amounts falling due within one year	16	(638,451)	(786,614)
NET CURRENT ASSETS		3,491,914	2,398,675
TOTAL ASSETS LESS CURRENT LIABILITIES		12,988,394	11,403,141
PROVISIONS	17	(278,491)	(223,059)
TOTAL ASSETS LESS LIABILITIES		12,709,903	11,180,082
CHARITY FUNDS	18		
Restricted funds		302,170	938,232
Unrestricted funds		12,407,733	10,241,850
TOTAL FUNDS AT 31 MARCH 2025		12,709,903	11,180,082

The financial statements were approved by the Trustees on 29th May 2025 and signed on their behalf by



Mr Colin Bland, (Chairman of the Board of Trustees)

CASH FLOW STATEMENT

For the year ended 31st March 2025

		2025	2024
	Note	£	£
Cash flows from operating activities			
Net cash provided by operating activities	20	235,263	1,061,515
Cash flows from investing activities:			
Proceeds from the sale of property, plant and equipment		628	
Purchase of property, plant and equipment	13	(897,633)	(447,546)
Net cash used in investing activities		(897,005)	(447,546)
Cash flows from financing activities:			
Change in cash and cash equivalents in the year		661,472	613,969
Cash and cash equivalents brought forward		2,668,152	2,054,183
Cash and cash equivalents carried forward	21	2,006,410	2,668,152

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS102) - 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 1st January 2019). The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Company status

The company is a company limited by guarantee. 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 the guarantee is limited to £1 per member of the company.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

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

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% reducing balance
Short term leasehold property	10% straight line or over period of lease
Motor vehicles	25% straight line
Furniture, fittings and equipment	20-33% straight line

1.7 Investment Properties

Investment property is carried at fair value. No depreciation is provided. Changes in fair value are recognised in the Statement of Financial Activities.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.9 Debtors

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

1.10 Cash at Bank and in hand

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

1.11 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

1.12 Pensions

The Charity operates a workplace pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.13 Termination Payments

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

1.14 Key judgements and sources of estimation uncertainty

Key sources of estimation uncertainty at the reporting date which have a significant risk of causing a material adjustment to the carrying assets and liabilities within the next financial year are as follows:

Investment properties as per Note 14 are valued at market values determined by Mills & Knight. The property at 4 & 6 Bracondale and 106 Jubilee Walk have been valued by Mills & Knight by taking into account various market evidence, however ultimately this is a matter of judgement.

A general bad debt provision has been made using the average of actual bad debt write-offs in previous years.

A provision for dilapidations has been recognised and this represents the estimated costs to restore leased premises to their original condition at the end of the lease term, in accordance with the lease agreements.

Key judgements during the reporting period include judgements in relation to clawbacks, creditors for funding and deferred income.

1.15 Financial Instruments

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

1.16 Operating Leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

1.17 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. INCOME FROM DONATIONS AND LEGACIES

CURRENT YEAR	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Donations	393,025	62,169	455,194	1,032,862
Legacies	26,111	-	26,111	303
Grant Flagship/ Homes England	-	752,400	752,400	
Total donations & legacies	419,136	814,569	1,233,705	1,033,165

PREVIOUS YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	1,029,190	3,672	1,032,862	520,750
Legacies	303	0	303	115,136
Total donations & Legacies	1,029,493	3,672	1,033,165	635,886

On 27 March 2024, the charity received donated freehold land at Netherwood Green from Norwich City Council to provide 12 new one bed units in partnership with Flagship Housing. Included within donations comparative is £560,000 in respect of this, being an estimate of the fair value of the freehold land at the time, by a RICS registered member. During 2024/25, a grant of £752,400 was awarded as a contribution towards the construction of these units.

3. INVESTMENT INCOME

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Bank interest	58,066	-	58,066	65,026

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank interest	65,026	0	65,026	15,054

4. INCOME FROM CHARITABLE ACTIVITIES

CURRENT YEAR	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Grants	536,220	554,489	1,090,709	1,032,635
Rent & Services	7,159,203	689,617	7,848,820	6,924,648
Gain on disposal of fixed assets	628	-	628	
	7,696,051	1,244,106	8,940,157	7,957,283

PREVIOUS YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Grants	806,836	225,799	1,032,635	840,979
Rent & Services	6,265,947	658,701	6,924,648	5,875,228
Profit/(Loss) on disposal of fixed assets				2,000
	7,072,783	884,500	7,957,283	6,718,207

5. COSTS OF GENERATING VOLUNTARY INCOME

CURRENT YEAR	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Legal, professional and other	105,311	-	105,311	92,510
Staff costs	50,149	-	50,149	135,820
	155,460	-	155,460	228,330

PREVIOUS YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Legal, professional and other	92,510	-	92,510	131,563
Staff costs	135,820	-	135,820	130,066
	228,330	-	228,330	261,629

6. DIRECT COSTS

	Total 2025 £	Total 2024 £
Residents welfare	61,527	36,266
Rent and rates	766,730	697,246
Light and heat	258,622	211,158
Laundry, cleaning and catering	117,646	114,199
Maintenance and repairs	511,278	328,585
Unpaid accommodation fees	24,818	8,660
Legal and professional	14,888	23,572
Other	272,303	163,010
Wages and salaries	4,756,218	4,379,259
Pension cost	274,404	240,554
Depreciation	301,371	325,848
	7,359,805	6,528,357

7. SUPPORT COSTS

	Total 2025 £	Total 2024 £
Rent and rates	2,437	7,681
Light and heat	9,357	13,950
Laundry, cleaning and catering	660	1,013
Legal and professional	53,159	43,521
Maintenance and repairs	114,514	83,121
Other	244,438	180,455
Wages and salaries	587,391	554,127
Pension cost	74,286	63,912
Depreciation	100,600	53,939
	1,186,842	1,001,719

8. GOVERNANCE COSTS

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Governance Auditors' remuneration	21,816	-	21,816	18,342

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

CURRENT YEAR	Staff costs 2025 £	Depreciation 2025 £	Other costs 2025 £	Total funds 2025 £	Total funds 2024 £
Expenditure on raising funds	50,149	1,659	103,652	155,460	228,330
Expenditure on charitable activities	5,692,299	401,971	2,430,561	8,524,831	7,511,734
Expenditure on governance	-	-	21,816	21,816	18,342
	5,742,448	403,630	2,556,029	8,702,107	7,758,406

PREVIOUS YEAR	Staff costs 2024 £	Depreciation 2024 £	Other costs 2024 £	Total funds 2024 £	Total funds 2023 £
Expenditure on raising funds	135,820	5,329	87,181	228,330	261,629
Expenditure on charitable activities	5,237,853	379,787	1,894,094	7,511,734	6,956,770
Expenditure on governance			18,342	18,342	16,500
	5,373,673	385,116	1,999,617	7,758,406	7,234,899

In 2025, of the total expenditure on charitable activities, £ 7,145,837 (2024 - £6,652,288 was to unrestricted funds and £ 1,378,994 (2024 - £859,446) was to restricted funds.

10. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES EXCLUDING GOVERNANCE

CURRENT YEAR	Activities undertaken directly 2025 £	Support costs 2025 £	Total 2025 £	Total 2024 £
Expenditure on charitable activities	7,359,805	1,165,026	8,524,831	7,511,734

PREVIOUS YEAR	Activities undertaken directly 2024 £	Support costs 2024 £	Total 2024 £	Total 2023 £
Expenditure on charitable activities	6,528,357	983,377	7,511,734	6,956,770

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:	Total 2025 £	Total 2024 £
Depreciation of tangible fixed assets: Owned by the charity	403,630	385,116
Auditors' remuneration	21,816	18,342

During the year, no Trustees received any remuneration (2024 £ - NIL).

During the year, no Trustees received any benefits in kind (2024 £ - NIL).

During the year, no Trustees received any reimbursement of expenses (2024 £ - NIL).

12. STAFF COSTS

	2025 £	2024 £
Wages and salaries	4,950,923	4,658,053
Social Security costs	439,352	401,602
Other pension costs	352,173	314,018
	5,742,448	5,373,673

The average monthly number of employees was: 191 (2023: 188).

The number of employees whose total employee benefits exceeded £60,000 (excluding employer pension costs and employers NI) for the reporting period amounted to 1 which fell between £70,000 to £80,000 (2023: 1 which fell between £60,000 to £70,000).

The total remuneration for key management personnel for the year totalled £ 384,532 (2023: £372,185)

The cost of redundancy payments was £ 13,456 for three members of staff. (2024: £10,588)

13. TANGIBLE FIXED ASSETS

	Land & Buildings	Motor Vehicles	Fixtures & Fittings	Other Fixes Assets	Total
Cost or Valuation					
At 1 st April 2024	10,139,917	87,855	525,986	35,374	10,789,132
Additions	886,340		11,293		897,633
Disposals		(5,495)	(2,740)		(8,235)
Transfers					
Balance as at 31 st March 2025	11,026,257	82,360	534,539	35,374	11,678,530
Depreciation					
At 1 st April 2024	1,885,374	76,707	367,487	35,098	2,364,666
Charges for the year	333,049	6,193	64,151	237	403,630
Disposals		(4,007)	(2,239)		(6,246)
Balance as at 31 st March 2025	2,218,423	78,893	429,399	35,335	2,762,050
Net Book Value					
Balance as at 31 st March 2024	8,254,543	11,148	158,499	276	8,424,466
Balance as at 31st March 2025	8,807,834	3,467	105,140	39	8,916,480

Included in land and buildings is freehold land at cost of £2,461,936 (2024 £2,461,936) which is not depreciated.

As at 31 March 2025, the charity had assets in the course of construction amounting to £713,072. These assets are included within Land & Buildings and are not yet available for use. Depreciation will commence when the assets are ready for their intended use.

14. INVESTMENT PROPERTY

	Freehold investment property £
Valuations	
At 1 st April 2024	580,000
Revaluations	-
At 31 st March 2025	580,000

The investment properties are measured at fair value at each reporting date. The fair value of the investment properties as at 31 March 2025 was £580,000.

The fair value was determined on 15 January 2025 by a RICS certified professional. Consideration has been given to the movements in the market between the valuation date and the year-end, and it has been concluded that there were no significant movements during this period..

15. DEBTORS

	2025 £	2024 £
Trade debtors	218,924	345,351
Other debtors	1,850,335	72,239
Prepayments and accrued income	54,697	99,547
	2,123,956	517,137

Other debtors includes £1,682,003 of the Charity's funds in a bank account held by Flagship Housing for the Netherwood Green project.

16. CREDITORS

Amounts falling due within one year

	2025 £	2024 £
Trade creditors	46,761	138,314
Other creditors	245,468	125,563
Social Security & other taxes	101,530	89,344
Accruals and deferred income	244,692	433,393
	638,451	786,614
Deferred income at 1 st April 2024	369,833	319,269
Resources deferred during the year	163,510	369,833
Amounts released from previous years	(369,833)	(319,269)
Deferred income at 31 st March 2025	163,510	369,833

17. PROVISIONS FOR DILAPIDATIONS

Amounts falling due after more than one year

	2025 £	2024 £
At 1 st April 2024	223,059	212,605
Increase in provision	55,432	10,454
At 31 st March 2025	278,491	223,059

The Charity has recognised a provision for dilapidations amounting to £278,491 as at 31 March 2025. This provision represents the estimated costs to restore leased premises to their original condition at the end of the lease term, in accordance with the lease agreements.

18. STATEMENT OF FUNDS

CURRENT YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/ out £	Carried Forward £
Netherwood Green Development Fund	756,924			726,669	1,483,593
Sinking Fund	58,427			34,475	92,902
Designated Funds	815,351			761,144	1,576,495
General Funds	9,426,499	8,173,253	(7,323,113)	554,599	10,831,238
Total Unrestricted funds	10,241,850	8,173,253	(7,323,113)	1,315,743	12,407,733
HWH Building	643,823		(41,152)	(602,671)	-
Under 1 Roof	134,322	40,495	(80,985)		93,832
BBH Donations	45,970	25	(8,235)		37,760
Bridges Donations	7,632	1,300	(453)		8,479
Tenancy Engagement Support	33,167		(16,632)		16,535
OPCCN Restricted Donations Income	29,554	17,655	(19,129)		28,080
Webster Court	14,173		(5,691)		8,482
Hoarding Project	(358)	86,422	(80,217)		5,847
NIHCSS	0	672,956	(672,956)		-
Rent and deposit contribution grant	23,900	(10,602)	(13,298)		-
Refugee SUS fund	(842)	52,848	(52,006)		-
Housing First	0	125,000	(108,888)		16,112
NSAP	0	58,677	(51,773)		6,904
RSAP	0	67,460	(62,774)		4,686
Winter Pressures	0	25,000	(5,370)		19,630
Pathways Outreach Training	0	45,000	(41,280)		3,720
MEAM Navigator Post	0	50,000	(44,545)		5,455
Sowerbys Charity Ball	0	67,568	(67,568)		0
Netherwood Green Development Fund	0	752,400		(713,072)	39,328
Other	6,891	6,471	(6,042)		7,320
Restricted Funds	938,232	2,058,675	(1,378,994)	(1,315,743)	302,170
Total Funds	11,180,082	10,231,928	(8,702,107)	0	12,709,903

PREVIOUS YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/ out £	Carried Forward £
Netherwood Green Development Fund	149,400	0	0	607,524	756,924
Sinking Fund	0	0	0	58,427	58,427
Designated Funds	149,400	0	0	665,951	815,351
General Funds	8,824,108	8,167,302	(6,898,960)	(665,951)	9,426,499
Total Unrestricted funds	8,973,508	8,167,302	(6,898,960)	0	10,241,850
HWH Building	682,212		(38,389)		643,823
Under 1 Roof	111,475	45,185	(22,338)		134,322
Pathways Donations	1,133	300			1,433
BBH Donations	39,400	17,180	(10,610)		45,970
Bridges Donations	5,794	2,418	(580)		7,632
Tenancy Engagement Support	49,751		(16,584)		33,167
Dibden Road Donations	96				96
HWH Donations	1,346	354			1,700
Coronavirus Wellbeing Project	2,371		119		2,490
Reablement Donations	381				381
OPCCN Restricted Donations Income	1,374	62,420	(34,240)		29,554
Webster Court	14,173				14,173
Hoarding Project	0	68,937	(69,295)		(358)
Pathways Additional	0	42,089	(40,761)		1,328
NIHCSS	0	623,105	(623,105)		0
Pathways Street Aid	0	1,184	(1,721)		(537)
Rent and deposit contribution grant	0	25,000	(1,100)		23,900
Refugee SUS fund	0		(842)		(842)
Restricted funds	909,506	888,172	(859,446)	0	938,232
Total Funds	9,883,014	9,055,474	(7,758,406)	0	11,180,082

Designated Funds:-

The Netherwood Green Development Fund represents funding designated by Trustees to spend on this project.

Sinking fund

During 2024/25 a transfer was made to the sinking fund of £34,475 from unrestricted funds for repairs and refurbishment of St Martins property. Calculations take into account short, medium and long term plans for refurbishment of St Martins property.

Restricted Funds:-

The trustees following review have reassessed the Highwater House Building Fund and have concluded that there are no restrictions narrower than the Charity's purposes. A transfer of £602,671 has been made to general funds to reflect this.

The Under 1 Roof Donations Funds relate to general donations for specific areas of the charity, which are subsequently expended. It includes £74,746 for Under One Roof from City Reach for construction of a new porch that has been capitalised and will be used to offset depreciation charges in future years.

The Netherwood Green Development Fund relates to a contribution of £752,400 received from Homes England via Flagship Housing towards the cost of the Netherwood Green project. The cost of capital works to date has been transferred from restricted to unrestricted funds.

The Tenancy Engagement Support Fund represents funding received from Nationwide Community Grants and Hopestead to provide a practitioner to work directly with people moving on from our community homes and hostels into their own tenancies, to ensure they keep them.

The Officer of the Police and Crime Commissioner for Norfolk (OPCCN) represents funding received to provide a Person-Centred Support Officer to help those who have been in prison to settle back into their local community, who are at risk of offending or re-offending and reduce the number of people who have become victims of crime.

The NIHCSS Fund represents funding received from Norfolk County Council to deliver mental health support to adults across Norfolk, working in partnership with Together for Mental Wellbeing.

Rent and Deposit Contribution Grant represents funding received from Norwich City Council for people to move into private rental accommodation for those that are better suited out of the hostel environment. This overcomes the obstacles faced by people who have no Guarantor or those who are unable to provide six months rent and damage deposits.

SUMMARY OF FUNDS

CURRENT YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Designated Funds	815,351			761,144	1,576,495
General Funds	9,426,499	8,173,253	(7,323,113)	554,599	10,831,238
Unrestricted Funds	10,241,850	8,173,253	(7,323,113)	1,315,743	12,407,733
Restricted Funds	938,232	2,058,675	(1,378,994)	(1,315,743)	302,170
Total funds	11,180,082	10,231,928	(8,702,107)	0	12,709,903

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

CURRENT YEAR	Unrestricted funds 2025 £	Restricted funds 2025 £	Total funds 2025 £	Total funds 2024 £
Tangible fixed assets	9,496,480		9,496,480	9,004,466
Current assets	3,828,195	302,170	4,130,365	3,185,289
Creditors due within one year	(638,451)		(638,451)	(786,614)
Provisions	(278,491)		(278,491)	(223,059)
Total funds	12,407,733	302,170	12,709,903	11,180,082

PREVIOUS YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Tangible fixed assets	8,360,643	643,823	9,004,466	8,382,036
Current assets	2,890,880	294,409	3,185,289	2,480,125
Creditors due within one year	(786,614)		(786,614)	(766,542)
Provisions	(223,059)		(223,059)	(212,605)
Total funds	10,241,850	938,232	11,180,082	9,883,014

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net income for the year (as per Statement of financial activities)	1,529,821	1,297,068
Adjustment for:		
Increase in bad debt provision	4,000	-
Gain on donated land		(560,000)
Depreciation charges	403,630	385,116
Loss on disposal	1,361	-
Increase in debtors	(1,610,819)	(91,195)
(Decrease) in creditors	(148,162)	20,072
Increase in dilapidations	55,432	10,454
Net cash provided by operating activities	235,263	1,061,515

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2025 £	2024 £
Cash at bank and in hand	2,006,410	2,668,152
Total	2,006,410	2,668,152

22. PENSION COMMITMENTS

The company operates a personal pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £352,173 (2024 - £314,018).

23. CAPITAL COMMITMENTS

At the year end 31 March 2025, the charity was committed to funding the completion of construction of new units at Netherwood Green, as described on page 18 of the Trustees' Report. The estimated further costs to completion are £1,697k. Since the year end, the charity has been awarded a grant of £200k towards the project. The charity will fund the remaining costs of £1,497k, with £39k coming from the residue of restricted funding from Homes England and £1,458k from unrestricted funds. £1,682k towards the project is set aside in the project bank account held by Flagship (Note 15: Other debtors).

24. OPERATING LEASE COMMITMENTS

At 31st March 2025, the total of the charity's future minimum lease payments under non-cancellable operating leases was as follows:

	Land and buildings	
	2025 £	2024 £
Accounts payable:		
Within 1 year	652,888	620,715
Between 2 and 5 years	1,455,514	1,469,879
After more than 5 years	1,602,480	1,888,982
Total	3,710,882	3,979,576

Included in "After more than 5 years" are long term leases for 2 Dibden Road, 45 William Kett Close, Hellesdon Park Road and 89 Pottergate.

25. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

26. CONTROLLING PARTY

There is no one controlling party.

ST MARTINS HOUSING TRUST

England & Wales - Charity number 802013

Accounts



St Martins
more than a home
for the homeless

Annual Report

1st April 2023 - 31st March 2024

St Martins Housing Trust



Trustees

Mr C Bland, Chair
Mrs K Daynes, Vice Chair
Mr D Hoy, Treasurer
Mr N Williams
Mr B Walker
Mr D Brief
Mr K Gorton (resigned March 25th 2024)
Dr R Barnes
Dr R Thomson
Mrs G Harris (appointed May 25th 2023)

Company registered number
02390375

Charity registered number
802013

Registered office

St Martins House, 120 Thorpe Road, Norwich, NR1 1RT

Company secretary:

Ms T Yates

Chief Executive Officer:

Dr Jan Sheldon

Independent auditors:

Larking Gowen LLP, Prospect House, Rouen Road, Norwich, NR1 1RE

Bankers:

Barclays Bank PLC, 3 St James Court, Norwich, NR13 1RJ

Solicitors:

Mills & Reeve LLP, 1 St James Court, Whitefriars, Norwich, NR3 1RU

Contents

Reference and administrative details of the Charity, its Trustees and Advisers	Front cover
Trustee's report	3 - 19
Chair's report	3
Introduction	4
Organisational structure and decision making	5
Objectives	7
Homeless Services report	8
Care and Prevention Services report	10
Fundraising activities	14
Financial review	16
Statement of Trustees Responsibilities	19
Independent Auditor's report	20 - 22
Statement of Financial Activities	23
Balance Sheet	24
Cash Flow Statement	25
Notes to the Financial Statements	26 - 42

Welcome from the Chair

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. In 1973 St Martins opened the doors of the first Norwich Night Shelter, located in a garage in Norwich Cathedral Close. Since this time St Martins has grown and developed to meet the increasingly complex needs of a wide range of people.

I welcome you to our annual report for the year ending 31st March 2024.



I am proud to report that during the last year we have:

- Seen a reduction in the number of people sleeping rough (annual street count figures reduced from 7 people in 2022 to 5 in 2023)
- Developed our services to provide 254 beds every night of the year
- Opened St Martins House (our new hostel and head office)
- Enhanced our learning and development offer to include the provision of counselling services
- Agreed to work in partnership with Flagship Housing to provide 12 new one bed units which will be ready during 2025
- Been ranked the 5th Best UK Charity by Best Companies
- Received a biodiversity award from the Norfolk Biodiversity Partnership

On behalf of all the Trustees I am very proud of all the positive outcomes that our brilliant team and volunteers achieve. You can find details of some remarkable personal journeys on our website.

At St Martins we could not do the work that we do without the support of individuals, businesses, faith groups and commissioners. We are as always grateful for the trust they place in us to support some of the most vulnerable people in society when they need it the most.

We know that the forthcoming year will present many challenges, but we are committed to a vision whereby nobody needs to sleep rough on the streets of Norwich. We are within touching distance of this vision and St Martins Trustees, CEO and Leadership team will continue to strive to make our vision a reality.

Mr Colin Bland

Introduction

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, present their annual activities report together with the audited financial statements of the Charity for the year 1st April 2023 to 31st March 2024.

The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

St Martins Housing Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy.

St Martins Housing Trust (the Charity) is a charitable company, limited by guarantee, which was incorporated on 30th May 1989. The Charity was initially established under a Trust Deed dated 6th November 1974 with the objectives of "providing shelter and food for the poor single persons in the City of Norwich". In 2004 the Articles of Association were amended to extend the remit to the County of Norfolk.

Mission Statement:

Strive to address the needs of single homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

Vision:

No-one needs to sleep rough on the streets of Norwich

Our Values



Open



Nurturing



Tenacious



Progressive

Organisational structure and decision making

The Trustees are ultimately responsible for the management of the Charity but the day-to-day operations are carried out by paid staff. There is an agreed Scheme of Delegation (introduced in 2018 and reviewed annually). The governing body of the Charity is the Executive Committee which is composed of Trustees, plus the Company Secretary (who is not a Trustee). They meet at least six times a year to receive reports on the operation of the Charity, monitor its financial stability and approve policy. The Chief Executive Officer (CEO), who reports to the Trustees, is the most senior employee of the Charity and is responsible for managing the Charity's services, advising the Trustees on all matters related to the operation of the Charity, its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the CEO are the Executive Directors and managers of the various services and the support functions of the Charity.

In 2021 the Trustees recognised the financial growth of the Charity and felt it prudent to develop a Finance Committee. The Finance Committee is chaired by the Treasurer. The Treasurer and two other Trustees constitute the Finance Committee which is also attended by the CEO, Director of Finance and Head of Finance.

Policies adopted for the induction and training of Trustees

The Charity has a clear policy for the recruitment of new Trustees. Nominations are considered from any source but potential Trustees are expected to bring specific skills and/or experience to the Charity. Upon nomination potential Trustees are met by the Chair and Vice Chair and if suitable for appointment are met by the full board of Trustees before being elected as Trustees.

Trustees are expected to take an active part in the governance of the organisation and to give freely the necessary time and commitment to their roles. There is a Role Specification for Trustees and a selection procedure based upon the guidance provided by the Charity Commission. There is a comprehensive induction programme for new Trustees and regular training is offered specifically in relation to governance, risk and financial matters.

Related party relationships

The Charity continues to derive benefit from membership of Homeless Link (the national body who support homelessness agencies). The Charity is also represented at a range of local strategic and operational planning meetings including the Greater Norwich Homelessness Forum (part of the Greater Norwich Housing Partnership) and the Norfolk Strategic Housing Partnership.

Risk management

The Trustees are aware of the requirement to identify the major risks to which the Charity is exposed to and to establish systems to mitigate those risks. A Risk Register is updated and approved on an annual basis by the Trustees, prior to the adoption of this Annual Report and Financial Statement. In the Register the Trustees have identified the following areas of the Charity's activities where they may be exposure to risk:

- Governance and management
- Operational
- Fundraising
- Financial
- External relations
- Compliance with regulations
- Risks associated with welfare reform/other government policy changes

The highest risks that threaten St Martins are:

1. Changes to benefits (specifically Housing Benefits) which could impact upon the income the charity receives.
2. Changes to payments made by commissioning bodies often driven by central government policy.
3. A shortage of move on accommodation (specifically one bedroom accommodation).

All risks are continually reviewed by senior team members who will alert Trustees should there be any changes in policy which will threaten the financial stability of the charity.

Review of activities

Trustees take their governance responsibilities very seriously and review all aspects of the Charity on a rolling annual programme thereby scrutinising in detail all activities at least once a year. They are keen to make efficient, economical and effective use of the resources at their disposal and ensure that all performance targets agreed with local authorities commissioning services are met.

The Charity demonstrates that it reviews its activities by maintaining its own website, Facebook page, Instagram, YouTube and X/Twitter account. It also publishes a newsletter to all donors and supporters twice a year and provides a monthly e newsletter to all those who have opted into receiving information under the General Data Protection Regulations (GDPR). We have comprehensive systems for managing donations and GDPR compliance.

Objectives

The Objects as stated in St Martins Articles of Association are:

- To provide shelter and accommodation in the County of Norfolk for poor persons aged eighteen and over having no other residence or place to sleep.
- To provide social housing and any other purposes connected with or incidental to the and management of housing, social housing and accommodation for persons aged eighteen and over.
- To carry out such other charitable activities as the Trustees may determine.

In order to deliver these objects the Trustees at St Martins have:

- Worked with partners to develop and deliver services including outreach services and support for people in their own homes to help them to maintain their tenancies.
- Provided a wide range of accommodation including an emergency assessment centre, hostels, sheltered housing, residential care and community homes.
- Developed a learning and development centre to support people to learn or relearn the skills that they need in order to live independently.
- Employed skilled and professional team members to deliver front line services, maintain properties and undertake back-office support functions.
- Supported volunteers to fundraise and to be involved (as appropriate) with supporting people who use our services.
- Developed systems and practices which are efficient, professional and demonstrate effective governance of a medium sized charity.

Public benefit

When making decisions related to the delivery of St Martins objects St Martins Trustees:

- Make decisions to ensure the charity's purpose provides benefit.
- Make decisions to manage risks of detriment or harm to St Martins' beneficiaries or to the public in general that might result from carrying out the purpose.
- Make decisions about who benefits in ways that are consistent with the purpose.
- Make decisions to make sure any personal benefits are no more than incidental.
- Regularly review Charity Commission guidance on Public Benefit.

Homeless Services

St Martins Homeless directorate provides a wide range of support for people who are sleeping rough or who are homeless. This support includes:

Pathways - a partnership led by St Martins delivering street outreach daily

Somewhere Safe to Stay Hub - an emergency assessment and accommodation unit for 16 people

Bishopbridge House - a direct access hostel for 37 people (including emergency beds)

Dibden Road - a second stage, male only hostel for 18 men plus 5 move on flats

St Martins House - a second-stage hostel for 23 people

Community homes - a collection of three, four and five bedroom house where people live independently for 52 people

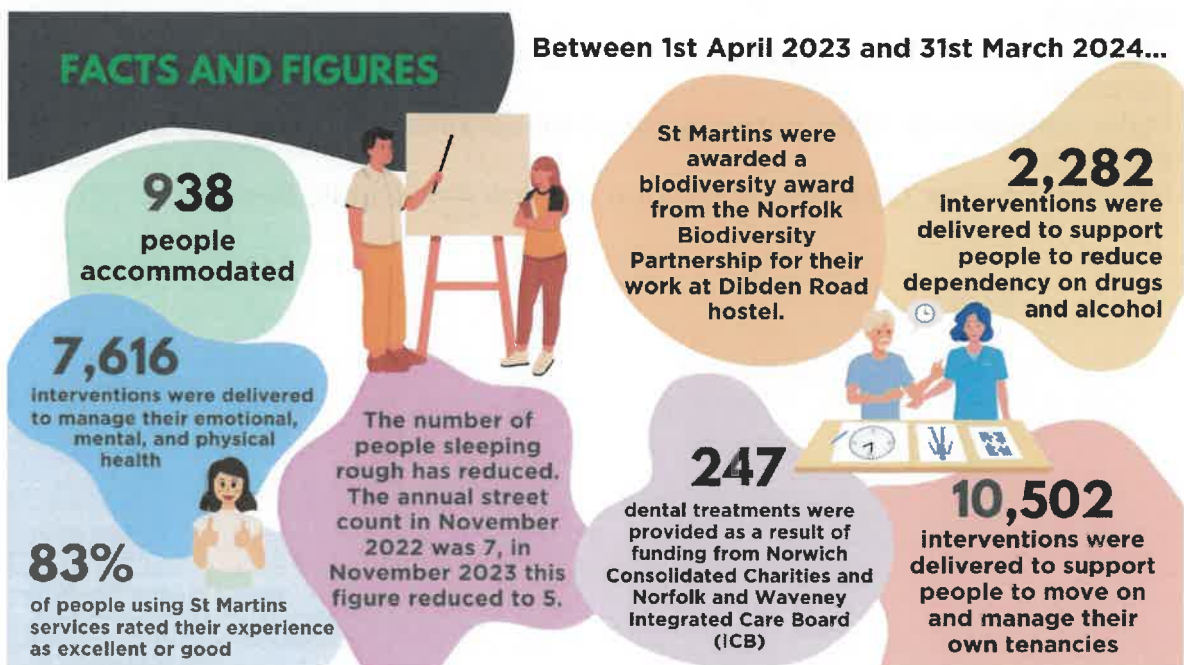
Temporary accommodation (19 rooms) - used by the City Council whilst they determine if they have a duty to house

Specialist project housing (e.g. for high risk reoffenders or Housing First)

Specialist team members (e.g. Heath Navigator and Tenancy Support)

Collectively these services can offer accommodation to 160 people every night. The support offered at each accommodation project varies with a view to people receiving less support as they make their journey towards independent living, ideally with their own tenancy.

During the reporting year the following interventions and achievements have been delivered:



One of the challenges that we experience is the lack of move on provision available across Norwich. This is outside of St Martins control and can, on occasions, mean that people are using our services when they are ready to live independently. St Martins is in continual discussion with Norwich City Council and other agencies who may assist in relation to this issue. The new development at Netherwood Green will provide 12 one-bedroom units to help to mitigate against the lack of move on provision.

Case study: Gary's story*

After a turbulent childhood and adolescence, Gary's journey led him towards a path of misusing class A substances, numerous prison sentences and rough sleeping. Identified by St Martins' Homeless Outreach services in May 2023, Gary has progressed through our hostel system into our Community Homes Project. We are supporting Gary to build a better, more stable future.

At first, Gary's interest in engaging with any support services was minimal. Gary had a history of intravenous drugs use, was smoking crack cocaine daily and purchasing and abusing prescription medications. His chaotic lifestyle had rendered him notorious for missing external appointments and providing various pretexts to evade support sessions, contributing to his reputation as a person averse to engagement.

Gary struggled with trust and was sceptical of perceived authority figures, which extended to St Martins' support workers and services. Gary would quickly close down conversations, giving one-word answers and use deflection tactics, where he rapidly shifted the focus to other subjects.

With patience, persistence, and consistency, we slowly built a rapport with Gary. This trust has served as the foundation for a productive professional relationship.

Expressing a strong desire to access a residential detox and rehabilitation facility to address his substance abuse, Gary also aspires to reunite with his estranged family during his recovery journey. Collaborating with the Vulnerable Adults Service, Adder/Change Grow Live (CGL), and the Matthew Project, we are actively working towards making this a reality for Gary. For the first time in many years, Gary has been able to provide negative drug screening tests for opiates and has vocalised feelings of pride and self-belief.

Notably, Gary has attended Mental Health appointments with a Norfolk and Suffolk Foundation trust (NSFT) nurse, and he has recently begun sharing his past negative life experiences with the psychologist at CGL. This has created an opportunity for Gary to access psychosocial interventions that previously seemed beyond his reach.

In the span of the last five months, Gary has made remarkable progress. He has become willing to articulate his hopes and aspirations for the future and is now open to receiving support from both St Martins and various support agencies in his pursuit of a more positive future.

* Not his real name

Care Services

St Martins Care directorate provides a wide range of support for people who are homeless and would not be able to live independently. These services include:

Highwater House – a dual registered residential care home rated outstanding by the Care Quality Commission (CQC) for 22 people

Webster Court – sheltered housing with home care (including end of life care) provided for 32 people and rated Good by CQC

Magdalen Road – a specialist support unit for 12 people with poor mental health living semi independently

Under 1 Roof – a learning and development centre for everyone using St Martins services

Bridges – a support service for people with poor mental health

Reablement – support provided in people's own homes to maximise independent living

Norfolk Independent Care and Support Services (NIHCSS) – a partnership with Together providing support in people's own homes

Collectively these services can offer accommodation to 66 people every night and supports an additional 63 people to live independently and maintain their tenancies which is an important component of St Martins prevention work.



During the reporting year the following interventions and achievements have been delivered:

- 76 people accommodated
- 9,803 care and support hours have been delivered to support people to live independently in the community
- 244 activity sessions have been offered across all of St Martins services which have been accessed by 1,104 people
- 12 community engagement events have been held
- 825 of people receiving care services rated their experience as excellent or good.



Case study: Jane's story

Jane had lived at Webster Court for nearly three years before moving on successfully to her own flat in Essex to be closer to her family.

Before coming to Webster Court, Jane had hit a particularly turbulent time in her life, finding herself without a roof over her head, struggling with her physical and mental health and not being able to access financial benefits.

After a short stint at our Somewhere Safe to Stay Hub and a few months at a hostel, she arrived at Webster Court with literally the clothes on her back.

In a little under three years, she built herself a home, decorating her flat in her own unique (and pink!) style, re-engaged with her mental health support team progressing to the extent that she has now been discharged from their service, is financially stable and is only looking in one direction - forward!

Jane has continued to grow as a person, is confident in all aspects of her life and we're proud to say is a real Webster Court success story!

Our people

St Martins is the employer of 196 people. Most of the Charity's team members are engaged in the delivery of services. Back-office support workers make up 15% of the workforce and the Leadership team members (CEO and Directors) account for 3% of the workforce.

During 2023/24 the workforce increased by 3%.

The Trustees of St Martins recognise the importance of the workforce to the delivery of excellent care and support for the beneficiaries of the Charity. To this end they seek to be the very best employer that they can be. In order to benchmark the charity as an employer and monitor the impact of improvements made St Martins enters the Best Companies survey on an annual basis.



In 2023 St Martins were rated as:

- 5th UK Charity (down from 4th in 2022)
- 17th regional employers (up from 18th in 2022)
- 18th UK mid-sized companies (up from 21 in 2022)

St Martins has been listed as a two-star (Outstanding) company to work for.

All team members (except CEO and Directors) remuneration links to NJC Scales. Any decisions related to increase of pay for senior team members is a Trustee decision. Senior team members remuneration is linked to an internal pay scale (CEO points 1, 2, and 3 and Director 1, 2, and 3).



St Martins has a wide range of volunteers. Some volunteers commit to regular volunteer sessions, some (e.g, fundraising collectors) are more ad hoc in their support. Overall, St Martins has 250 regular collectors (mainly collecting as part of the December and Supermarket collections). We also have 12 volunteers working in our services (mainly engaged in the delivery of learning and development support at Under 1 Roof).

In addition, we are often approached by companies seeking to undertake gardening or DIY work for us as part of their own volunteering strategy. This support is always welcome.



Our environment

St Martins acknowledges the connection between the climate and other environmental crises and the threat of current and future homelessness, disease, food, and services shortages, and poverty for millions of people around the world, as well as the major damage being caused to our natural eco-systems.

St Martins recognises its responsibility to reduce its carbon and environmental footprints and formally commits itself to being an environmentally responsible charity.

During the reporting year St Martins has made a commitment to identify base line data related to emissions and set improvement targets for 2024/25 to reduce emissions.

Key areas identified to support emissions reductions include:

- Reducing waste
- Supporting recycling
- Lowering or removing paper-use within processes
- Emission off-setting activities

St Martins will comply with all relevant environmental legislation.

Fundraising Activities

Throughout 2023/24 a wide variety of fundraising activities took place, all in accordance with the requirements of the Fundraising Regulator.

In relation to cash donations and the Charity's pro-active fundraising activities we remain ever grateful to our volunteer collectors and all participating supermarket chains. Supermarket collections in the reporting year raised £3,263.

The December 2023 collection in central Norwich went ahead once again and £36,688 was collected, thanks to the commitment of many volunteers.

During January 2024 St Martins were offered the opportunity to hold a Sleep out in the Cathedral Cloisters. Over 50 people slept out and collectively raised just over £20,000. We are grateful to the Dean and Chapter of the Cathedral and to the people who slept out.

During 2023/24 the Charity received £389,672 in donations, excluding donated land, gift aid, street and supermarket collections. These donations were from individuals, businesses, faith groups, community groups, trusts, foundations (including Norfolk Community Foundation), schools and colleges. The Charity received a £5,000 grant from Go Well Fund, The Talent Fund.

St Martins also received many gifts of donated food during 2023/24 which were enjoyed by the people using St Martins services.

For a local charity this degree of fundraising is a remarkable annual achievement. The Trustees are constantly encouraged by the fact that the Norfolk public are so generous towards, and interested in, the issue of homelessness. Without this level of support we would not be able to provide the many services for homeless people which we provide.

In line with The Charities (Protection and Social Investment) Act 2016 section 13 we report that:

Fundraising activity is coordinated and overseen by a member of the Senior Management Team. Fundraising team members are employed by St Martins. No



professional fundraisers are contracted by the charity (other than paid employees).

St Martins abides by all requirements made by the Fundraising Regulator.

Christmas Street and Supermarket collections are carried out by volunteers who have regular information from St Martins. Team members work alongside volunteers to ensure all Fundraising Regulator requirements are met.

No complaints about the Charity's fundraising activities have been received during the reporting year.

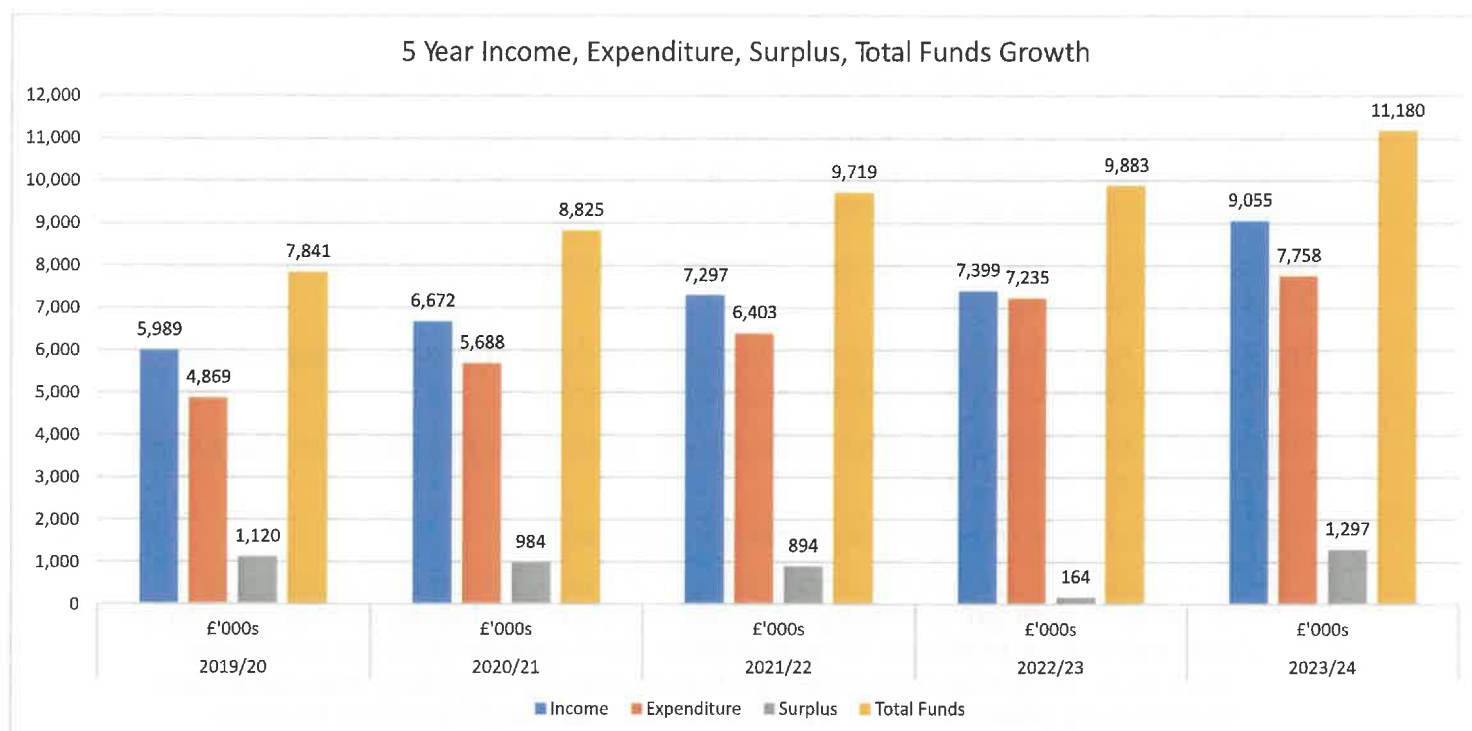
The Charity has a comprehensive Safeguarding Policy (Children and Adults) which is available to all volunteers and fundraisers.

The Charity has protected vulnerable people and other members of the public from behaviour constituting:

- Unreasonable intrusion on a person's privacy
- Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or placing undue pressure on a person to give money or other property, during, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.



Financial Review



Overview of Financial Position

Actual income for the year was £ 9,055k and actual expenditure was £ 7,758k resulting in a surplus of £ 1,297k as below.

	Unrestricted	Restricted	Total
Income	£ 8,167k	£ 888k	£ 9,055k
Expenditure	£ 6,899k	£ 859k	£ 7,758k
Surplus	£ 1,268k	£ 29k	£ 1,297k
Total Funds now stand at £ 11,180k.			
Total Funds	£ 10,242k	£ 938k	£ 11,180k

The table above shows the income, expenditure, surplus and total funds over the last 5 years.

- Income has increased by £ 3,066k, from £ 5,989k to £ 9,055k an increase of 51%.
- Expenditure has increased by £ 2,889k, from £ 4,869k to £ 7,758k an increase of 59%.
- Our average surplus for the past 5 years is £892k.
- Total Funds has increased by £ 3,339k, from £ 7,841k to £ 11,180k, an increase of 43%.

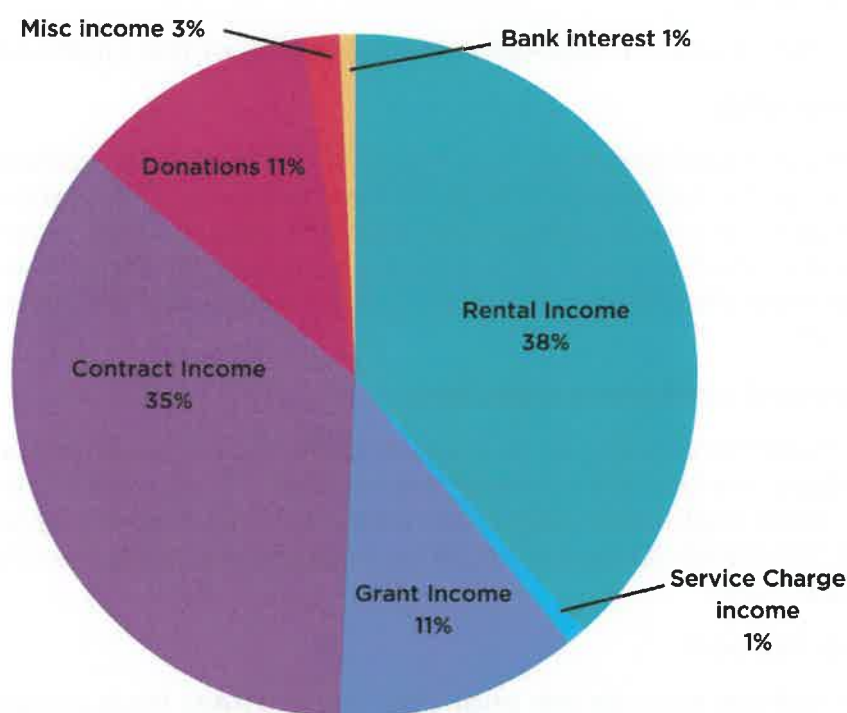
Financial impact of significant events

The main significant event which had a financial impact upon St Martins finances during 2023/24 was for the second year the pay award made in relation to the NJC Scales was at 7%. For a charity with an annual salary expenditure of £4.6m, a 7% pay increase has had a significant financial impact. However, the Trustees of St Martins believe it is in the long-term interests of the Charity to remain committed to the NJC Scale specifically in relation to the recruitment and retention of team members.

In addition the cost of living crisis continues to have an impact upon the finances of St Martins with most providers of services increasing their own costs by an average of 10%.

Principal funding

Principal funding for the work of St Martins is derived from Housing Benefit payments 38%, Statutory contracts 35% and fundraising activity 11%.



Reserves Policy

The Trustees seek to maintain free reserves in unrestricted funds to cover immediate close-down costs. The target sum of reserves held is £1,124,284. The Trustees consider that this level will provide sufficient funds to close. The level of reserves was determined and documented in detail in the minutes of the Trustee meeting of 24th November 2022.

The Trustees seek to maintain reserves at around this level by setting and approving annual budget consistent with the reserves policy and by monitoring financial performance against budget.

For this purpose free reserves are measured by total funds, excluding restricted funds, total fixed assets less Highwater House restricted fund and designated funds.

At the 31st March 2024, total funds amounted to £11,180,082 (2023: £9,883,014).

The Charity has unrestricted reserves of £9,426,499 (2023: £8,824,108), restricted reserves of £938,232 (2023: £909,506) and designated funds of £815,351 (2023: £149,400).

At the time of approving the financial statements for the year ended 31st March 2024 free reserves on the basis described above, prior to the transfer to designated fund, amounted to £1,731,808. This is £607,524 more than the Trust's reserve policy and it is advised that this should be transferred to designated funds and that the free reserves should adhere to the trust's reserve policy of £1,124,284.

The reserves policy will be reviewed and updated during 2024/25 to reflect the continued growth of the Charity.

Fixed Assets

The fixed assets are represented on page 35 of the Financial Statement.

Sinking fund

During 2023/24 provision was made in the budget to commence a sinking fund for repairs and refurbishment of St Martins property. Calculations related to the development of the sinking fund take account of short, medium and long term plans for refurbishment of St Martins property. 2023/24 was the first year whereby funds were allocated to the sinking fund which is a designated fund and valued at £58,427

Investment policy and objectives

The Investment Policy at St Martins seeks to ensure effective use of cash identified for future use but not immediately needed. To this end during 2023/24 interest rates were kept under continual review to ensure effective treasury management. As at 31st March 2024, £1,056,661 is invested with CCLA in the COIF Charities Deposit Fund.

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Future Developments

We plan to keep our current property portfolio in excellent condition and focus on meeting the needs of the people we support and our local community. We will continue to strive to be an employer of choice.

During 2024/25 the Netherwood Green project is expected to be completed. This initiative is a partnership arrangement between Flagship Housing and St Martins to build 12 one-bedroom units on land donated to St Martins by Norwich City Council. Flagship Housing (as a Registered Provider) have accessed Homes England funding of £792k to support this project and their charitable arm will make a

donation of £200k. The cost of the build is currently estimated at £2.2m. St Martins will fund the remainder of the build costs.

We have made an offer to purchase Webster Court and we await Norwich City Councils decision on this offer. The provision of Exempt Accommodation (e.g. hostel accommodation) is currently under review by both local and central government. St Martins will keep this review under consideration and make changes to the current operating model should such changes be necessary.

We will set out our strategy for the next three years during 2024.

Statement of Trustee Responsibilities

The Trustees (who are also Directors of St Martins Housing Trust for the purposes of company law) are responsible for preparing their Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company and charity law requires the Trustees to prepare Financial Statements for each financial year which give a true and fair view of the situation of the charitable company and of the incoming resources and application of resources, including the income and expenditure of the charitable company for that period.

In preparing these Financial Statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently.
- Observe the methods and principles in the current Charity SORP (FRS 102).
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements.
- Make judgements and estimates that are reasonable and prudent.
- Prepare the Financial Statements on an ongoing basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Provision of Information to Auditors

Each of the persons who are Trustees at the time when this report was approved has confirmed that:

So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and that Trustees have taken all the steps that they ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing this report, and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on May 30th 2024 and signed on their behalf by:

Mr Colin Bland (Chairman of the Board of Trustees).



Independent Auditor's Report to the Members of St Martins Housing Trust

Opinion

We have audited the financial statements of St Martins Housing Trust (the 'charitable company') for the year ended 31 March 2024 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud.

Due to the field in which the charitable company operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment law; environmental regulations; GDPR; serious incident reporting and compliance with the UK Companies Act and Charities Act.

Our approach to identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

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

Giles Kerkham FCA DChA (Senior statutory auditor) *Larking Gowen LLP*

For and on behalf of

Larking Gowen LLP, Chartered Accountants, Statutory Auditors, Prospect House, Rouen Road, Norwich, NR1 1RE

Date: 7 June 2024

Statement of Financial Activities
For the year ended 31st March 2024

		Unrestricted funds	Restricted funds	Total funds	Total funds
		2024	2024	2024	2023
	Note	£	£	£	£
INCOME FROM:					
Donations and legacies	2	1,029,493	3,672	1,033,165	635,886
Investments	3	65,026		65,026	15,054
Charitable activities	4	7,072,783	884,500	7,957,283	6,718,207
TOTAL INCOME		8,167,302	888,172	9,055,474	7,369,147
NET GAIN ON INVESTMENTS	14	-	-	-	30,000
TOTAL INCOME		8,167,302	888,172	9,055,474	7,399,147
EXPENDITURE ON:					
Raising funds	5	228,330	-	228,330	261,629
Charitable activities		6,670,630	859,446	7,530,076	6,973,270
TOTAL EXPENDITURE	9	6,898,960	859,446	7,758,406	7,234,899
NET INCOME		1,268,342	28,726	1,297,068	164,248
RECONCILIATION OF FUNDS					
Total funds at 1 April 2023		8,973,508	909,506	9,883,014	9,718,766
TOTAL FUNDS AT 31 MARCH 2024	18	10,241,850	938,232	11,180,082	9,883,014

All activities relate to continuing operations.

The notes on pages 26 to 42 form part of these financial statements.

BALANCE SHEET

COMPANY REGISTRATION NUMBER: 2390375

As at 31st March 2024

		Total funds	<i>Total funds</i>
		2024	<i>2023</i>
	Note	£	<i>£</i>
<i>FIXED ASSETS</i>			
Tangible assets	13	8,424,466	7,802,036
Investment property	14	580,000	580,000
Total Tangible Assets		9,004,466	<i>8,382,036</i>
<i>CURRENT ASSETS</i>			
Debtors	15	517,137	425,942
Cash at bank and in hand	21	2,668,152	2,054,183
Total Current Assets		3,185,289	<i>2,480,125</i>
CREDITORS: amounts falling due within more than one year	16	(786,614)	<i>(766,542)</i>
NET CURRENT ASSETS		2,398,675	<i>1,713,583</i>
TOTAL ASSETS LESS CURRENT LIABILITIES		11,403,141	<i>10,095,619</i>
PROVISIONS	17	(223,059)	<i>(212,605)</i>
TOTAL ASSETS LESS LIABILITIES		11,180,082	<i>9,883,014</i>
CHARITY FUNDS	18		
Restricted funds		938,232	<i>909,506</i>
Unrestricted funds		10,241,850	<i>8,973,508</i>
TOTAL FUNDS AT 31 MARCH 2024		11,180,082	<i>9,883,014</i>

The financial statements were approved by the Trustees on 30th May 2024 and signed on their behalf by

Mr Colin Bland, (Chairman of the Board of Trustees)



CASH FLOW STATEMENT

For the year ended 31st March 2024

		2024	2023
	Note	£	£
Cash flows from operating activities			
Net cash provided by operating activities	20	1,061,515	578,964
<i>Cash flows from investing activities:</i>			
Proceeds from the sale of property, plant and equipment			2,000
Purchase of property, plant and equipment	13	(447,546)	(4,103,086)
Net cash used in investing activities		(447,546)	(4,101,086)
<i>Cash flows from financing activities:</i>			
Change in cash and cash equivalents in the year		613,969	(3,522,122)
Cash and cash equivalents brought forward		2,054,183	5,576,305
Cash and cash equivalents carried forward	21	2,668,152	2,054,183

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS102) - 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 1st January 2019). The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Company status

The company is a company limited by guarantee. 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 the guarantee is limited to £1 per member of the company.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

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

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% reducing balance
Short term leasehold property	10% straight line or over period of lease
Motor vehicles	25% straight line
Furniture, fittings and equipment	20-33% straight line

1.7 Investment Properties

Investment property is carried at fair value. No depreciation is provided. Changes in fair value are recognised in the Statement of Financial Activities.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.9 Debtors

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

1.10 Cash at Bank and in hand

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

1.11 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

1.12 Pensions

The Charity operates a workplace pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.13 Termination Payments

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

1.14 Key judgements and sources of estimation uncertainty

Key sources of estimation uncertainty at the reporting date which have a significant risk of causing a material adjustment to the carrying assets and liabilities within the next financial year are as follows:

Investment properties as per Note 14 are valued at market values determined by Mills & Knight. The property at 4 & 6 Bracondale and 106 Jubilee Walk have been valued by Mills & Knight by taking into account various market evidence, however ultimately this is a matter of judgement.

A general bad debt provision has been made using the average of actual bad debt write-offs in previous years.

Key judgements during the reporting period include judgements in relation to clawbacks, creditors for funding and deferred income.

1.15 Financial Instruments

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

1.16 Operating Leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

1.17 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. INCOME FROM DONATIONS AND LEGACIES

CURRENT YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Donations	1,029,190	3,672	1,032,862	520,750
Legacies	303		303	115,136
Total donations & Legacies	1,029,493	3,672	1,033,165	635,886

PREVIOUS YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	495,705	25,045	520,750	394,896
Legacies	115,136	0	115,136	213,537
Total donations & Legacies	610,841	25,045	635,886	608,433

On 27 March 2024, the charity received donated freehold land at Netherwood Green from Norwich City Council to provide 12 new one bed units in partnership with Flagship Housing. An amount of £560,000 was recognised as a donation being the estimated fair value of the freehold land as valued by a RICS registered member. A corresponding amount has been recognised within tangible fixed assets.

3. INVESTMENT INCOME

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Bank interest	65,026	0	65,026	15,054

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest	15,054	0	15,054	713

4. INCOME FROM CHARITABLE ACTIVITIES

CURRENT YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	<i>Total funds</i> 2023 £
Grants	806,836	225,799	1,032,635	840,979
Rent & Services	6,265,947	658,701	6,924,648	5,875,228
Gain on disposal of fixed assets				2,000
	7,072,783	884,500	7,957,283	6,718,207

PREVIOUS YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	<i>Total funds</i> 2022 £
Grants	699,025	141,954	840,979	1,063,245
Rent & Services	5,252,658	622,570	5,875,228	5,443,122
Profit/(Loss) on disposal of fixed assets	2,000	-	2,000	(3,191)
	5,953,683	764,524	6,718,207	6,503,176

5. COSTS OF GENERATING VOLUNTARY INCOME

CURRENT YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	<i>Total funds</i> 2023 £
Legal, professional and other	92,510	-	92,510	131,563
Staff costs	135,820	-	135,820	130,066
	228,330	-	228,330	261,629

PREVIOUS YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	<i>Total funds</i> 2022 £
Legal, professional and other	131,563	-	131,563	89,434
Staff costs	130,066	-	130,066	70,174
	261,629	-	261,629	159,608

6. DIRECT COSTS

	Total 2024 £	Total 2023 £
Residents welfare	36,266	67,470
Rent and rates	697,246	662,872
Light and heat	211,158	200,481
Laundry, cleaning and catering	114,199	119,770
Maintenance and repairs	328,585	408,633
Unpaid accommodation fees	8,660	20,501
Legal and professional	23,572	28,206
Other	163,010	178,837
Wages and salaries	4,379,259	3,940,282
Pension cost	240,554	201,009
Depreciation	325,848	263,545
	6,528,357	6,091,606

7. SUPPORT COSTS

	Total 2024 £	Total 2023 £
Rent and rates	7,681	53,882
Light and heat	13,950	10,491
Laundry, cleaning and catering	1,013	2,996
Legal and professional	43,521	39,617
Maintenance and repairs	83,121	92,846
Other	180,455	133,264
Wages and salaries	554,127	469,425
Pension cost	63,912	51,166
Depreciation	53,939	11,477
	1,001,719	865,164

8. GOVERNANCE COSTS

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Governance Auditors' remuneration	15,285	-	15,285	16,500

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

CURRENT YEAR	Staff costs 2024 £	Depreciation 2024 £	Other costs 2024 £	Total funds 2024 £	<i>Total funds</i> 2023 £
Expenditure on raising funds	135,820	5,329	87,181	228,330	261,629
Expenditure on charitable activities	5,237,853	379,787	1,897,151	7,514,791	6,956,770
Expenditure on governance			15,285	15,285	16,500
	5,373,673	385,116	1,999,617	7,758,406	7,234,899

PREVIOUS YEAR	Staff costs 2023 £	Depreciation 2023 £	Other costs £	Total funds 2023 £	<i>Total funds</i> 2022 £
Expenditure on raising funds	130,066	5,337	126,226	261,629	159,608
Expenditure on charitable activities	4,661,881	275,022	2,019,867	6,956,770	6,228,578
Expenditure on governance			16,500	16,500	15,000
	4,791,947	280,359	2,162,593	7,234,899	6,403,186

In 2024, of the total expenditure on charitable activities, £6,898,960 (2023 - £6,449,933) was to unrestricted funds and £859,446 (2023 - £784,966) was to restricted funds.

10. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES EXCLUDING GOVERNANCE

CURRENT YEAR	Activities undertaken directly 2024 £	Support costs 2024 £	Total 2024 £	<i>Total</i> 2023 £
Expenditure on charitable activities	6,528,357	1,001,719	7,530,076	6,956,770

PREVIOUS YEAR	Activities undertaken directly 2023 £	Support costs 2023 £	Total 2023 £	<i>Total</i> 2022 £
Expenditure on charitable activities	6,091,606	865,164	6,956,770	6,228,578

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:	Total 2024 £	Total 2023 £
Depreciation of tangible fixed assets: Owned by the charity	385,116	280,359
Auditors' remuneration	15,285	16,500

During the year, no Trustees received any remuneration (2023 £ - NIL).

During the year, no Trustees received any benefits in kind (2023 £ - NIL).

During the year, no Trustees received any reimbursement of expenses (2023 £ - NIL).

12. STAFF COSTS

	2024 £	2023 £
Wages and salaries	4,647,465	4,160,115
Social Security costs	401,602	365,210
Other pension costs	314,018	260,816
	5,363,085	4,786,141

The average monthly number of employees was: 188 (2023: 183).

The number of employees whose total employee benefits exceeded £60,000 (excluding employer pension costs and employers NI) for the reporting period amounted to 1 which fell between £70,000 to £80,000 (2023: 1 which fell between £60,000 to £70,000).

The total remuneration for key management personnel for the year totalled £372,185 (2023: £368,164)

The cost of redundancy payments was £ 10,588 for three members of staff. (2023: £5,806)

13. TANGIBLE FIXED ASSETS

	Land & Buildings	Motor Vehicles	Fixtures & Fittings	Other Fixes Assets	Total
Cost or Valuation					
At 1 st April 2023	9,356,513	87,855	642,451	35,374	10,122,193
Additions	943,083		64,463		1,007,546
Disposals	(163,277)		(177,330)		(340,607)
Transfers	3,598		(3,598)		0
Balance as at 31 st March 2024	10,139,917	87,855	525,986	35,374	10,789,132
Depreciation					
At 1 st April 2023	1,738,947	66,924	479,662	34,624	2,320,157
Charges for the year	309,704	9,783	65,155	474	385,116
Disposals	(163,277)		(177,330)		(340,607)
Balance as at 31 st March 2024	1,885,374	76,707	367,487	35,098	2,364,666
Net Book Value					
Balance as at 31 st March 2023	7,617,566	20,931	162,789	750	7,802,036
Balance as at 31st March 2024	8,254,543	11,148	158,499	276	8,424,466

Included in land and buildings is freehold land at cost of £1,975,496 (2023 £1,975,496) which is not depreciated.

Also included in land and buildings is donated land at Netherwood Green, valued at an estimated market value of the land with planning consent at £560,000 as advised by a RICS Registered Valuer.

14. INVESTMENT PROPERTY

	Freehold investment property £
Valuations	
At 1 st April 2023	580,000
Revaluations	-
At 31 st March 2024	580,000

6 Bracondale was inherited via a legacy and the Charity has refurbished and converted the property into two flats and let on the open market. 4 & 6 Bracondale was revalued at a market value of £370,000 by Mills & Knight. The original market value was £320,000 resulting in a revaluation of £50,000. 106 Jubilee Walk was inherited via a legacy and was revalued at a market value of £210,000 by Mills & Knight.

15. DEBTORS

	2024 £	2023 £
Trade debtors	345,351	287,210
Other debtors	72,239	28,911
Prepayments and accrued income	99,547	109,821
	517,137	425,942

16. CREDITORS

Amounts falling due within one year

	2024 £	2023 £
Trade creditors	138,314	229,671
Other creditors	125,563	78,069
Social Security & other taxes	89,344	82,218
Accruals and deferred income	433,393	376,584
	786,614	766,542
Deferred income at 1 st April 2023	319,269	254,965
Resources deferred during the year	369,833	319,269
Amounts released from previous years	(319,269)	(254,965)
Deferred income at 31 st March 2024	369,833	319,269

17. PROVISIONS

Amounts falling due after more than one year

	2024 £	2023 £
Provision for dilapidations	223,059	212,605

18. STATEMENT OF FUNDS

CURRENT YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Future Development Fund	149,400	0	0	607,524	756,924
Sinking Fund	0	0	0	58,427	58,427
Designated Funds	149,400	0	0	665,951	815,351
General Funds	8,824,108	8,167,302	(6,898,960)	(665,951)	9,426,499
Total Unrestricted funds	8,973,508	8,167,302	(6,898,960)	0	10,241,850
HWH Building	682,212		(38,389)		643,823
Under 1 Roof	111,475	45,185	(22,338)		134,322
Pathways Donations	1,133	300			1,433
BBH Donations	39,400	17,180	(10,610)		45,970
Bridges Donations	5,794	2,418	(580)		7,632
Tenancy Engagement Support	49,751		(16,584)		33,167
Dibden Road Donations	96				96
HWH Donations	1,346	354			1,700
Coronavirus Wellbeing Project	2,371		119		2,490
Reablement Donations	381				381
OPCCN Restricted Donations Income	1,374	62,420	(34,240)		29,554
Webster Court	14,173				14,173
Hoarding Project	0	68,937	(69,295)		(358)
Pathways Additional	0	42,089	(40,761)		1,328
NIHCSS	0	623,105	(623,105)		0
Pathways Street Aid	0	1,184	(1,721)		(537)
Rent and deposit contribution grant	0	25,000	(1,100)		23,900
Refugee SUS fund	0		(842)		(842)
Restricted funds	909,506	888,172	(859,446)	0	938,232
Total Funds	9,883,014	9,055,474	(7,758,406)	0	11,180,082

PREVIOUS YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/ out £	Carried Forward £
Future Development Fund	4,177,395	0	0	(4,027,995)	149,400
Designated Funds	4,177,395	0	0	(4,027,995)	149,400
General Funds	4,636,468	6,609,578	(6,449,933)	4,027,995	8,824,108
Total Unrestricted funds	8,813,863	6,609,578	(6,449,933)	0	8,973,508
HWH Building	718,382		(36,170)		682,212
Under 1 Roof	115,639	24,865	(29,029)		111,475
Pathways Donations	(9,567)	10,700			1,133
BBH Donations	54,650	10,775	(26,025)		39,400
Bridges Donations	5,810	1,280	(1,296)		5,794
Tenancy Engagement Support		60,067	(10,316)		49,751
Dibden Road Donations	96				96
HWH Donations	1,057	289			1,346
Coronavirus Wellbeing Project	2,773		(402)		2,371
Reablement Donations	381				381
OPCCN Restricted Donations Income	(10,615)	44,102	(32,113)		1,374
Somewhere Safe to Stay	14,124		(14,124)		0
Lakenfield Building	12,173	2,000			14,173
Pathways Additional	0	57,024	(57,024)		0
NIHCSS	0	578,467	(578,467)		0
Restricted funds	904,903	789,569	(784,966)	0	909,506
Total Funds	9,718,766	7,399,147	(7,234,899)	0	9,883,014

Designated Funds:-

The Future Development Fund represents funding designated by Trustees for future proposed development.

Sinking fund

During 2023/24 a sinking fund was made for repairs and refurbishment of St Martins property. Calculations take into account short, medium and long term plans for refurbishment of St Martins property.

Restricted Funds:-

The Highwater House Building Fund contains all the donations that have been received toward the rebuilding of Highwater House and the costs of this rebuild. Restricted funds amounting to £672,000 from Norwich City Council, Norfolk County Council and Norfolk County Council – Drug and Alcohol Team are repayable on a reducing scale over a 15 year period if the Trust ceases to operate for any reason or fails to materially comply with any terms of the grant agreement.

The Donations Funds relate to general donations for specific areas of the charity, which are subsequently expended. It includes £74,746 for Under One Roof from City Reach for construction of a new porch that has been capitalised and will be used to offset depreciation charges in future years.

The Tenancy Engagement Support Fund represents funding received from Nationwide Community Grants and Hopestead to provide a practitioner to work directly with people moving on from our community homes and hostels into their own tenancies, to ensure they keep them.

The Officer of the Police and Crime Commissioner for Norfolk (OPCCN) represents funding received to provide a Person-Centred Support Officer to help those who have been in prison to settle back into their local community, who are at risk of offending or re-offending and reduce the number of people who have become victims of crime.

The Pathways Fund represents funding received from Norwich City Council awarded to the Pathways Service Consortium for working in partnership between several organisations to support those with complex needs and the prevention of rough sleeping in Norwich.

The NIHCSS Fund represents funding received from Norfolk County Council to deliver mental health support to adults across Norfolk, working in partnership with Together for Mental Wellbeing.

Rent and Deposit Contribution Grant represents funding received from Norwich City Council for people to move into private rental accommodation for those that are better suited out of the hostel environment. This overcomes the obstacles faced by people who have no Guarantor or those who are unable to provide six months rent and damage deposits.

SUMMARY OF FUNDS

CURRENT YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Designated Funds	149,400		0	665,951	815,351
General Funds	8,824,108	8,167,302	(6,898,960)	(665,951)	9,426,499
Unrestricted Funds	8,973,508	8,167,302	(6,898,960)	0	10,241,850
Restricted Funds	909,506	888,172	(859,446)	0	938,232
Total funds	9,883,014	9,055,474	(7,758,406)	0	11,180,082

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

CURRENT YEAR	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	Total funds 2023 £
Tangible fixed assets	8,360,643	643,823	9,004,466	8,382,036
Current assets	2,890,880	294,409	3,185,289	2,480,125
Creditors due within one year	(786,614)		(786,614)	(766,542)
Provisions	(223,059)		(223,059)	(212,605)
Total funds	10,241,850	938,232	11,180,082	9,883,014

PREVIOUS YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Tangible fixed assets	7,699,823	682,213	8,382,036	4,529,309
Current assets	2,252,832	227,293	2,480,125	6,050,360
Creditors due within one year	(766,542)	0	(766,542)	(654,903)
Provisions	(212,605)	0	(212,605)	(206,000)
Total funds	8,973,508	909,506	9,883,014	9,718,766

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024 £	2023 £
Net income for the year (as per Statement of financial activities)	1,297,068	164,248
Adjustment for:		
Gain on revaluation investments	-	(30,000)
Gain on donated land	(560,000)	
Depreciation charges	385,116	280,359
(Profit) on disposal	-	(2,000)
Increase in debtors	(91,195)	48,113
Increase in creditors	20,072	111,639
Increase in dilapidations	10,454	6,605
Net cash provided by operating activities	1,061,515	578,964

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2024 £	2023 £
Cash at bank and in hand	2,668,152	2,054,183
Total	2,668,152	2,054,183

22. PENSION COMMITMENTS

The company operates a personal pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £314,018 (2023 - £260,816).

23. OPERATING LEASE COMMITMENTS

At 31st March 2024, the total of the charity's future minimum lease payments under non-cancellable operating leases was as follows:

	Land and buildings	
	2024 £	2023 £
Accounts payable:		
Within 1 year	620,715	595,706
Between 2 and 5 years	1,469,879	1,500,523
After more than 5 years	1,888,982	2,215,898
Total	3,979,576	4,312,127

Included in "After more than 5 years" are long term leases for 2 Dibden Road, 45 William Kett Close, Webster Court, 5 Recorder Road and 89 Pottergate.

24. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

25. CONTROLLING PARTY

There is no one controlling party.

ST MARTINS HOUSING TRUST

England & Wales - Charity number 802013

Accounts



St Martins
more than a home
for the homeless

Annual Report

1st April 2022 - 31st March 2023

St Martins Housing Trust



Trustees

Mr C Bland, Chairman
Mrs K Daynes, Vice Chairman
Mr D Hoy, Treasurer
Mr K Long (resigned
November 24th 2022)
Mr N Williams
Mr B Walker
Mr D Brief
Mr K Gorton
Dr R Barnes
Dr R Thomson (appointed
30th March 2023)

Company registered number
02390375

Charity registered number
802013

Registered office

St Martins House, 120 Thorpe
Road, Norwich NR1 1RT

Company secretary:

Ms T Yates

Executive Officer:

Dr Jan Sheldon

Independent auditors:

Larking Gowen LLP, Prospect
House, Rouen Road, Norwich,
NR1 1RE

Bankers:

Barclays Bank PLC, 3 St
James Court, Norwich, NR13
1RJ

Solicitors:

Mills & Reeve LLP, 1 St James
Court, Whitefriars, Norwich,
NR3 1RU

Contents

Reference and administrative details of the Charity, its Trustees and Advisers	Front cover
Trustee's report	3 - 25
Introduction	3
Constitution	3
Chairman's report	4
Organisational structure and decision making	6
An Overview of St Martins	8 - 10
Future Developments	10
Policies and Objectives	12
Homeless Services report	13 - 16
Care and Prevention Services report	17 - 21
Achievements & Performance	22
Fundraising activities & income generation	23
Statement of Trustees Responsibilities	25
Independent Auditor's report	26 - 28
Statement of Financial Activities	29
Balance Sheet	30
Cash Flow Statement	31
Notes to the Financial Statements	32 - 47

Introduction

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, present their annual activities report together with the audited financial statements of the Charity for the year 1st April 2022 to 31st March 2023.

The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2019).

St Martins Housing Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy.

Constitution

St Martins Housing Trust (the Charity) is a charitable company, limited by guarantee, which was incorporated on 30th May 1989. The Charity was initially established under a Trust Deed dated 6th November 1974 with the objectives of "providing shelter and food for the poor single persons in the City of Norwich". In 2004 the Trust Deed was amended to extend the remit to the County of Norfolk. The Articles of Association was further amended in March 2013.

The Charity's principal activity during the year remained the "provision of food, shelter and accommodation in the City of Norwich and the county of Norfolk for poor single homeless persons (male and female)".

Strategies for achieving objectives

The charitable purposes are:

- To provide shelter and accommodation in the county of Norfolk for poor single persons aged eighteen and over having no other residence or place to sleep
- To provide social housing and any other purposes connected with, or incidental to, the provision and management of housing, social housing and accommodation for persons aged eighteen and over, and
- To carry out such other charitable activities as the Trustees may determine.

The Amended Articles of Association were filed at Companies House and the Charity Commission in April 2013.

Welcome from Mr Colin Bland, Chair of the Board of Trustees

On behalf of the Board of St Martins Housing Trust I welcome you to the Trustees annual report for year ending 31st March 2023.

St Martins remains committed to supporting the needs of people who are sleeping rough and who are homeless. The demand for our services remains steady and we are within touching distance of achieving our vision of no one needing to sleep rough on the streets of Norwich.

Our achievements are only made possible due to the support of our partners, commissioners, local businesses, the ongoing support of the people of Norwich and Norfolk and our committed, hardworking and dedicated team members.

2022/23 has been a year of outstanding achievements for St Martins Housing Trust. These achievements are detailed in the following report.

Some of our highlights include:

- Norwich bucked the national trend in the number of people sleeping rough – national figures showed a 26% increase, Norwich reported a 30% decrease.
- 346 people have been supported by our Pathways team.
- St Martins provided 228 beds every night this reporting year.
- 222 people moved on into new accommodation on their journey towards independent living.
- 241 clothing vouchers and 424 food vouchers have been issued by our Donation Station.

There is still much work to do to eradicate rough sleeping and to ensure that everyone has access to secure and permanent accommodation. More funding is required from central government to solve the housing crisis and to address the cost-of-living crisis. However, I am proud of our many achievements and the part that St Martins plays in reducing the number of people sleeping rough in Norwich.

Mr Colin Bland



St Martins Trustees have developed, and constantly review, a number of organisational and operational policies that are consistent with their objectives and obligations as a registered charity, a quality provider of care and support to very vulnerable adults, a responsible landlord and an employer of 198 team members as at 31st March 2023.

Mission Statement: Strive to address the needs of single homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

Vision: No-one needs to sleep rough on the streets of Norwich

Organisational structure and decision making

The Trustees are ultimately responsible for the management of the Charity but the day-to-day operations are carried out by paid staff. There is an agreed Scheme of Delegation (introduced in 2018 and reviewed annually). The governing body of the Charity is the Executive Committee which is composed of Trustees, plus the Company Secretary (who is not a Trustee). They meet at least six times a year to receive reports on the operation of the Charity, monitor its financial stability and approve policy. The Chief Executive Officer (CEO), who reports to the Trustees, is the most senior employee of the Charity and is responsible for managing the Charity's services, advising the Trustees on all matters related to the operation of the Charity, its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the CEO are the Executive Directors and managers of the various services and the support functions of the Charity.

In 2021 the Trustees recognised the financial growth of the Charity and felt it prudent to develop a Finance Committee. The Finance Committee is chaired by the Treasurer. The Treasurer and two other Trustees constitute the Finance Committee which is also attended by the CEO, Director of Finance and Head of Finance.

In September 2019 a new pay structure was agreed by Trustees for senior team members (CEO and Directors). These are CEO points 1, 2, and 3 and Director 1, 2, and 3. Once a senior team member reaches the top point of their scale they receive NJC increases in line with all team members and NJC negotiations. Any decisions related to increase of pay for senior team members is a Trustee decision.

Policies adopted for the Induction and training of Trustees

The Charity has a clear policy for the recruitment of new Trustees. Nominations are considered from any source but potential Trustees are expected to bring specific skills and/or experience to the Charity. Trustees are expected to take an active part in the governance of the organisation and to give freely the necessary time and commitment to their roles. There is a Role Specification for Trustees and a selection procedure based upon the guidance provided by the Charity Commission. There is a comprehensive induction programme for new Trustees. The Trustee recruitment process was reviewed in November 2020.

Related party relationships

The Charity continues to derive benefit from membership of Homeless Link (the national body who support homelessness agencies). The Charity is also represented at a range of local strategic and operational planning meetings including the Greater Norwich Homelessness Forum (part of the Greater Norwich Housing Partnership) and the Norfolk Strategic Housing Partnership.

Risk management

The Trustees are aware of the requirement to identify the major risks to which the Charity is exposed to and to establish systems to mitigate those risks. A Risk Register is updated and approved on an annual basis by the Trustees, prior to the adoption of this Annual Report and Financial Statement. In the Register the Trustees have identified the following areas of the Charity's activities where they may be exposure to risk:

- Governance and management
- Operational
- Fundraising
- Financial
- External relations
- Compliance with regulations
- Risks associated with welfare reform/ other government policy changes

The highest risks that threaten St Martins are:

- 1) Changes to benefits (specifically Housing Benefits) which could impact upon the income the charity receives. This situation is continually reviewed by senior team members who will alert Trustees should there be any changes in policy which will threaten the financial stability of the charity
- 2) Changes in benefit payments may force more people into one bed room accommodation which will restrict the move on opportunities for the people supported by the charity. To mitigate against this risk more move on accommodation is being developed by St Martins.

An overview of St Martins

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. In 1973 St Martins opened the doors of the first Norwich Night Shelter, located in a garage in Norwich Cathedral Close. This was kindly provided by the Very Reverend Dean Alan Webster.

In 1975 the Night Shelter was re-located to St James, a church building leased from Norfolk Historic Churches Trust. It then moved to St Martin at Oak where it remained open 365 nights a year until February 2002 when Bishopbridge House opened.

Regrettably there are still people sleeping rough in Norwich. However, the Charity provides a timely and comprehensive range of services to meet their needs.

Current Accommodation			
Accommodation	Year opened	Number of beds	Purpose
Community Housing	1980s	56	Shared homes for independent living
Bishopbridge House	2002	37	Direct access hostel
Temporary Accommodation	2003	19	Accommodation while homeless application assessed
Highwater House	2009	22	Specialist 'dual diagnosis' CQC registered care home
Dibden Road	2012	23	Move-on hostel with 18 rooms, 5 self-contained flats
Magdalen Road	2013	11	Bedsits for people with mental health challenges
Webster Court	2015	32	CQC registered residential service for 50+
Bakery Court	2018	12	Independent living with support
Somewhere Safe to Stay Hub	2020	16	Emergency assessment and short-term accommodation
St Martins House	2023	23	Move-on accommodation

In September 2022 St Martins purchased additional accommodation (St Martins House). The property was student accommodation (32 rooms). St Martins has refurbished the ground floor into an open plan office and has moved the Charity's head office over to St Martins House. The upper floors will provide second stage hostel accommodation for 23 people and one sleep-in room for the hostel.

The Trustees realised several years ago that the provision of temporary accommodation (or even long stay accommodation for the very vulnerable homeless population) was only a partial solution to the problems experienced by most people who are homeless or at risk from homelessness. Under 1 Roof has been designed to provide learning, personal development and vocational preparation opportunities for any of the people who use St Martins services.

Providing a solid financial platform for Under 1 Roof (which falls outside the funding interests of statutory authorities, particularly in these times of austerity) is an ongoing challenge for Trustees.

Projects			
Service	Date started	Number supported	Purpose
Under 1 Roof	2012	135	Training and development for people experiencing, or at risk of, homelessness
Bridges	Contract to St Martins 2018	63	Peer support group for people with severe and enduring mental health
Pathways	2018	350+ per year	Support, outreach and housing for people sleeping rough
Reablement	2018	56	Community support for people with complex mental health needs
NIHCSS*	2018	240 care hours per week	Support for people with poor mental health
Donation Station	2019	250+	Distribution of clothing, toiletries and items to people supported by St Martins. Employment and volunteering opportunities
Rebuild	2020	8	Accommodation and support for people leaving prison deemed high risk of re-offending

*Norfolk Integrated Housing Community Support Services

The Trustees also acknowledge that the prevention of homelessness wherever possible is important. To this end community services and a specialist mental health drop in project (Bridges) have been developed.

During 2018 the Charity completed the refurbishment of properties on Bracondale which they inherited as part of a legacy. These properties have now been let on the commercial market and the rent received is used to support the work of St Martins. In December 2021 a three-bedroom property in Poringland was similarly gifted to the Charity. Both properties are assets which can be used in future years if cash is needed.

St Martins entered the Best Companies to work for in 2022 and were rated as:

- 4th UK Charities
- 21st regional employers
- 28th UK mid-sized companies



St Martins has been listed as a two star company to work for.

2022/23 saw the recognition of the 50th anniversary of St Martins. Whilst we do not celebrate an organisation such as St Martins being needed in 2022/23 we did seek to recognise all of the hard work which has taken place to date and made St Martins the great charity it is today. During the reporting year several important events took place including:

- The unveiling of a plaque on the garage where our first services were offered in Cathedral Close
- A history and awareness raising event in the Forum
- A gala anniversary dinner
- St Martins received Freedom of the City of Norwich

Future Developments

We plan to keep our current property portfolio in excellent condition and focus on meeting the needs of the people we support and our local community. We will continue to strive to be an employer of choice.

We have made an offer to purchase Webster Court and we await Norwich City Councils decision on this offer. The provision of Exempt Accommodation (e.g. hostel accommodation) is currently under review by both local and central government. St Martins will keep this review under consideration and make changes to the current operating model should such changes be necessary.

We will set out our strategy for the next three years in 2024.

Reserves policy

The Trustees seek to maintain free reserves in unrestricted funds to cover immediate close-down costs. The target sum of reserves held is £1,124,284. The Trustees consider that this level will provide sufficient funds to close. The level of reserves was determined and documented in detail in the minutes of the Trustee meeting of 24th November 2022.

The Trustees seek to maintain reserves at around this level by setting and approving annual budget consistent with the reserves policy and by monitoring financial performance against budget.

For this purpose free reserves are measured by total funds, excluding restricted funds, total fixed assets less Highwater House restricted fund and designated funds.

At the 31st March 2023, total funds amounted to £9,883,014 (2022: £9,718,766).

The Charity has unrestricted reserves of £8,824,108 (2022: £4,636,468), restricted reserves of £909,506 (2022: £904,903) and designated funds of £149,400 (2022: £4,177,395).

At the time of approving the financial statements for the year ended 31st March 2023 free reserves on the basis described above amounted to £1,124,284.

The reserves policy will be reviewed and updated during 2023-24 to reflect the continued growth of the Charity.

Policies & Objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit. Key publications by the Commission are considered periodically by the Trustees specifically CC3 Essential Trustee and CC8 Internal Financial Controls for Charities.

St Martins recognises that several of the Trustees have served for longer than is suggested by the Charity Commission. However, these Trustees have a vast wealth of knowledge and experience and have a very helpful understanding of the history of the charity. They understand the current operating environment and support and challenge appropriately.

The strategies adopted by the Trustees for the period under review and in pursuit of the Charity's objectives have been to:

- Provide an advice and accommodation service to homeless people on the streets of Norwich.
- Manage the Charity's residential sites, seeking at all times to provide good quality accommodation and high standards of care and other services to all the residents and tenants living there. Particular attention is paid to compliance with the appropriate regulatory and health & safety standards.
- Provide a quality landlord service to tenants sharing properties in either the Charity's 'Community Homes' or 'Temporary Accommodation' projects.
- Provide a range of community support which helps to prevent homelessness.
- Provide a wide range of learning, personal development and vocational preparation opportunities at Under 1 Roof for the people who use St Martins services.
- Continue to work with those agencies who, like St Martins, are dedicated to providing vulnerable adults in our community with the personal resources that will enable them to achieve a greater level of independence in the community.
- Ensure the development of an infrastructure which supports the continued growth and effectiveness of the Charity.

Context

Activities designed to achieve the Charity's objectives are described below on a project-by-project basis. The reporting year has been one of immense challenge with a cost of living crisis pushing up costs and an increase in fuel and energy prices. In addition the NJC awarded an unprecedented pay award for all posts of £1,925 (equating to a 7% pay award). This has placed a significant pressure on 2022/23 budgets.

During the 12 months under review we have seen an increase in the all-round demand for our services, however the national street count in November 2022 was 7 in Norwich (it was 10 in the previous year). The reduction is attributed to the additional services St Martins is able to offer (e.g. The Somewhere Safe to Stay hub).

We continue to see an increase in the complexity of the presenting needs of people using our services, and an increase in the length of time a person waits before suitable 'move-on' accommodation becomes available. Poor mental health services in the region have also contributed to the complexity of presenting needs we have seen during 2022/23.

During 2022/23 the Homeless Service restructured their services into three key areas:



Housing Led Services

Housing Led Services incorporates the following services:

- St Martins Outreach Service, including Pathways Norwich
- Somewhere Safe to Stay Hub
- No Second Night Out and Sit up Services
- Next Steps Accommodation Project (NSAP)/Housing First
- Dry House
- Rebuild
- Foundations/ Office of the Police and Crime Commissioner for Norfolk (OPCCN)

Pathways Norwich

Pathways Norwich was established in July 2018. It is a partnership of seven organisations (Salvation Army, Shelter, YMCA, The Feed, Future Projects, Magdalen Group and The Matthew Project) led by St Martins. During 2022/23 346 people were supported by the Pathways team. Of the total, 143 were verified as sleeping on the streets of Norwich. In total, a positive solution to their homelessness was achieved in 183 cases.

Specialist workers provide criminal justice liaison, young person's advice and support and housing related support. We also have an advanced nurse practitioner in the team.

Bishopbridge House

The direct access hostel has been a crucial part of the housing pathway for people sleeping rough since 2002. It remains an effective and efficient service and is in high demand. This service can accommodate 30 people in the main hostel each night and the new pathways beds can accommodate 7 people. During the year we delivered 51 positive outcomes at Bishopbridge House.

During the year we have seen a slight decrease in the number of 'revolving door' residents from 53% in 2021/22 to 44% in this reporting period.

Within Bishopbridge House we also manage our No Second Night Out and Sit Up service which offers us a total of 7 beds for people coming in directly from the street and with 100% nomination rights to the Pathways Norwich outreach team.

Somewhere Safe to Stay Hub

During 2022/23 116 people have been supported at the Somewhere Safe to Stay Hub, a total of 90 individuals were supported to move on in a planned way.

Housing First

Our Housing First workers can support up to 20 tenants as part of the Housing First project with Norwich City Council. We have quickly developed an understanding of the very complex needs of individuals accessing this fast track, supported housing option and understand that their health has become extremely compromised as a result of their complex life experiences. For this purpose we have recruited a Health Navigator to assist people to engage more effectively with health care provision.

Housing First projects are a keen focus for us as we move towards a more robust and responsive engagement process with people who experience multiple disadvantage. We provide support to 16 tenants at a Housing First project as part of the government's Next Steps Accommodation Programme. During 2022/23 we entered into a partnership with Broadland Housing to provide support for an additional 7 one bedroom units as part of the Housing First initiative.

Dry House

We reduced this project to 4 dry house bed spaces and 3 wet house bed spaces, the aim being to continue with a recovery focus using a structured programme of support. This project is not designed for quick move on or turn around as recovery is person-centred.

Rebuild

Rebuild is a partnership project that we provide with the support of Norfolk Multi Agency Public Protection Arrangements (MAPPA) who work together with a range of partners both statutory and voluntary, to support high risk offenders in the community. We provide 5 bed spaces that can accommodate people who face considerable barriers into housing, we also provide community support. During this reporting period, Rebuild received national recognition for its work as part of Homeless Link's Prevention into Action focus.

Foundations

St Martins has been commissioned by the Office of Police and Crime Commissioner (OPCNC) for Norfolk to provide intensive, specialist support to repeat offenders leaving prison. As part of this offer there are 10 single occupancy flats available that are provided by Broadland Housing Group which can be offered on a Housing First basis to those with the greatest need. The aim is to engage individuals with a comprehensive support package that will prevent reoffending and further custodial sentences.

Next Steps Services

Next Steps Services incorporate the following services:

- Dibden Road
- Community Homes
- Temporary Accommodation

Dibden Road

Dibden Road Hostel is a male only project and can accommodate 18 men in the main hostel, with 5 additional self-contained flats. As a move-through hostel, residents are more settled and committed to the resettlement process and will move on to independent accommodation, usually with the local authority. During the year we saw 6 people move on from this accommodation in a planned and positive way.

Community Homes

St Martins currently lease several properties within the community. We use the properties in a range of ways to meet the needs of the people we support, some of which is a shared supported housing scheme. We recognise that while houses of multiple occupancy are not always the best option, for individuals who are used to the shared environment of hostel accommodation this can be a welcome transition before moving onto independent living. During the year 16 people moved on from this accommodation in a planned way.

During 2022/23 we recruited a Tenancy Support Practitioner (funded by Nationwide) who supports people as they move into their own homes. This has helped people to settle into their new accommodation and manage their tenancies more effectively.

Temporary Accommodation

St Martins has a Service Level Agreement with Norwich City Council to provide temporary accommodation to those people whose homeless application to the local authority is being investigated under Part V11 of the Housing Act 1985. Once a nominated individual from Norwich City Council has been risk-assessed and accepted for temporary accommodation a room in one of our houses dedicated to temporary accommodation is allocated.

St Martins has 19 beds classified as temporary accommodation. 49 people moved on in a planned way from this service with the majority taking up an independent tenancy with the local authority or a registered housing provider. For individuals

that are not owed the full housing duty we seek to find alternative appropriate accommodation and prevent further instances of homelessness.

Social Enterprise Services

Donation Station

The Donation Station is our charity shop in Anglia Square. The people who live with us volunteer in the shop and we also offer 2 retail apprenticeships to the people we support. This is an excellent way for people to get employment related experience. We employ a full-time worker to support the volunteers and the apprentices and to manage the day to day running of the shop.

The Donation Station is in a prominent community space and offers a unique purchasing model. People who use the shop can pay what they can afford so we are able to support the wider community who are experiencing financial hardship. Customers shop alongside our beneficiaries, including people who are sleeping rough as they come in to collect their free items of clothing, toiletries and much more. Customers are also advised on what their donation provides, including food vouchers for people experiencing homelessness.

This year we have been able to supply 241 clothing vouchers. When people shop with us they are also offered the opportunity to make a donation for food vouchers and as a result we have supplied 424 food vouchers.



Highwater House

Highwater House is registered as a Care Home for 22 adults who have a dual diagnosis (a mental health illness and a history of substance abuse). It is a 'wet facility' meaning people can drink alcohol on the premises in a managed environment. The facility is the only dual diagnosis registered care home in Norfolk and as such receives nominated applicants, via Norfolk County Council (Adult Services), from across the county. In 2017 Highwater house successfully won its tender and, with a detailed service specification, now provides a new approach to the care of residents by creating a Psychologically Informed Environment (PIE). The day-to-day running of the home consistently takes into account the psychological and emotional needs of each resident including their thinking, emotions, personalities and past experiences. It is an approach to support people out of homelessness and social isolation - in particular those who have experienced complex trauma or are diagnosed with a personality disorder.

The PIE model also helps team members to understand where sometimes challenging behaviours come from and to work more creatively and constructively with challenging behaviour. Rather than simply providing care and support to a group of vulnerable adults with complex behavioural issues the PIE approach is focused upon improving the confidence and self-esteem of the people we support and enhancing the quality of their lives.

All 22 residents at Highwater House have experienced homelessness or have been so vulnerable because of their poor health that they are unable to look after themselves. This combination of health conditions and the trauma of homelessness significantly affects how the residents respond to wider society and its social conventions. The experienced team provides support and care with an emphasis on positive relationships.

During the reporting period 6 people were referred to Highwater House. There were 8 admissions and 5 departures (4 people moved on and 1 died). Most residents were aged 40 to 60 years of age.

Highwater House is currently rated 'Outstanding' by the Care Quality Commission (CQC).

Highwater House has a 5-star rating awarded by Environmental Health in June 2022.

During 2021/22 the contract for Highwater House was extended for a further two years by Norfolk County Council.

Webster Court

Webster Court provides support and care for people over 50 years old, who are frail and have a mental health illness such as dementia, and possibly alcohol or drug misuse problems. It is a sheltered housing scheme that has 32 tenants all of whom have experienced homelessness or have been vulnerably housed in the recent past. The scheme includes 8 wheelchair accessible apartments. Care and support hours vary from 6 hours per week up to 16 hours per week for people who need higher levels of assistance to maintain their independence. The scheme has team members on site 24 hours a day.

There are 32 apartments comprising of a kitchen, lounge, bathroom and bedroom. There is a lift, communal laundry, sensory gardens and communal lounge areas where residents can meet for social gatherings and events.

The property is leased from Norwich City council. All referrals must be made by a social worker who would have presented and confirmed the placement funding with the Adult County Council funding panel.

Webster court is currently rated 'Good' by the CQC.

The scheme is accredited and registered for end-of-life care with the local Clinical Commissioning Group and has adopted the National Institute of Clinical Excellence guidelines and their six-step programme for end-of-life care.

During 2022/23 there were 8 admissions and 5 departures (2 moved to residential settings, 2 now live independently in the community and 1 died).

Community Services

Promoting Independent living in the community

Under 1 Roof

Learning, Development & Support Programme

Under 1 Roof is the learning and development hub for St Martins. It offers access to ongoing support and training. We offer this service, via the Learning, Development & Support (LDS) Programme, to vulnerable adults who are homeless or at risk of homelessness.

This service helps people to develop (or redevelop) the skills that will help them to live independently within the community.

2022/23 has seen VALIDATE@ be delivered into Bishopbridge house with a counselling program.

Dibden Road has had guitar lessons and gardening. Webster Court has a wellbeing program that runs throughout the week.

Many of the LDS Programme activities and courses not only develop skills for the people we support they also encourage self-esteem and confidence.

Volunteer Support

Activities

Learning

Innovation

Development

Advocacy

Therapeutics

Engagement

7 active volunteers in the LDS programme giving 1364 hours of their time this year to provide:

- The Tenancy Programme
- Basic IT
- Yoga Art
- Mindfulness
- Creative Writing
- Boxercise
- Gardening
- Living from the land skills
- Photography
- Community Litter Picking
- Crafting
- Sewing
- Story telling sessions

Bridges

The Community Resource Centre (Bridges), contract with St Martins commenced on 1st March 2018. The aim of this service is to offer a dynamic but safe environment for people with severe and enduring mental health problems. The service is designed to help individuals be more socially included, have increased confidence and increased self-awareness through a variety of proactive recovery interventions.

We provide a wide variety of social activities, self-care activities, and confidence increasing activities.

The current contract has recently been renewed and will continue until March 2024.

The service has had 20 new referrals in the reporting year.

The attendances remain stable for each session with an average of 35 people attending.

Sessions are held over 3 days per week totalling 14 hours of session delivery.

Magdalen Road

St Martins leases three adjacent terraced properties from Norwich City Council. After refurbishment in 2013, 11 self-contained accommodation units were created plus office space for team members. The project provides move on opportunities for people who require support to develop a semi-independent, community-based lifestyle. 14 individuals were accommodated in the 12 months to March 31st 2023 by the service.

Of these 14 individuals 6 had additional support, 3 people's support was provided by St Martins' Reablement team and 3 provided by the Norfolk Integrated Housing Community Support Service (NICHSS) service.

There were 2 planned moves from the service during 2022/23. One person moved into their own independent accommodation and one moved into Highwater House.

4 people we support have been appended to the Norwich City council home options scheme

During the year, 8 individuals were referred to this service, 3 of these were accepted, remaining declined due to being at optimum capacity.

Reablement Service

St Martins Reablement Service commenced on 1st March 2018. This service provides community support to individuals with complex mental health needs that have been assessed by Norfolk Adult Social Care Services to have a care need, following a Care Act Assessment. The individuals that we support fall outside the Norfolk Integrated Housing and Community Support Services (NICHSS) service.

During the year there has been continuous demand on the service. We are identified as one of the leading providers for people who self neglect and hoard in our communities. We take referrals for people who are at risk of losing their housing and who need support to maintain their homes in order to stop them facing homelessness.

The service has been able to accept 22 new referrals into the service. Keeping our delivery hours operating at maximum capacity at all times.

We are currently delivering an average of 200 support hours per week.

The team currently support 66 people in varying locations ranging from their own independent accommodation, other supported accommodation or our own projects.

We conducted a service review this year resulting in a hourly rate increase and a redeveloped the service specification.

Safe & Habitable Homes Service

The Safe, Habitable Homes (SHH) service is a multi-agency collaboration developed to support people in Norwich (initially the district council area, moving to wider Norwich PCN area) who experience the impact of hoarding and/or self-neglect which impacts their home environment. The service provides long-term, multidisciplinary support to people across all tenures, following the approach agreed in the Self-Neglect and Hoarding Strategy.

The project is currently supporting 11 people

Norfolk Integrated Housing & Community Support Service (NICHHS)

St Martins continues to work in partnership with Together to provide a range of community support services to people across Norfolk experiencing poor mental health.

Achievements & Performance

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Review of activities

Trustees take their governance responsibilities very seriously and review all aspects of the Charity on a rolling annual programme thereby scrutinising in detail all activities at least once a year. They are keen to make efficient, economical and effective use of the resources at their disposal and ensure that all performance targets agreed with local authorities commissioning services are met.

The Charity demonstrates that it reviews its activities by maintaining its own website, Facebook page, Instagram and Twitter account. It also publishes a newsletter to all donors and supporters twice a year and provides a monthly e newsletter to all those who have opted into receiving information under the General Data Protection Regulations (GDPR). During 2020 a new Fundraising database was implemented which ensures we have a comprehensive system for managing donations and GDPR compliance.

Team members and the people who use our services regularly undertake promotional activities to raise awareness about the work of St Martins. These include talks to schools, sixth forms, local clubs and church and other faith congregations throughout the city and the county.

Fundraising activities and income generation

Throughout 2022/23 a wide variety of fundraising activities took place, all in accordance with the requirements of the Fundraising Regulator.

In relation to cash donations and the Charity's pro-active fundraising activities, special mention, and the Trustee's grateful thanks, must again be made to Mr. Michael Bartlett who once again organised a number of supermarket collections and other collections throughout the county. Thanks must also go to all participating supermarket chains. The collection raised £24,144.

The December 2022 collection in central Norwich went ahead once again and £31,093 was collected, thanks to the commitment of numerous volunteers.

During 2022/23 the Charity received £425,177 in donations, excluding gift aid, street and supermarket collections. These donations were from individuals, businesses, church congregations, community groups, trusts, foundations (including Norfolk Community Foundation), schools and colleges. St Martins also benefited from six legacies amounting to £115,136.

St Martins also received many gifts of donated food during 2022/23 which were enjoyed by the people using St Martins services.

For a local charity this degree of fund-raising is a remarkable annual achievement. The Trustees are constantly encouraged by the fact that the Norfolk public are so generous towards, and interested in, the issue of homelessness. Without this level of support we would not be able to provide the many services for homeless people which we provide.

Fundraising is vital to us as a charity. Every year the funds raised are used directly and wholly to provide services for homeless people. All fundraising donations received during the year have supported our activities and any surplus funds will go towards a new accommodation project. This is part of our Strategic Plan 2022 -2024.

In line with The Charities (Protection and Social Investment) Act 2016 section 13 St Martins:

- Fundraising activity is coordinated and over seen by a member of the Senior Management Team. Fundraising team members are employed by St Martins. No professional fundraisers are contracted by the charity (other than paid employees).
- St Martins abides by all requirements made by the Fundraising Regulator.
- Christmas Street and Supermarket collections are carried out by volunteers who have regular information from St Martins. Team members work alongside volunteers to ensure all Fundraising Regulator requirements are met.
- No complaints about the Charity's fundraising activities have been made during the reporting year.
- The Charity has a comprehensive Safeguarding Policy (Children and Adults) which is available to all volunteers and fundraisers.

The Charity has protected vulnerable people and other members of the public from behaviour constituting:

- Unreasonable intrusion on a person's privacy
- Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
- Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

Financial Review (summary)

2022/23 was a challenging year for St Martins. Whilst income levels remained on budget costs increased significantly in line with the cost-of-living crisis.

Of note was the salary cost increases because of the NJC scale salary agreement which resulted in an unexpected 7% increase across the board. St Martins had (based upon previous experience) budgeted a 2% increase.

During 2022/23 St Martins purchased St Martins House for £3.25m and spent £569k on the redevelopment of the ground floor. This redevelopment has enabled the charity to move its head office and surrender a previously held lease.



Restricted funding £910k



Unrestricted funding £8,973k

In summary our income increased by 4% and our expenditure increased by 13%.

The detail of St Martins financial activities for the year ended 31st March 2023 are set out on the following pages.

Investment policy

The Investment Policy at St Martins seeks to ensure effective use of cash identified for future use but not immediately needed. To this end during 2022/23 a further £886,882 was transferred to CCLA Investment Management Ltd. This transfer took place following a full review of available interest rates.

Statement of Trustees Responsibilities

The Trustees (who are also Directors of St Martins Housing Trust for the purposes of company law) are responsible for preparing their Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the current Charity SORP (FRS 102)
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements.
- Make judgements and estimates that are reasonable and prudent
- Prepare the Financial Statements on an ongoing basis unless it is inappropriate to presume that the charitable company will continue in operation

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

Provision of Information to Auditors

Each of the persons who are Trustees at the time when this report is approved has confirmed that:

So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and

That Trustees have taken all the steps that they ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing this report, and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on May 25th 2023 and signed on their behalf by:

Mr Colin Bland (Chairman of the Board of Trustees).



Independent Auditor's Report to the Members of St Martins Housing Trust

Opinion

We have audited the financial statements of St Martins Housing Trust (the 'charitable company') for the year ended 31 March 2023 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2023, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- Have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- Have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material

misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud.

Due to the field in which the charitable company operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment law; environmental regulations; GDPR; serious incident reporting and compliance with the UK Companies Act and Charities Act.

Our approach to identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

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

Giles Kerkham FCA DChA (Senior statutory auditor) *Larking Gowen*

For and on behalf of

Larking Gowen LLP, Chartered Accountants, Statutory Auditors, Prospect House, Rouen Road, Norwich, NR1 1RE

Date: 26 May 2023

Statement of Financial Activities
For the year ended 31st March 2023

		Unrestricted funds	Restricted funds	Total funds	Total funds
		2023	2023	2023	2022
	Note	£	£	£	£
INCOME FROM:					
Donations and legacies	2	610,841	25,045	635,886	608,433
Investments	3	15,054		15,054	713
Charitable activities	4	5,953,683	764,524	6,718,207	6,503,176
TOTAL INCOME		6,579,578	789,569	7,369,147	7,112,322
NET GAIN ON INVESTMENTS	14	30,000	-	30,000	30,000
TOTAL INCOME		6,609,578	789,569	7,399,147	7,142,322
EXPENDITURE ON:					
Raising funds	5	261,629	-	261,629	159,608
Charitable activities		6,188,304	784,966	6,973,270	6,243,578
TOTAL EXPENDITURE	9	6,449,933	784,966	7,234,899	6,403,186
NET INCOME		159,645	4,603	164,248	739,136
RECONCILIATION OF FUNDS					
Total funds at 1 April 2022		8,813,863	904,903	9,718,766	8,979,630
TOTAL FUNDS AT 31 MARCH 2023	18	8,973,508	909,506	9,883,014	9,718,766

All activities relate to continuing operations.

The notes on pages 32 to 47 form part of these financial statements.

BALANCE SHEET

COMPANY REGISTRATION NUMBER: 2390375

As at 31st March 2023

		Total funds	Total funds
		2023	2022
	Note	£	£
FIXED ASSETS			
Tangible assets	13	7,802,036	3,979,309
Investment property	14	580,000	550,000
Total Tangible Assets		8,382,036	4,529,309
CURRENT ASSETS			
Debtors	15	425,942	474,055
Cash at bank and in hand	21	2,054,183	5,576,305
Total Current Assets		2,480,125	6,050,360
CREDITORS: amounts falling due within more than one year	16	(766,542)	(654,903)
NET CURRENT ASSETS		1,713,583	5,395,457
TOTAL ASSETS LESS CURRENT LIABILITIES		10,095,619	9,924,766
PROVISIONS	17	(212,605)	(206,000)
TOTAL ASSETS LESS LIABILITIES		9,883,014	9,718,766
CHARITY FUNDS	18		
Restricted funds		909,506	904,903
Unrestricted funds		8,973,508	8,813,863
TOTAL FUNDS AT 31 MARCH 2023		9,883,014	9,718,766

The financial statements were approved by the Trustees on date 25th May 2023 and signed on their behalf by

Mr Colin Bland, (Chairman of the Board of Trustees)

CB

CASH FLOW STATEMENT

For the year ended 31st March 2023

		2023	2022
	Note	£	£
Cash flows from operating activities			
Net cash provided by operating activities	20	578,964	160,739
<i>Cash flows from investing activities:</i>			
Proceeds from the sale of property, plant and equipment		2,000	6,495
Purchase of property, plant and equipment	13	(4,103,086)	(200,512)
Net cash used in investing activities		(4,101,086)	(194,017)
<i>Cash flows from financing activities:</i>			
Change in cash and cash equivalents in the year		(3,522,122)	(33,278)
Cash and cash equivalents brought forward		5,576,305	5,609,583
Cash and cash equivalents carried forward	21	2,054,183	5,576,305

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS102) - 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 1st January 2019). The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Company status

The company is a company limited by guarantee. 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 the guarantee is limited to £1 per member of the company.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

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

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% reducing balance
Short term leasehold property	10% straight line or over period of lease
Motor vehicles	25% straight line
Furniture, fittings and equipment	20-33% straight line

1.7 Investment Properties

Investment property is carried at fair value. No depreciation is provided. Changes in fair value are recognised in the Statement of Financial Activities.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.9 Debtors

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

1.10 Cash at Bank and In hand

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

1.11 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

1.12 Pensions

The Charity operates a workplace pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.13 Termination Payments

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

1.14 Key judgements and sources of estimation uncertainty

Key sources of estimation uncertainty at the reporting date which have a significant risk of causing a material adjustment to the carrying assets and liabilities within the next financial year are as follows:

Investment properties as per Note 14 are valued at market values determined by Mills & Knight. The property at 4 & 6 Bracondale and 106 Jubilee Walk have been valued by Mills & Knight by taking into account various market evidence, however ultimately this is a matter of judgement.

A general bad debt provision has been made using the average of actual bad debt write-offs in previous years.

Key judgements during the reporting period include judgements in relation to clawbacks, creditors for funding and deferred income.

1.15 Financial Instruments

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

1.16 Operating Leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

1.17 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. INCOME FROM DONATIONS AND LEGACIES

CURRENT YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Donations	495,705	25,045	520,750	394,896
Legacies	115,136	0	115,136	213,537
Total donations & Legacies	610,841	25,045	635,886	608,433

In 2022, of the total income from donations and legacies, £596,738 was to unrestricted funds and £11,695 was to restricted funds.

PREVIOUS YEAR	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	383,201	11,695	394,896	459,580
Legacies	213,537	0	213,537	28,077
Total donations & Legacies	596,738	11,695	608,433	487,657

3. INVESTMENT INCOME

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Bank interest	15,054	0	15,054	713

In 2022, of the total investment income, £713 was to unrestricted funds and £0 was to restricted funds.

4. INCOME FROM CHARITABLE ACTIVITIES

CURRENT YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Grants	1,683,516	141,954	1,825,470	1,999,410
Rent & Services	4,268,167	622,570	4,890,737	4,506,957
Gain on disposal of fixed assets	2,000	-	2,000	(3,191)
	5,953,683	764,524	6,718,207	6,503,176

In 2022, of the total income from charitable activities, £5,721,911 was to unrestricted funds and £781,265 was to restricted funds.

PREVIOUS YEAR	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Grants	3,931,995	574,962	4,506,957	4,075,128
Rent & Services	1,793,107	206,303	1,999,410	2,068,364
Profit/(Loss) on disposal of fixed assets	(3,191)	-	(3,191)	(4,943)
	5,721,911	781,265	6,503,176	6,138,549

5. COSTS OF GENERATING VOLUNTARY INCOME

CURRENT YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Legal, professional and other	131,563	-	131,563	89,434
Staff costs	130,066	-	130,066	70,174
	261,629	-	261,629	159,608

In 2022, of the total costs of generating voluntary income, £159,608 was to unrestricted funds and £0 was to restricted funds.

PREVIOUS YEAR	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Legal, professional and other	89,434	0	89,434	44,888
Staff costs	70,174	0	70,174	50,294
	159,608	0	159,608	95,182

6. DIRECT COSTS

	Total 2023 £	Total 2022 £
Residents welfare	67,470	53,149
Rent and rates	662,872	512,989
Light and heat	200,481	153,888
Laundry, cleaning and catering	119,770	92,315
Maintenance and repairs	408,633	331,674
Unpaid accommodation fees	20,501	28,929
Legal and professional	28,206	49,704
Other	178,837	254,726
Wages and salaries	3,940,282	3,663,930
Pension cost	201,009	181,477
Depreciation	263,545	218,089
	6,091,606	5,540,870

7. SUPPORT COSTS

	Total 2023 £	Total 2022 £
Rent and rates	53,882	19,900
Light and heat	10,491	7,880
Laundry, cleaning and catering	2,996	6,460
Legal and professional	39,617	38,076
Maintenance and repairs	92,846	51,778
Other	133,264	99,746
Wages and salaries	469,425	413,946
Pension cost	51,166	40,653
Depreciation	11,477	9,269
	865,164	687,708

8. GOVERNANCE COSTS

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Governance Auditors' remuneration	16,500	-	16,500	15,000

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

CURRENT YEAR	Staff costs 2023 £	Depreciation 2023 £	Other costs 2023 £	Total funds 2023 £	Total funds 2022 £
Expenditure on raising funds	130,066	5,337	126,226	261,629	159,608
Expenditure on charitable activities	4,661,881	275,022	2,019,867	6,956,770	6,228,578
Expenditure on governance			16,500	16,500	15,000
	4,791,947	280,359	2,162,593	7,234,899	6,403,186

In 2022, of the total expenditure on charitable activities, £5,579,422 was to unrestricted funds and £823,764 was to restricted funds.

PREVIOUS YEAR	Staff costs 2022 £	Depreciation 2022 £	Other costs £	Total funds 2022 £	Total funds 2021 £
Expenditure on raising funds	70,174	2,468	86,966	159,608	95,182
Expenditure on charitable activities	4,300,006	227,538	1,701,034	6,228,578	5,584,046
Expenditure on governance	0	0	15,000	15,000	8,940
	4,370,180	230,006	1,803,000	6,403,186	5,688,168

10. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES EXCLUDING GOVERNANCE

CURRENT YEAR	Activities undertaken directly 2023 £	Support costs 2023 £	Total 2023 £	Total 2022 £
Expenditure on charitable activities	6,091,606	865,164	6,956,770	6,228,578

PREVIOUS YEAR	Activities undertaken directly 2022 £	Support costs 2022 £	Total 2022 £	Total 2021 £
Expenditure on charitable activities	5,540,870	687,708	6,228,578	5,584,046

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:	Total 2023 £	Total 2022 £
Depreciation of tangible fixed assets: Owned by the charity	280,359	230,006
Auditors' remuneration	16,500	15,000

During the year, no Trustees received any remuneration (2022 £ - NIL).

During the year, no Trustees received any benefits in kind (2022 £ - NIL).

During the year, no Trustees received any reimbursement of expenses (2022 £ - NIL).

12. STAFF COSTS

	2023 £	2022 £
Wages and salaries	4,160,115	3,847,673
Social Security costs	365,210	296,401
Other pension costs	260,816	226,105
	4,786,141	4,370,179

The average monthly number of employees was: 183 (2022: 178)

Four employees received remuneration amounting to greater than £60,000 in this year which fell within the range £ 60,000 to £ 70,000. (2022: 4)

The total remuneration for key management personnel for the year totalled £368,164 (2022: £338,753)

The cost of redundancy payments was £ 5,806 for two members of staff across Homeless Services. (2022: £-NIL)

13. TANGIBLE FIXED ASSETS

	Freehold Land & Buildings	Motor vehicles	Fixtures and fittings	Other fixed assets	Total
Cost					
At 1 April 2022	5,362,915	107,049	532,963	35,374	6,038,301
Additions	3,993,598		109,488		4,103,086
Disposals		(19,194)			(19,194)
Balance as at 31 March 2023	9,356,513	87,855	642,451	35,374	10,122,193
Depreciation					
Balance at 1 April 2022	1,516,845	74,940	433,056	34,150	2,058,991
Charges for the year	222,102	11,178	46,606	474	280,359
Disposals		(19,194)			(19,194)
Balance at 31 March 2023	1,738,947	66,924	479,662	34,624	2,320,157
Net book value					
Balance as at 31 March 2022	3,846,070	32,109	99,907	1,224	3,979,310
Balance as at 31 March 2023	7,617,566	20,931	162,789	750	7,802,036

Included in land and buildings is freehold land at cost of £1,975,496 (2022 £1,000,000) which is not depreciated.

14. INVESTMENT PROPERTY

	Freehold investment property £
Valuations	
At 1 st April 2022	550,000
Revaluations	30,000
At 31 st March 2023	580,000

6 Bracondale was inherited via a legacy and the Charity has refurbished and converted the property into two flats and let on the open market. 4 & 6 Bracondale was revalued at a market value of £370,000 by Mills & Knight. The original market value was £320,000 resulting in a revaluation of £50,000. 106 Jubilee Walk was inherited via a legacy and was revalued at a market value of £210,000 by Mills & Knight.

15. DEBTORS

	2023 £	2022 £
Trade debtors	287,210	149,480
Other debtors	28,911	273,191
Prepayments and accrued income	109,821	51,384
	425,942	474,055

16. CREDITORS

Amounts falling due within one year

	2023 £	2022 £
Trade creditors	229,671	143,492
Other creditors	78,069	169,580
Social Security & other taxes	82,218	51,854
Accruals and deferred income	376,584	289,977
	766,542	654,903
Deferred income at 1 st April 2022	254,965	542,807
Resources deferred during the year	319,269	254,965
Amounts released from previous years	(254,965)	(542,807)
Deferred income at 31 st March 2023	319,269	254,965

17. PROVISIONS

Amounts falling due after more than one year

	2023 £	2022 £
Provision for dilapidations	212,605	206,000

18. STATEMENT OF FUNDS

CURRENT YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/ out £	Carried Forward £
Future Development Fund	4,177,395	0	0	(4,027,995)	149,400
Designated Funds	4,177,395	0	0	(4,027,995)	149,400
General Funds	4,636,468	6,609,578	(6,449,933)	4,027,995	8,824,108
Total Unrestricted funds	8,813,863	6,609,578	(6,449,933)	0	8,973,508
HWH Building	718,382		(36,170)		682,212
Under 1 Roof	115,639	24,865	(29,029)		111,475
Pathways Donations	(9,567)	10,700			1,133
BBH Donations	54,650	10,775	(26,025)		39,400
Bridges Donations	5,810	1,280	(1,296)		5,794
Tenancy Engagement Support		60,067	(10,316)		49,751
Dibden Road Donations	96				96
HWH Donations	1,057	289			1,346
Coronavirus Wellbeing Project	2,773		(402)		2,371
Reablement Donations	381				381
OPCCN Restricted Donations Income	(10,615)	44,102	(32,113)		1,374
Somewhere Safe to Stay	14,124		(14,124)		0
Lakenfield Building	12,173	2,000			14,173
Pathways Additional	0	57,024	(57,024)		0
NIHCSS	0	578,467	(578,467)		0
Restricted funds	904,903	789,569	(784,966)	0	909,506
Total Funds	9,718,766	7,399,147	(7,234,899)	0	9,883,014

PREVIOUS YEAR	Brought Forward	Incoming Resources	Resources Expended	Transfers in/out	Carried Forward £
	£	£	£	£	
Future Development Fund	3,482,509	0	0	694,886	4,177,395
Total Designated Funds	3,482,509	0	0	694,886	4,177,395
General Funds	4,561,414	6,349,362	(5,579,422)	(694,886)	4,636,468
Total Unrestricted funds	8,043,923	6,349,362	(5,579,422)	0	8,813,863
HWH Building	755,290	0	(36,908)	0	718,382
Under 1 Roof	85,914	58,399	(28,674)	0	115,639
Pathways Donations	18,240	35	(27,842)	0	(9,567)
BBH Donations	26,661	31,000	(3,011)	0	54,650
Bridges Donations	3,610	2,200	0	0	5,810
Dibden Road Donations	96	0	0	0	96
HWH Donations	1,057	0	0	0	1,057
Coronavirus Wellbeing Project	2,807	0	(34)	0	2,773
Reablement Donations	381	0	0	0	381
OPCCN Restricted Donations Income	(1,283)	31,982	(41,314)	0	(10,615)
Somewhere Safe to Stay	39,934	460	(26,270)	0	14,124
Lakenfield Building	3,000	12,000	(2,827)	0	12,173
Pathways Original	0	38,652	(38,652)	0	0
Pathways Additional	0	75,252	(75,252)	0	0
NIHCSS	0	542,980	(542,980)	0	0
Restricted funds	935,707	792,960	(823,764)	0	904,903
Total Funds	8,979,630	7,142,322	(6,403,186)	0	9,718,766

Designated Funds:-

The Future Development Fund represents funding designated by Trustees for future proposed development. During the year a transfer of £3,820,630 has been made for capital works for St Martins House and a transfer of £207,365 has been made from designated fund to unrestricted funds to retain reserves at £1,124,284.

Restricted Funds:-

The Donations Funds relate to general donations for specific areas of the charity, which are subsequently expended. It includes £76,263 for Under One Roof from City Reach for construction of a new porch that has been capitalised and will be used to offset depreciation charges in future years.

The Highwater House Building Fund contains all the donations that have been received toward the rebuilding of Highwater House and the costs of this rebuild. Restricted funds amounting to £672,000 from Norwich City Council, Norfolk County Council and Norfolk County Council - Drug and Alcohol Team are repayable on a reducing scale over a 15 year period if the Trust ceases to operate for any reason or fails to materially comply with any terms of the grant agreement.

The Pathways Fund represents funding received from Norwich City Council awarded to the Pathways Service Consortium for working in partnership between several organisations to support those with complex needs and the prevention of rough sleeping in Norwich.

The NIHCSS Fund represents funding received from Norfolk County Council to deliver mental health support to adults across Norfolk, working in partnership with Together for Mental Wellbeing.

SUMMARY OF FUNDS

CURRENT YEAR	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/ out £	Carried Forward £
Designated Funds	4,177,395		0	(4,027,995)	149,400
General Funds	4,636,468	6,609,578	(6,449,933)	4,027,995	8,824,108
Unrestricted Funds	8,813,863	6,609,578	(6,449,933)	0	8,973,508
Restricted Funds	904,903	789,569	(784,966)	0	909,506
Total funds	9,718,766	7,399,147	(7,234,899)	0	9,883,014

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

CURRENT YEAR	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	Total funds 2022 £
Tangible fixed assets	7,699,823	682,213	8,382,036	4,529,309
Current assets	2,252,832	227,293	2,480,125	6,050,360
Creditors due within one year	(766,542)	0	(766,542)	(654,903)
Provisions	(212,605)	0	(212,605)	(212,605)
Total funds	8,973,508	909,506	9,883,014	9,718,766

PREVIOUS YEAR	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Tangible fixed assets	3,810,927	718,382	4,529,309	4,336,477
Current assets	5,863,839	186,521	6,050,360	6,010,397
Creditors due within one year	(654,903)		(654,903)	(1,161,244)
Provisions	(206,000)		(206,000)	(206,000)
Total funds	8,813,863	904,903	9,718,766	8,979,630

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
Net income for the year (as per Statement of financial activities)	164,248	739,136
Adjustment for:		
Gain on revaluation investments	(30,000)	(30,000)
Net gain on legacy	-	(200,000)
Depreciation charges	280,359	227,993
(Profit) on disposal	(2,000)	3,191
Decrease in debtors	48,113	(73,241)
Increase in creditors	111,639	(506,340)
Increase in dilapidations	6,605	
Net cash provided by operating activities	578,964	160,739

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2023 £	2022 £
Cash at bank and in hand	2,054,183	5,576,305
Total	2,054,183	5,576,305

22. PENSION COMMITMENTS

The company operates a personal pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £260,816 (2022 - £226,105).

23. OPERATING LEASE COMMITMENTS

At 31st March 2023, the total of the charity's future minimum lease payments under non-cancellable operating leases was as follows:

	Land and buildings	
	2023 £	2022 £
Accounts payable:		
Within 1 year	595,706	563,339
Between 2 and 5 years	1,500,523	1,513,571
After more than 5 years	2,215,898	2,521,311
Total	4,312,127	4,598,221

Included in "After more than 5 years" are long term leases for 2 Dibden Road, 45 William Kett Close, Webster Court, 5 Recorder Road, 89 Pottergate and 16 Goodhale Road.

24. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

25. CONTROLLING PARTY

There is no one controlling party.

ST MARTINS HOUSING TRUST

England & Wales - Charity number 802013

Accounts



St Martins
more than a home
for the homeless

Annual Report

1st April 2021 - 31st March 2022

Trustees

Mr C Bland, Chairman
Mrs K Daynes, Vice Chairman
Mr D Hoy, Treasurer
Mr K Long
Mr N Williams
Mr B Walker
Mr D Brief
Dr C Yates (also known as Dr
C Holdsworth - resigned 23rd
November 2021)
Mr Kevin Gorton
Dr Rose Barnes

Company registered number
02390375

Charity registered number
802013

Registered office
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CONTENTS

Reference and administrative details of the Charity, its Trustees and Advisers	Front cover
Trustee's report	2 - 19
Independent auditor's report	20 - 22
Statement of financial activities	23
Balance sheet	24
Cash flow statement	25
Notes to the Financial Statements	26 - 40

The Trustees, who are also Directors of the Charity for the purposes of the Companies Act, present their annual activities report together with the audited financial statements of the Charity for the year 1st April 2021 to 31st March 2022. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1st January 2019).

St Martins Housing Trust meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognized at historic cost or transaction value unless otherwise stated in the relevant accounting policy.

Constitution

St Martins Housing Trust (the Charity) is a charitable company, limited by guarantee, which was incorporated on 30th May 1989. The Charity was initially established under a Trust Deed dated 6 November 1974 with the objectives of "providing shelter and food for the poor single persons in the City of Norwich". In 2004 the Trust Deed was amended in order to extend the remit to the County of Norfolk. The Articles of Association was further amended in March 2013.

The Charity's principal activity during the year remained the "provision of food, shelter and accommodation in the City of Norwich and the county of Norfolk for poor single homeless persons (male and female)".

Strategies for achieving objectives

The charitable purposes of the Charity, as detailed in the amended Trust Deed (March 2013), are:

- To provide shelter and accommodation in the County of Norfolk for poor single persons aged eighteen and over having no other residence or place to sleep
- To provide social housing and any other purposes connected with, or incidental to, the provision and management of housing, social housing and accommodation for persons aged eighteen and over, and
- To carry out such other charitable activities as the Trustees may determine.

The Amended Articles of Association were filed at Companies House and the Charity Commission in April 2013.

Mission Statement:

Strive to address the needs of single homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

Trustees have developed, and constantly review, a number of organisational and operational policies that are consistent with their objectives and obligations as a registered charity, a quality provider of care and support to very vulnerable adults, a responsible landlord and an employer of 198 staff as at 31st March 2022.

Policies adopted for the Induction and training of Trustees

The Charity has a clear policy for the recruitment of new Trustees. Nominations are considered from any source but potential Trustees are expected to bring specific skills and/or experience to the Charity. Trustees are expected to take an active part in the governance of the organisation and to give freely the necessary time and commitment to their roles. There is a Role Specification for Trustees and a selection procedure based upon the guidance provided by the Charities Commission. There is a comprehensive induction programme for new Trustees. The Trustee recruitment process was reviewed in November 2020.

Organisational structure and decision making

The Trustees are ultimately responsible for the management of the Charity but the day-to-day operations are carried out by paid staff. There is an agreed Scheme of Delegation (introduced in 2018 and reviewed annually). The governing body of the Charity is the Executive Committee which is composed of Trustees, plus the company secretary (who is not a Trustee). They meet at least six times a year to receive reports on the operation of the Charity, monitor its financial stability and approve policy. The Chief Executive Officer (CEO), who reports to the Trustees via the Chair, is the most senior employee of the Charity and is responsible for managing the Charity's services, advising the Trustees on all matters related to the operation of the Charity, its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the CEO are the Executive Directors and managers of the various services and the support functions of the Charity.

In 2021 the Trustees recognised the financial growth of the Charity and felt it prudent to develop a Finance Committee. The Finance Committee is chaired by the Treasurer. The Treasurer and two other Trustees constitute the Finance Committee which is also attended by the CEO and the Director of Finance. Terms of Reference for the Committee have been ratified by the Board of Trustees. The Finance Committee held their inaugural meeting in September 2021.

In September 2019 a new pay structure was agreed by Trustees for senior team members (CEO and Directors). These are CEO points 1, 2, and 3 and Director 1,2, and 3. Once a senior team member reaches the top point of their scale they receive NJC increases in line with all team members and NJC negotiations. Any decisions related to increase of pay for senior team members is a Trustee decision.

Related party relationships

The Charity continues to derive benefit from membership of Homeless Link (the national body who support homelessness agencies). The Charity is also represented at a range of local strategic and operational planning meetings including the Greater Norwich Homelessness Forum (part of the Greater Norwich Housing Partnership) and the Norfolk Strategic Housing Partnership.



Risk management

The Trustees are aware of the requirement to identify the major risks to which the Charity is exposed to and to establish systems to mitigate those risks. A Risk Register is updated and approved on an annual basis by the Trustees, prior to the adoption of this Annual Report and Financial Statement. In the Register the Trustees have identified the following areas of the Charity's activities where they may be exposure to risk:



- | | |
|-----------------------------|---|
| ➤ Governance and management | ➤ Compliance with regulations |
| ➤ Operational | ➤ Risks associated with welfare reform/ other government policy changes |
| ➤ Fundraising | ➤ Special projects |
| ➤ Financial | |
| ➤ External relations | |

The highest risks that threaten St Martins are:

- 1) Changes to benefits (specifically Housing Benefits) which could impact upon the income the charity receives. This situation is continually reviewed by senior team members who will alert Trustees should there be any changes in policy which will threaten the financial stability of the charity
- 2) Changes in benefit payments may force more people into one bed room accommodation which will restrict the move on opportunities for the people supported by the charity. To mitigate against this risk more move on accommodation is being developed by St Martins.

A brief history of St Martins

A brief history of the development of services to homeless people in Norwich by St Martins

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. In 1973 St Martins opened the doors of the first Norwich Night Shelter, located in a garage in Norwich Cathedral Close. This was kindly provided by the Very Reverend Dean Alan Webster.

In 1975 the Night Shelter was re-located to St James Pockthorpe, Barrack Street, Norwich, a church building leased from Norfolk Historic Churches Trust; it remained open 365 nights a year until February 2002.

Regrettably there are still people sleeping rough on the streets of the city. However the Charity now provides a far more timely and comprehensive range of services to meet their needs.

Following public fundraising campaigns and partnerships with Norwich City Council, Norfolk County Council and Broadland Housing Group, the Charity succeeded in developing two purpose-built residential facilities. In 1989 St Martins House in Westwick Street was opened (and re-furnished and re-opened in 2009 as Highwater House, a 22-bed specialist 'dual diagnosis' registered care home). In 2003, to finally replace the long-serving Night Shelter in Oak Street, a 30 bed direct access hostel (Bishopbridge House), was opened. In 2016 we expanded Bishopbridge House to 37 beds (including a sit up service).

For 20 years up to 2014 the Charity also leased a property from Norwich City Council — a second registered care home known as Carrow Hill Home. This Victorian property was vacated in June 2015 when a 15 year lease commenced with Norwich City Council on 'Lakenfields'. Lakenfields is a 1960's-built, 33-apartment sheltered scheme for older people, deemed no longer "fit for purpose" by Norwich City Council. Following an extensive refurbishment programme by the Charity the scheme was re-named Webster Court and officially opened on 23rd June 2015 by the widow of the former Dean of Norwich Cathedral Alan Webster.

During 2018 the Charity negotiated with Broadland Housing Group to take over the management of their purpose-built hostel at Dibden Road, Norwich. A lease was agreed until 2037.

In 2020 a lease was agreed on a property in Recorder Road, Norwich (The Old Reading Rooms) which has been redesigned to accommodate a 'Somewhere Safe to Stay' emergency assessment and accommodation hub. This hub has the potential to support 16 people by getting them off the streets before their rough sleeping habits become entrenched and working with them to support them into more secure and permanent accommodation.

In addition to these 5 residential sites (Highwater House, Bishopbridge House, Webster Court, Dibden Rd and The Old Reading Rooms) which offer accommodation to 114 people, the Charity leases a number of 3, 4, and 5 bed properties from Norwich City Council, Broadland Housing Association and private landlords. These properties are let by the Charity as shared accommodation (including a Dry House) either to people moving out of Bishopbridge House, Dibden Rd or, temporarily, to people who are claiming that they are homeless through no fault of their own and whose homelessness status is being assessed by the City Council under the Homelessness Reduction Act 2017.

St Martins also provides an 11 bed unit on Magdalen Rd. This unit is for people who have significant mental ill health and who without support, would be likely to be sleeping rough.

In total St Martins provides 234 beds to people who are homeless or at risk from being homeless.

The Trustees realised several years ago that the provision of temporary accommodation (or even long stay accommodation for the very vulnerable homeless population) was only a partial solution to the problems experienced by most people who are homeless or at risk from homelessness. Under 1 Roof has been designed to provide learning, personal development and vocational preparation opportunities for any of the people who use St Martins services.

Providing a solid financial platform for Under 1 Roof (which falls outside the funding interests of statutory authorities, particularly in these times of austerity) is an ongoing challenge for Trustees.

The Trustees also acknowledge that the prevention of homelessness wherever possible is important. To this end community services and a specialist mental health drop in project (Bridges) have been developed. During 2021/22 (until November 2021), in partnership with Norfolk and Suffolk Foundation Trust (NSFT) we have also provided a mental health crisis service in the evenings (Under 1's Wing). This work helps to reduce the pressure on the Charity's crisis support services.

During 2018 we completed the refurbishment of 4 and 6 Bracondale which we inherited as part of a legacy. These properties have now been let on the commercial market and the rent received is used to support the work of the charity. They are an asset with can be used in future years if cash is needed.

In December 2021 a three bedroom property in Poringland was gifted to St Martins. The property has a tenant and like 4 and 6 Bracondale the rent will be used to support the work of St Martins. The property is also an asset with can be used in future years if cash is needed.

During 2021 a member of the Senior Management Team was promoted to Director of Operations (internal) to reflect the growing nature of the Charity.

St Martins entered The Sunday Times Best Not for Profit Companies to work for in 2021 and were rated as:

- 18 in the top UK Charities
- 40 in the top regional employers
- 72 in top UK mid-sized companies

St Martins has been listed as a two star company to work for.

Policies & Objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit. Key publications by the Commission are considered periodically by the Trustees in particular CC3 Essential Trustee and CC8 Internal Financial Controls for Charities.

During 2020/2021 The Trustees also reviewed their performance against the Charity Governance Code and have made some changes to the way in which they operate (for example further engagement with key stakeholders – a key example of this being the corporate evening with Dippy at the Cathedral in July 2021).

St Martins recognises that several of the Trustees have served for longer than is suggested by the Charity Commission. However, these Trustees have a vast wealth of knowledge and experience and have a very helpful understanding of the history of the charity. They understand the current operating environment and support and challenge appropriately.

- The strategies adopted by the Trustees for the period under review and in pursuit of the Charity's objectives have been to:
- Provide an advice and accommodation service to homeless people on the streets of Norwich
- Manage the Charity's five residential sites (Highwater House, Bishopbridge House, Dibden Road, The Old Reading Rooms and Webster Court), seeking at all times to provide good quality accommodation and high standards of care and other services to all the residents and tenants living there. Particular attention is paid to compliance with the appropriate regulatory and health and safety standards
- Provide a quality landlord service to those tenants sharing properties in either the Charity's 'Community Homes' or 'Temporary Accommodation' projects
- Provide a range of community support which helps to prevent homelessness
- Provide a wide range of learning, personal development and vocational preparation opportunities at Under One Roof for the people who use St Martins services
- Continue to work with those agencies who, like St Martins, are dedicated to providing vulnerable adults in our community with the personal resources that will enable them to achieve a greater level of independence in the community
- Ensure the development of an infrastructure which supports the continued growth and effectiveness of the Charity.

Context

Activities designed to achieve the Charity's objectives are described below on a project-by-project basis. The reporting year has been one of immense challenge with a worldwide pandemic which had the potential to take the lives of the people we support and team members. The pandemic placed a great strain on team members in terms of the additional infection prevention work and staff sickness levels due to isolation requirements and positive cases of the virus. Aspects of fundraising (e.g. the Christmas collection was constrained by shorter counter services at the bank and alternative arrangements had to be made).

During the 12 months under review we have seen an increase in the all-round demand for our services, however the national street count in November 2021 was 10 in Norwich (it was 21 in the previous year). We attribute this reduction to the additional services St Martins is able to offer (e.g. The Somewhere Safe to Stay hub).

We continue to see an increase in the complexity of the presenting needs of people using our services, and an increase in the length of time a person waits before suitable "move-on" accommodation becomes available.

Services to Homeless People

Pathways Norwich

Pathways Norwich was established in July 2018. It is a partnership of seven organisations (Salvation Army, Shelter, YMCA, The Feed and Future Projects, Magdalen Group) led by St Martins. The Magdalen Group joined Pathways Norwich this year in response to the growing number of women who are sleeping out or who in vulnerable housing situations with multiple and complex needs. The partnership invited new members to join the consortium to ensure that we could reach the widest of needs and as a result the partnership also welcomed The Matthew Project onto the board to support us with the recovery support for people who experience addiction.

Using the Making Every Adult Matter (MEAM) approach, Pathways Norwich recruited a team across the partners to ensure a robust and holistic service, drawing upon the strengths and resources of all partners and developing a team that include a number of specialists. The team specialises in welfare benefits and housing law. Specialist workers provide criminal justice liaison, young person's advice and support and housing related support. We also have an advanced nurse practitioner in the team.

Our Housing First workers can support up to 20 tenants as part of the housing first project with Norwich City Council. We have quickly developed an understanding of the very complex needs of individuals accessing this fast track, supported housing option and understand that their health has become extremely compromised as a result of their complex life experiences. For this purpose we have recruited a Health Navigator to assist people to engage more effectively with health care provision.

Housing First/Led projects are a keen focus for us as we move towards a more robust and responsive engagement process with people who experience multiple disadvantage. We provide support to 16 tenants of a housing first project as part of the governments Next Steps Accommodation Programme and are soon to support a further 7 that will be available by the end of 2022.

During 2021/22 St Martins also received a grant from Norfolk Community Foundations Surviving a Covid Winter campaign to offer 'street breaks' to people sleeping rough during the winter months. This has proved a highly successful approach to providing people sleeping rough with an emergency offer where no alternative exists. This initiative has led to greater levels of engagement with specialist support and ultimately a more secure housing option.

During 2021/22 **350** people were assessed, **265** had positive/known outcomes.

We also monitor the number of people that are found sleeping rough in the city.

During the year we engaged with **169** people during our morning outreach, **98** of whom were completely new to rough sleeping in our area. **139** were male and **30** female.

We successfully housed people in a planned way.

17 people were already housed when we encountered them during outreach; often people will continue with street lifestyle and associated activities even when they have been housed.

Bishopbridge House

The direct access hostel has been a crucial part of the housing pathway for people sleeping rough since 2002. It remains an effective and efficient service and is in high demand. This service can accommodate 30 people in the main hostel each night and the new pathways beds can accommodate 7 people. During the year we delivered 81 positive outcomes at Bishopbridge House.

The multiple and complex needs experienced by many people sleeping rough has had an impact on the direct access service. Bishopbridge House relies on housing providers in the area for move on options for our residents and we are finding it increasingly difficult to identify suitable housing within the city that can provide the level of support needed. This means that people are staying at the hostel much longer than previously and therefore reducing the number of new bed spaces that become available. During the year we have seen a slight decrease in the number of 'revolving door' residents from 57% in 2020/21 to 53% in this reporting period, however this also follows a reduction in the number of people supported through the service due to the slow move on. This is a trend we will monitor in forthcoming years.

Within Bishopbridge House we also manage our No Second Night Out and Sit Up service which offers us a total of 7 beds for people coming in directly from the street and with 100% nomination rights to the Pathways Norwich outreach team. During this reporting period we were unfortunately not able to fully utilize the Sit Up service due to it being a communal space (which couldn't be fully used during the covid pandemic). However, we were still able to support people to move on from this service to more suitable accommodation. With the exception of one person everyone who used this service moved into St Martins accommodation projects.

We delivered
81 positive
outcomes at
Bishopbridge
House.



Dibden Road Hostel

Dibden Road Hostel is a male only project and can accommodate 18 men in the main hostel, with 5 additional self-contained flats. This year we were able to increase our bed capacity by one by utilising an underused space within the project. As a move-through hostel, residents are more settled and committed to the resettlement process and will move on to independent accommodation, usually with the local authority. During the year we saw 14 people move on from this accommodation in a planned and positive way.

14 people
moved on from
Dibden Road in
a planned and
positive way.



Community Houses

St Martins currently lease 15 properties within the community, 12 from Norwich City Council, 2 properties from Broadland Housing Group, and 1 from a private landlord with a total of 57 bed spaces. We recognise that houses of multiple occupancy are not always the best option however for individuals who are used to the shared environment of hostel accommodation this can be a welcome transition before moving onto independent living. During the year 23 people moved on from this accommodation in a planned way.

An area of work that we are keen to develop is extending our support offer to include move on support, our work with a person should extend beyond our initial offer and essentially close the circle. There is a lot of responsibility when someone takes up their new tenancy and we want to maximise our input and prevent further incidents of

We provide
57 beds,
plus support
in the
community.
23 people
moved on
in a planned
way.



homelessness.

During March 2022 we were successful in our bid for funding (£10,000) to Hopestead. This funding will be used to recruit a part time Tenancy Support Practitioner who will support people as they move into their own homes. We expect this funding to help to ensure that new tenancies are successfully maintained.

Temporary Accommodation

St Martins has a Service Level Agreement with Norwich City Council to provide temporary accommodation to those people whose homeless application to the local authority is being investigated under Part V11 of the Housing Act 1985. Once a nominated individual from Norwich City Council has been risk-assessed and accepted for temporary accommodation a room in one of our houses dedicated to temporary accommodation is allocated. St Martins has 19 beds classified as temporary accommodation. 67 people moved on in a planned way from this service with the majority taking up an independent tenancy with the local authority or a register housing provider. For individuals that are not owed the full housing duty we seek to find alternative appropriate accommodation and prevent further instances of homelessness, 38 people were rehoused in this way.



67 people moved on in a planned way.

Somewhere Safe to Stay hub (SStS) – The Old Reading Rooms

We opened the SStS hub on Recorder Road in November 2020. 160 people have been moved on in a planned way. The number of people using this service has increased in 2021/22 which could be an outcome of the post covid and cost of living crisis.



160 people moved on in a planned way.

Foundations Project

St Martins has been commissioned by the Office of Police and Crime Commissioner for Norfolk to provide intensive, specialist support to repeat offenders leaving prison. As part of this offer there are 10 single occupancy flats available that are provided by Broadland Housing Group which can be offered on a Housing First basis to those with the greatest need. The aim is to engage individuals with a comprehensive support package that will prevent reoffending and further custodial sentences. The properties have been slow to come online, largely because they have been purchased by the landlord on the open market but soon have all ten properties occupied.



The project received national recognition

The Foundations Project received national recognition: Homeless Link Excellence Awards 2021 Foundations was commended in the 'Prevention into Action' Category, which we are extremely proud of as a team.

14 'high risk'
offenders
supported.
57%
have not
reoffended



Rebuild

Rebuild is a new initiative for St Martins, working in partnership with Norfolk Multi Agency Public Protection Arrangements (MAPPA) who work together with a range of partners both statutory and voluntary, to support high risk offenders in the community. St Martins represents housing on the MAPPA Strategic Management Board and put forward a proposal for a housing scheme to support those individuals who are subject to MAPPA risk management controls. The MAPPA Strategic Management Board (SMB) agreed and approved a grant award to enable St Martins to recruit a Coordinator for the post and we provided a two bedroom property for this specific purpose. The project has been very successful and attracting national attention from the MAPPA network for its unique response to a long held issue. The Rebuild Coordinator has supported a total of 14 high risk offenders, of which 57% have not reoffended as a result. The success rate has led to a very quick expansion of the service and for 2022/23 we will introduce a second support house and a support role with further financial support from the MAPPA SMB.

Donation Station

The donation station has now been running for two years. As part of the progression of this service we have recruited 2 retail apprentices (who currently use our services). Also 5 volunteers working at the Donation Station also use our services. This is an excellent way for people to get employment related experience. We were able to create a full time post for 1 person, offering them a role to support the day to day running of the shop.

241 clothing
vouchers
distributed,
424 food
vouchers
distributed



We added an additional Donation Station this year, within a prominent community space offering a unique purchasing model. People who use the shop can pay what they can afford so we are able to support the wider community who are experiencing financial hardship. Customers shop alongside our beneficiaries, including people who are sleeping rough as they come in to collect their free items of clothing, toiletries and much more. Customers are also advised on what their donation provides, including food vouchers for the homeless.

This year we have been able to supply 241 clothing vouchers, we also maintain a supply of toiletries and other sundry items to add to the donation. When people shop with us they are also offered the opportunity to make a donation for food vouchers and as a result we have supplied 424 food vouchers.

Care and Prevention Services

Highwater House

Highwater House is registered as a Care Home for 22 adults who have a dual diagnosis (a mental health illness and a history of substance abuse). It is a 'wet facility' meaning people can drink alcohol on the premises in a managed environment. The facility is the only dual diagnosis registered care home in Norfolk and as such receives nominated applicants, via Norfolk County Council (Adult Services), from across the county. In 2017 Highwater house successfully won its tender and, with a detailed service specification, now provides a new approach to the care of residents by creating a Psychologically Informed Environment (PIE). The day-to-day running of the home consistently takes into account the psychological and emotional needs of each resident including their thinking, emotions, personalities and past experiences. It is an approach to support people out of homelessness and social isolation - in particular those who have experienced complex trauma or are diagnosed with a personality disorder.

The PIE model also helps team members to understand where sometimes challenging behaviours come from and to work more creatively and constructively with challenging behaviour. Rather than simply providing care and support to a group of vulnerable adults with complex behavioural issues the PIE approach is focused upon improving the confidence and self-esteem of the people we support and enhancing the quality of their lives.

All 22 residents at Highwater House have experienced homelessness, or have been so vulnerable because of their poor health that they are unable to look after themselves. This combination of health conditions and the trauma of homelessness significantly affects how the residents respond to wider society and its social conventions. The experienced staff team provides support and care with an emphasis on positive relationships.

During the reporting period 9 people were referred to Highwater House. There were 6 admissions and 7 departures (6 people moved on and 1 died). The majority of residents were aged 40 to 60 years of age.

Highwater House had an unannounced inspection from the Care Quality Commission (CQC) on 1st March 2019. The inspection was to check whether Highwater House was meeting its legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service and to provide a rating for the service. We were delighted to receive a rating of Outstanding. Highwater house has not been inspected throughout the pandemic, however we have commissioned mock CQC inspections by an external provider to ensure we continue to improve the service delivered.

Highwater House has a 5 star rating awarded by Environmental Health prior to the pandemic. There has not been an Environmental Health inspection since 2019.

During 2021/22 the contract for Highwater House was extended for a further two years by Norfolk County Council.

Webster Court

Webster Court provides support and care for people over 50 years old, who are frail and have a mental health illness such as dementia, and possibly alcohol or drug misuse problems. It is a sheltered housing scheme that has 32 tenants all of whom have experienced homelessness or have been vulnerably housed in the recent past. The scheme includes 8 wheelchair accessible apartments. Care and support hours vary from 6 hours per week up to 16 hours per week for people who need higher levels of assistance to maintain their independence. The scheme has staff on site 24 hours a day. In 2021 Webster court changed from offering Assured Short-term Tenancies to providing licenses. This enables the team to provide enhanced levels of support and for health and safety requirements to be monitored more effectively.

People living at Webster Court live independently and manage their own licenses

There are 32 apartments comprising of a kitchen, lounge, bathroom and bedroom. There is a lift, communal laundry, sensory gardens and communal lounge areas where residents can meet for social gatherings and events. During the reporting year a number of improvements were made to Webster Court including replacing carpet flooring with vinyl, replacing the boilers with echo friendly boilers and upgrading thermostatic control valves on all radiators .

The property is leased from Norwich City council. All referrals must be made by a social worker who would have presented and confirmed the placement funding with the Adult County Council funding panel.

Webster court was inspected by the Care Quality Commission in January 2020 for the delivery of personnel care, it received an overall rating of 'good'. Webster Court has not been inspected throughout the pandemic, however we commissioned regular mock CQC inspection by an external agency to ensure the services we deliver continue to develop and improve.

The scheme is accredited and registered for end-of-life care with the local Clinical Commissioning Group and has adopted the National Institute of Clinical Excellence guidelines and their six-step programme for end-of-life care.

The contract for Webster Court has been extended for two years by Norfolk County Council.

Services to promote independent living

Under 1 Roof / Learning, Development & Support Programme

Under 1 Roof is the learning and development hub for St Martins; it offers access to ongoing support and training. We offer this service, via the Learning, Development & Support (LDS) Programme, to vulnerable adults who are homeless or at risk of homelessness. This service helps people to develop (or redevelop) the skills that will help them to live independently within the community.

During 2021/22 the LDS team implemented a new way of delivering LDS programmes called VALIDATE @. This is a way of enabling all services to follow a 'blueprint' that can be tailored not just for the services themselves but will also have the potential to be tailored to the individual people we support.

Many of the LDS Programme activities and courses not only develop skills for the people we support they also encourage self-esteem and confidence.

Volunteer Support
Activities
Learning
Innovation
Development
Advocacy
Therapeutics
Engagement

20 active volunteers in the LDS programme giving **1,545** hours of their time this year.

- The Tenancy Programme
- Basic IT
- Yoga
- Art
- Mindfulness
- Creative Writing
- Boxercise

- Gardening
- Living from the land skills
- Photography
- Community Litter Picking
- Crafting
- Sewing
- Story telling sessions

Bridges

The Community Resource Centre (Bridges), contract with St Martins commenced on 1st March 2018. The aim of this service is to offer a dynamic but safe environment for people with severe and enduring mental health problems. The service is designed to help individuals be more socially included, have increased confidence and increased self-awareness through a variety of proactive recovery interventions. We provide a wide variety of social activities, self-care activities, and confidence increasing activities. The current contract has recently been renewed and will continue until March 2023.

The service has had 23 new referrals in the reporting year.

There has been a significant increase in the number of attendances throughout the year with some days the 'footfall' exceeding 35 members. A number of new initiatives and activities have been introduced as well as all Bridges members having the opportunity to access the LDS Programme. Sessions are held over 3 days per week totalling 14 hours.



23 new
referrals this
year

Magdalen Road

St Martins leases three adjacent terraced properties from Norwich City Council. After refurbishment in 2013, 11 self-contained tenancies were created plus office space for visiting team members. 6 tenancies are studio flats with en-suite bathrooms, and 5 tenancies are bed-sits with en-suite bathrooms. The project provides move on opportunities for people who require support to develop a semi-independent, community based lifestyle.

16 individuals were accommodated in the 12 months to March 31st 2022 by this service. Of these 16 individuals 5 had additional support 3 people's support was provided by St Martins' Reablement team and 2 provided by the Norfolk Integrated Housing Community Support Service (NICHSS) service.

There were 3 planned moves from the service during 2021/22. During the year 13 individuals were referred to this service, 5 of these were accepted. 2 people had their licence agreements ended one was due to their mental health needs being beyond what the project could offer in support so alternative accommodation was found during a hospital stay. One person's licence agreement was ended due to anti-social behaviour.

The remaining referrals were declined due to us not having capacity to accommodate.



11 people
supported
at Magdalen
Road

Reablement Service

170 hours
of dedicated
support
per week to
47 people



St Martins Reablement Service commenced on 1st March 2018. This service provides community support to individuals with complex mental health needs that have been assessed by Norfolk Adult Social Care Services to have a care need, following a Care Act Assessment. The individuals that we support fall outside the NIHCSS service.

During the year there has been continuous growth in this service. We have seen a rise in referrals from all our referral sources, these referrals are for people who are at risk of losing their housing and who need support to maintain their homes in order to stop them facing the risk of homelessness.

The people who require the support from service follow the same trend they have declined service from the NICHSS team or have been closed by the NICHSS team.

We are currently delivering an average of 170 support hours per week. The team currently support 47 people.

Under 1's Wing

143 crisis
support
interventions
provided



During 2018 St Martins were approached by NHS North Norfolk CCG, NHS Norwich CCG and NHS South Norfolk CCG who commissioned an Interim Night Time Community Hub, (Under 1's Wing), using Winter Provision Monies. Under 1's Wing aims to provide an interim and timely response to individuals in crisis.

The service was continued in commission until 1st November 2021 the service then moved to Norfolk & Waveney MIND REST at Churchman House.

The service operated from Under 1 Roof six evenings a week from 6pm to 11pm with 2 members of the St Martins staff, plus a Band 6 Norfolk and Suffolk Foundation Trust (NSFT) Nurse.

The service has provided 143 crisis support interventions in the reporting period 1st April 2021 - 1st November 2021

Norfolk Integrated Housing Community Support Service (NICHSS)

240 care
hours for
people living
in their own
homes



During 2018 St Martins entered into a partnership with Norfolk and Waveney Mind and the national Together charity to deliver mental health support across Norfolk.

This is a unique partnership which see staff employed by St Martins, managed by Together delivering 240 care hours per week to people with poor mental health. The people receiving the support live in their own homes; without the support provided they would be at risk of homelessness.

Policies & Objectives

Catering

A full meals service is provided to residents at Highwater House from an on-site kitchen. There are no other catering services although all of St Martins services provide refreshments and often have access to donated food.

Repairs and Maintenance

St Martins Maintenance team provide a day-to-day repairs service and work to a pre-planned maintenance schedule. They work closely with the Head of Property to ensure that all Health and Safety and compliance requirements are met.

Finance and Corporate Support

The Finance and Corporate Support team continue to provide a range of services to the Charity including financial planning, financial management, payroll, IT support, data management, human resources, health and safety, business development, tenancy management, external and internal communications, governance support, public relations and fund-raising.

Achievements & Performance

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Throughout the reporting period St Martins has worked within all government restrictions related to the Covid pandemic. The Trustees reviewed current working practices and took all necessary steps to ensure that government guidelines were followed and that the people we support and our team members were kept safe. These steps included a review of working shifts, home working where possible, the purchase of large supplies of Personal Protective Equipment (PPE) and mobile hand washing stations. A comprehensive plan to deal with Covid 19 was implemented and a six step programme for coming out of covid measures was instigated towards the end of 2021/22.

Review of activities

Trustees take their governance responsibilities very seriously and review all aspects of the Charity on a rolling annual programme thereby scrutinising in detail all activities at least once a year. They are keen to make efficient, economical and effective use of the resources at their disposal and ensure that all performance targets agreed with local authorities commissioning services are met.

The Charity demonstrates that it reviews its activities by maintaining its own website, Facebook page, Instagram and Twitter account. It also publishes a newsletter to all donors and supporters twice a year and provides a monthly e newsletter to all those who have opted into receiving information under the General Data Protection Regulations (GDPR). During 2020 a new Fundraising database was implemented which ensures we have a comprehensive system for managing donations and GDPR compliance.

Team members and the people who use our services regularly undertake promotional activities to raise awareness about the work of St Martins. These include talks to schools, sixth forms, local clubs and church and other faith congregations throughout the city and the county.

Fundraising activities and income generation

Due to the Covid crisis there was a reduction in the amount of food donated during the harvest period. However, we have been well supported throughout the year by food donations from a wide variety of sources Churches and Masonic lodges.

In relation to cash donations and the Charity's pro-active fund-raising activities, special mention, and the Trustees' grateful thanks, must again be made to Mr. Michael Bartlett who once again, in difficult circumstances, organised a number of collections throughout the county, particularly pre-Christmas. Thanks must also go to all participating supermarket chains and their managers and staff at Tesco, Sainsbury, Morrisons and the Co-op. The collection raised £24,981.

The December 2021 collection in central Norwich was restricted by the Covid pandemic. Through a mixture of cash and cashless donations a total amount of £20,614 was collected.

During 2021/22 the Charity received £328,606 in donations (including donations via standing orders and via Charities Aid Foundation, but excluding those received from supermarket collections, street collections and legacies). These donations were from individuals, businesses, church congregations, community groups, trusts, foundations, schools and colleges. St Martins also benefited from five legacies amounting to £213,537.

For a local charity this degree of fundraising is a remarkable annual achievement. The Trustees are encouraged by the fact that the Norfolk public are so generous towards, and interested in, the issue of homelessness. Without this level of support we would not be able to provide so many services.

Fundraising is vital to us as a charity. Every year the funds raised are used directly and wholly to provide services for homeless people. All fundraising donations received during the year have supported our activities and any surplus funds will go towards a new accommodation project. This is part of our Strategic Plan 2022 -2024.

In line with The Charities (Protection and Social Investment) Act 2016 section 13 St Martins:

- Fundraising activity is coordinated and over seen by a member of the Senior Management Team. Fundraising team members are employed by St Martins. No professional fundraisers are contracted by the charity (other than paid employees).
- St Martins abides by all requirements made by the Fundraising Regulator.
- Christmas Street and Supermarket collections are carried out by volunteers who have regular information from St Martins. Team members work alongside volunteers to ensure all Fundraising Regulator requirements are met.
- No complaints about the Charity's fundraising activities have been made during the reporting year.
- The Charity has a comprehensive Safeguarding Policy (Children and Adults) which is available to all volunteers and fundraisers

The Charity has protected vulnerable people and other members of the public from behaviour constituting

- Unreasonable intrusion on a person's privacy
- Unreasonably persistent approaches for the purpose of soliciting or otherwise procuring money or other property on behalf of the Charity, or
- Placing undue pressure on a person to give money or other property, in the course of, or in connection with, such activities by avoiding the use of any fundraising practices that may be considered to give effect to such behaviours.

Investment policy and performance

Volunteers

During the year the Charity had a number of volunteers donating their time and the Trustees acknowledge the valuable contribution made by all its volunteers. This is explained further in relation to the Donation Station, Under 1 Roof and the street collection on pages 11, 13 and 17.

It is the policy of Trustees to invest surplus cash in low-risk, interest-bearing accounts managed by financial institutions with ethical policies.

FINANCIAL REVIEW

Reserves policy

The Trustees seek to maintain free reserves in unrestricted funds to cover immediate close-down costs. The target sum of reserves held is £825k. The Trustees consider that this level will provide sufficient funds to close down. The level of reserves was determined and documented in detail in the minutes of the Trustee meeting of 30th January 2020.

The Trustees seek to maintain reserves at around this level by setting and approving annual budget consistent with the reserves policy and by monitoring financial performance against budget.

For this purpose free reserves are measured by total funds, excluding restricted funds, total fixed assets less Highwater House restricted fund and designated funds.

At the time of approving the financial statements for the year ended 31st March 2022 free reserves on the basis described above amounted to £826k at 31st March 2022.

The reserves policy will be reviewed and updated during 2022-23.

Principal funding

A significant proportion of the Charity's income for 2021/22 comprised of revenue grants from various statutory agencies in payment for services provided. This includes Housing Benefit payments and the revenue income received for the long-term care provided at Highwater House for 22 residents and at Webster Court for 32 residents.

The remainder of the Charity's income came from care packages provided to individual clients (commissioned by social workers), rent and service charges, donations and investment income.

During the year the Charity also received funding to support the Pathways initiative (outreach service) and the Somewhere Safe to Stay hub (emergency and assessment unit).

Trustees are very grateful for the financial support they received from all four local authorities in exchange for services provided.

Plans for the future

Trustees wish to use their resources judiciously and, by working with their partners and funders, respond flexibly to the issue of single person homelessness in Norwich and Norfolk.

During 2021 the trustees agreed a new three year strategic plan for St Martins. Six key ambitions have been established:

During 2022 -2024 we will:

- 
- Prevent homelessness wherever possible
 - Deliver crisis support
 - Deliver sustained support
 - Continue to be an employer of choice
 - Continue to be well managed and efficient
 - Communicate clearly

Key components of the 2022 -2024 Strategic Plan are:

- The purchase of a large accommodation project is planned for August 2022. This project will provide 23 new en suite rooms and also provide a new head office for the Charity. This accommodation will provide a greater level of move on accommodation which is a key level of need for the people supported by St Martins. The price to be paid for the property is £3.25m. Funds will also be required to prepare the ground floor for the new head office facility. It is expected that this

property will be purchased in August 2022 and ready for winter 2022.

- Funding for a prison 'in reach' post
- Plans to extend street outreach to 7 days a week (morning and evening)
- During 2022 the City Council have gifted land to St Martins in return for nomination rights. Plans are in place to work with Flagship Housing to access Homes England funding and develop 11 one bed room flats. The Trustees have set aside £800k to fund the build of these 11 units. It is expected that this project will complete early 2023.

Statement of Trustees Responsibilities

The Trustees (who are also Directors of St Martins Housing Trust for the purposes of company law) are responsible for preparing their Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the current Charity's SORP (FRS 102)
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements.
- Make judgements and estimates that are reasonable and prudent
- Prepare the Financial Statements on an ongoing basis unless it is inappropriate to presume that the charitable company will continue in operation

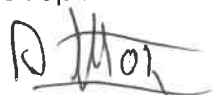
The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the Financial Statements comply with the Companies Act 2006. They are also responsible for safeguarding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

Disclosure of Information to Auditors

Each of the persons who are Trustees at the time when this report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- That Trustees have taken all the steps that they ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing this report, and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees on May 31st 2022 and signed on their behalf by:



Mr David Hoy (Treasurer of the Board of Trustees)

Independent Auditor's Report to the Members of St Martins Housing Trust

Opinion

We have audited the financial statements of St Martins Housing Trust (the 'charitable company') for the year ended 31 March 2022 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

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

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor 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 trustees annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and,

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

In preparing the financial statements, the trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

The extent to which the audit was considered capable of detecting irregularities including fraud.

Due to the field in which the charitable company operates, we have identified the following areas as those most likely to have a material impact on the financial statements: health and safety; employment law; environmental regulations; GDPR; serious incident reporting and compliance with the UK Companies Act and Charities Act.

Our approach to identifying and assessing risk of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, was as follows:

- Enquiries with management about any known or suspected instances of non-compliance with laws and regulations, accidents in the workplace and fraud;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Challenging assumptions and judgements made by management in their significant accounting estimates; and
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness.

Due to the inherent limitations of an audit, there is an unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance.

A further description of our responsibilities is available on the FRC's website at: <https://www.frc.org.uk/auditors/audit-assurance/auditor-s-responsibilities-for-the-audit-of-the-fi/description-of-the-auditor%E2%80%99s-responsibilities-for>. This description forms part of our auditor's report.

Use of our report

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

Larking Gowen

Giles Kerkham FCA DChA (Senior statutory auditor)

For and on behalf of

Larking Gowen LLP, Chartered Accountants, Statutory Auditors, King Street House, 15 Upper King Street, Norwich, NR3 1RB

Date: **1 June 2022**

Statement of Financial Activities
For the year ended 31st March 2022

		Unrestricted funds	Restricted funds	Total funds	Total funds As restated
		2022	2022	2022	2021
	Note	£	£	£	£
INCOME FROM:					
Donations and legacies	2	596,738	11,695	608,433	487,657
Investments	3	713	0	713	5,504
Charitable activities	4	5,721,911	781,265	6,503,176	6,138,549
TOTAL INCOME		6,319,362	792,960	7,112,322	6,631,710
NET GAIN ON INVESTMENTS		30,000		30,000	40,000
TOTAL INCOME		6,349,362	792,960	7,142,322	6,671,710
EXPENDITURE ON:					
Raising funds	5	159,608	0	159,608	95,182
Charitable activities		5,419,814	823,764	6,243,578	5,592,986
TOTAL EXPENDITURE	9	5,579,422	823,764	6,403,186	5,688,168
NET INCOME		769,940	(30,804)	739,136	983,542
RECONCILIATION OF FUNDS					
Total funds at 1 April 2021 as reported		7,889,237	935,707	8,824,944	7,841,402
Prior year adjustments	26	154,686		154,686	154,686
As restated		8,043,923	935,707	8,979,630	7,996,088
TOTAL FUNDS AT 31 MARCH 2022		8,813,863	904,903	9,718,766	8,979,630

All activities relate to continuing operations.

The notes on pages 26 to 35 form part of these financial statements.

BALANCE SHEET

COMPANY REGISTRATION NUMBER: 2390375

As at 31st March 2022

		Total funds	Total funds As restated
		2022	2021
	Note	£	£
FIXED ASSETS			
Tangible assets	13	3,979,309	4,016,477
Investment property	14	550,000	320,000
Total Tangible Assets		4,529,309	4,336,477
CURRENT ASSETS			
Debtors	15	474,055	400,814
Cash at bank and in hand		5,576,305	5,609,583
Total Current Assets		6,050,360	6,010,397
CREDITORS: amounts falling due within more than one year	16	(654,903)	(1,161,244)
NET CURRENT ASSETS		5,395,457	4,849,153
TOTAL ASSETS LESS CURRENT LIABILITIES		9,924,766	9,185,630
PROVISIONS	17	(206,000)	(206,000)
TOTAL ASSETS LESS LIABILITIES		9,718,766	8,979,630
CHARITY FUNDS	18		
Restricted funds		904,903	935,707
Unrestricted funds		8,813,863	8,043,923
TOTAL FUNDS AT 31 MARCH 2022		9,718,766	8,979,630

The financial statements were approved by the Trustees on 26th May 2022 and signed on their behalf by

Mr David Hoy, (Treasurer of the Board of Trustees)



CASH FLOW STATEMENT

For the year ended 31st March 2022

		2022	2021
	Note	£	£
Cash flows from operating activities			
Net cash provided by operating activities	20	160,739	1,326,795
Cash flows from investing activities:			
Proceeds from the sale of property, plant and equipment		6,495	149,057
Purchase of property, plant and equipment		(200,512)	(226,374)
Net cash used in investing activities		(194,017)	(77,317)
Change in cash and cash equivalents in the year		(33,278)	1,249,478
Cash and cash equivalents brought forward		5,609,583	4,360,105
Cash and cash equivalents carried forward	21	5,576,305	5,609,583

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS102) - 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 1st January 2019), as amended by Update Bulletin 2 (effective January 2019). The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Company status

The company is a company limited by guarantee. 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 the guarantee is limited to £1 per member of the company.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

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

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that

economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing more than £1,000 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	2% reducing balance
Short term leasehold property	10% straight line or over period of lease
Motor vehicles	25% straight line
Furniture, fittings and equipment	20-33% straight line

1.7 Investment Properties

Investment property is carried at fair value. No depreciation is provided. Changes in fair value are recognised in the Statement of Financial Activities.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

1.9 Debtors

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

valued at the amount prepaid.

1.10 Cash at Bank and in hand

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

1.11 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

1.12 Pensions

The Charity operates a workplace pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.13 Termination Payments

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

1.14 Key judgements and sources of estimation uncertainty

Key sources of estimation uncertainty at the reporting date which have a significant risk of causing a material adjustment to the carrying assets and liabilities within the next financial year are as follows:

Investment properties as per Note 14 are valued at market values determined by Mills & Knight. The property at 4 & 6 Bracondale and 106 Jubilee Walk have been valued by Mills & Knight by taking into account various market evidence, however ultimately this is a matter of judgement.

A general bad debt provision has been made using the average of actual bad debt write-offs in previous years.

Key judgements during the reporting period include judgements in relation to clawbacks, creditors for funding and deferred income.

1.15 Financial Instruments

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

1.16 Operating Leases

Rentals paid under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

Benefits received and receivable as an incentive to sign an operating lease are recognised on a straight line basis over the period of the lease.

1.17 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the company is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Donations	383,201	11,695	394,896	459,580
Legacies	213,537	0	213,537	28,077
Total donations & Legacies	596,738	11,695	608,433	487,657

In 2021, of the total income from donations and legacies, £436,072 was to unrestricted funds and £51,585 was to restricted funds.

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	407,995	51,585	459,580	394,229
Legacies	28,077	0	28,077	267,683
Total donations & Legacies	436,072	51,585	487,657	661,912

3. INVESTMENT INCOME

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Bank interest	713	0	713	5,504

In 2021, of the total investment income, £5,504 was to unrestricted funds and £0 was to restricted funds.

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Rent & Services	3,931,995	574,962	4,506,957	4,075,128
Grants	1,793,107	206,303	1,999,410	2,068,364
Loss on disposal of fixed assets	(3,191)	0	(3,191)	(4,943)
	5,721,911	781,265	6,503,176	6,138,549

In 2021, of the total income from charitable activities, £5,261,633 was to unrestricted funds and £876,916 was to restricted funds.

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Rent & Services	3,555,768	519,360	4,075,128	3,938,407
Grants	1,710,808	357,556	2,068,364	1,375,118
Profit/(Loss) on disposal of fixed assets	(4,943)	0	(4,943)	175
	5,261,633	876,916	6,138,549	5,313,700

5. COSTS OF GENERATING VOLUNTARY INCOME

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Legal, professional and other	89,434	0	89,434	44,888
Staff costs	70,174	0	70,174	50,294
	159,608	0	159,608	95,182

In 2021, of the total costs of generating voluntary income, £95,182 was to unrestricted funds and £0 was to restricted funds.

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Legal, professional and other	44,888	0	44,888	33,917
Staff costs	50,294	0	50,294	38,658
	95,182	0	95,182	72,575

6. DIRECT COSTS

	Total 2022 £	Total 2021 £
Residents welfare	53,149	96,339
Rent and rates	512,989	629,203
Light and heat	153,888	138,648
Laundry, cleaning and catering	92,315	84,634
Maintenance and repairs	331,674	214,585
Unpaid accommodation fees	28,929	29,810
Legal and professional	49,704	57,417
Other	254,726	101,236
Wages and salaries	3,663,930	3,273,273
Pension cost	181,477	161,256
Depreciation	218,089	183,273
	5,540,870	4,969,674

7. SUPPORT COSTS

	Total 2022 £	Total 2021 £
Rent and rates	19,900	19,750
Light and heat	7,880	3,145
Laundry, cleaning and catering	6,460	10,735
Legal and professional	38,076	22,896
Maintenance and repairs	51,778	60,550
Residents welfare	0	8
Other	99,746	68,431
Wages and salaries	413,946	385,818
Pension cost	40,653	33,646
Depreciation	9,269	9,393
	687,708	614,372

8. GOVERNANCE COSTS

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds 2021 £
Governance Auditors' remuneration	15,000		15,000	8,940

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2022 £	Deprecia- tion 2022 £	Other costs £	Total funds 2022 £	Total funds 2021 £
Expenditure on raising funds	70,174	2,468	86,966	159,608	95,182
Expenditure on charitable activities	4,300,006	227,538	1,701,034	6,228,578	5,584,046
Expenditure on governance	0	0	15,000	15,000	8,940
	4,370,180	230,006	1,803,000	6,403,186	5,688,168

In 2021, of the total expenditure on charitable activities, £4,755,556 was to unrestricted funds and £932,612 was to restricted funds.

10. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES EXCLUDING GOVERNANCE

	Activities undertaken directly 2022 £	Support costs 2022 £	Total 2022 £	Total 2021 £
Expenditure on charitable activities	5,540,870	687,708	6,228,578	5,584,046

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:	Total 2022 £	Total 2021 £
Depreciation of tangible fixed assets: Owned by the charity	230,006	193,303
Auditors' remuneration	15,000	8,940

During the year, no Trustees received any remuneration (2021 £ - NIL).

During the year, no Trustees received any benefits in kind (2021 £ - NIL).

During the year, no Trustees received any reimbursement of expenses (2021 £ - NIL).

12. STAFF COSTS

	2022 £	2021 £
Wages and salaries	3,847,673	3,437,649
Social Security costs	296,401	267,181
Other pension costs	226,105	199,458
	4,370,179	3,904,288

The average monthly number of employees was: 178 (2021: 164)

Four employees received remuneration amounting to greater than £60,000 in this year which fell within the range £ 60,000 to £ 70,000. (2021: 2)

The total remuneration for key management personnel for the year totalled £338,753 (2021: £287,360)

13. TANGIBLE FIXED ASSETS

	Freehold Land & Buildings	Motor vehicles	Fixtures and fittings	Other fixed assets	Total
Cost					
At 1 April 2021	5,242,031	99,400	492,585	35,374	5,869,390
Additions	125,717	33,973	40,822	0	200,512
Disposals	(4,833)	(26,324)	(444)	0	(31,601)
Balance as at 31 March 2022	5,362,915	107,049	532,963	35,374	6,038,301
Depreciation					
Balance at 1 April 2021	1,338,550	84,897	395,790	33,676	1,852,913
Charges for the year	179,437	10,372	37,710	474	227,993
Disposals	(1,142)	(20,329)	(444)	0	(21,915)
Balance at 31 March 2022	1,516,845	74,940	433,056	34,150	2,058,991
Net book value					
Balance as at 31 March 2022	3,846,070	32,109	99,907	1,224	3,979,309
Balance as at 31 March 2021	3,903,481	14,503	96,795	1,698	4,016,477

Included in land and buildings is freehold land at cost of £1,000,000 (2021: £1,000,000) which is not depreciated.

14. INVESTMENT PROPERTY

	Freehold investment property £
Valuations	
At 1 st April 2021	320,000
Additions	200,000
Revaluations	30,000
At 31 st March 2022	550,000

6 Bracondale was inherited via a legacy and the Charity has refurbished and converted the property into two flats and let on the open market. 4 & 6 Bracondale was revalued at a market value of £350,000 by Mills & Knight. The original market value was £320,000 resulting in a revaluation of £30,000. 106 Jubilee Walk was inherited via a legacy and was revalued at a market value of £200,000 by Mills & Knight.

15. DEBTORS

	2022 £	2021 £
Trade debtors	149,480	209,039
Other debtors	273,191	78,016
Prepayments and accrued income	51,384	113,759
	474,055	400,814

16. CREDITORS

Amounts falling due within one year

	2022 £	As restated 2021 £
Trade creditors	143,492	87,230
Other creditors	169,580	365,513
Social Security & other taxes	51,854	61,344
Accruals and deferred income	289,977	647,157
	654,903	1,161,244

Deferred income at 1 April 2021		542,807
Resources deferred during the year		254,965
Amounts released from previous years		(542,807)
Deferred income at 31 March 2022		254,965

17. PROVISIONS

A prior year adjustment has been included to allow for a provision for dilapidations of 206,000 at the beginning and end of the period. This is for our obligation under our lease agreements to reinstate our leased properties to their original state on expiry of lease.

	2022 £	As restated 2021 £
Provision for dilapidations	206,000	206,000

18. STATEMENT OF FUNDS

	Brought Forward As restated £	Incoming Resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Future Development Fund	3,482,509	0	0	694,886	4,177,395
Total Designated Funds	3,482,509	0	0	694,886	4,177,395
General Funds	4,561,414	6,349,362	(5,579,422)	(694,886)	4,636,468
Total Unrestricted funds	8,043,923	6,349,362	(5,579,422)	0	8,813,863
HWH Building	755,290	0	(36,908)	0	718,382
Under 1 Roof	85,914	58,399	(28,674)	0	115,639
Pathways Donations	18,240	35	(27,842)	0	(9,567)
BBH Donations	26,661	31,000	(3,011)	0	54,650
Bridges Donations	3,610	2,200	0	0	5,810
Dibden Road Donations	96	0	0	0	96
HWH Donations	1,057	0	0	0	1,057
Reablement Donations	381	0	0	0	381
Lakenfield Building	3,000	12,000	(2,827)	0	12,173
Pathways Original	0	38,652	(38,652)	0	0
Pathways Additional	0	75,252	(75,252)	0	0
NIHCSS	0	542,980	(542,980)	0	0
Coronavirus Wellbeing Project	2,807	0	(34)	0	2,773
OPCCN Restricted Donations Income	(1,283)	31,982	(41,314)	0	(10,615)
Somewhere Safe to Stay	39,934	460	(26,270)	0	14,124
Restricted funds	935,707	792,960	(823,764)	0	904,903
Total Funds	8,979,630	7,142,322	(6,403,186)	0	9,718,766

Previous year	Brought Forward As restated	Incoming Resources	Resources Expended	Transfers in/out	Carried Forward As restated
	£	£	£	£	£
Future Development Fund	2,451,507	0	0	1,031,002	3,482,509
Total Designated Funds	2,451,507	0	0	1,031,002	3,482,509
General Funds	4,604,763	5,743,209	(4,755,556)	(1,031,002)	4,561,414
Total Unrestricted funds	7,056,270	5,743,209	(4,755,556)	0	8,043,923
HWH Building	792,951	0	(37,661)	0	755,290
Under 1 Roof	102,931	3,500	(20,517)	0	85,914
Pathways Donations	6,376	20,030	(8,165)	0	18,241
BBH Donations	33,726	48,442	(55,508)	0	26,660
Bridges Donations	2,300	1,310	0	0	3,610
Dibden Road Donations	96	0	0	0	96
HWH Donations	1,057	0	0	0	1,057
Reablement Donations	381	0	0	0	381
Lakenfield Building	0	3,000	0	0	3,000
Pathways Original	0	117,762	(117,762)	0	0
Pathways Additional	0	69,019	(69,019)	0	0
NIHCSS	0	501,914	(501,914)	0	0
Coronavirus Wellbeing Project	0	92,244	(89,437)	0	2,807
OPCCN Restricted Donations Income	0	17,445	(18,728)	0	(1,283)
Somewhere Safe to Stay	0	53,835	(13,901)	0	39,934
Restricted funds	939,818	928,501	(932,612)	0	935,707
Total Funds	7,996,088	6,671,710	(5,688,168)	0	8,979,630

Designated Funds:-

The Future Development Fund represents funding designated by Trustees for future development. A transfer of £694,886 has been made from unrestricted funds to the Future Development Fund following a decision by the Trustees to designate additional funding for Graphic House and Netherwood Green. Please refer to page 18.

Restricted Funds:-

The Donations Funds relate to general donations for specific areas of the charity, which are subsequently expended. It includes £77,820 for Under One Roof from City Reach for construction of a new porch that has been capitalised and will be used to offset depreciation charges in future years.

The Highwater House Building Fund contains all the donations that have been received

toward the rebuilding of Highwater House and the costs of this rebuild. Restricted funds amounting to £672,000 from Norwich City Council, Norfolk County Council and Norfolk County Council - Drug and Alcohol Team are repayable on a reducing scale over a 15 year period if the Trust ceases to operate for any reason or fails to materially comply with any terms of the grant agreement.

The Pathways Fund represents funding received from Norwich City Council awarded to the Pathways Service Consortium for working in partnership between several organisations to support those with complex needs and the prevention of rough sleeping in Norwich.

The NIHCSS Fund represents funding received from Norfolk County Council to deliver mental health support to adults across Norfolk, working in partnership with Together for Mental Wellbeing, Norwich and Central Norfolk Mind, West Norfolk Mind and Great Yarmouth and Waveney Mind.

SUMMARY OF FUNDS

	Brought Forward As restated £	Incoming Resources £	Resources Expended £	Transfers in/ out £	Carried Forward £
Designated Funds	3,482,509			694,886	4,177,395
General Funds	4,561,414	6,349,362	(5,579,422)	(694,886)	4,636,468
Unrestricted Funds	8,043,923	6,349,362	(5,579,422)	0	8,813,863
Restricted Funds	935,707	792,960	(823,764)	0	904,903
Total funds	8,979,630	7,142,322	(6,403,186)	0	9,718,766

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2022 £	Restricted funds 2022 £	Total funds 2022 £	Total funds As restated 2021 £
Tangible fixed assets	3,810,927	718,382	4,529,309	4,336,477
Current assets	5,863,839	186,521	6,050,360	6,010,397
Creditors due within one year	(654,903)		(654,903)	(1,161,244)
Provisions	(206,000)		(206,000)	(206,000)
Total funds	8,813,863	904,903	9,718,766	8,979,630

Previous year

	Unrestricted funds As restated 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds As restated 2020 £
Tangible fixed assets	3,581,187	755,290	4,336,477	4,417,487
Current assets	5,829,980	180,417	6,010,397	4,790,954
Creditors due within one year	(1,161,244)		(1,161,244)	(1,006,353)
Provisions	(206,000)		(206,000)	(206,000)
Total funds	8,043,923	935,707	8,979,630	7,996,088

20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net income for the year (as per Statement of financial activities)	739,136	983,542
Adjustment for:		
Net gain on revaluation investments	(30,000)	(40,000)
Net gain on legacy	(200,000)	0
Depreciation charges	227,993	193,385
Loss/(profit) on disposal	3,191	4,943
Increase in debtors	(73,241)	30,035
Decrease in creditors	(506,340)	154,890
Net cash provided by operating activities	160,739	1,326,795

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Cash at bank and in hand	5,576,305	5,609,583
Total	5,576,305	5,609,583

22. PENSION COMMITMENTS

The company operates a personal pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to £226,105 (2021 - £199,458).

23. OPERATING LEASE COMMITMENTS

At 31st March 2022, the total of the charity's future minimum lease payments under non-cancellable operating leases was as follows:

	Land and buildings	
	2022 £	2021 £
Accounts payable:		
Within 1 year	563,339	550,003
Between 2 and 5 years	1,513,571	1,522,953
After more than 5 years	2,521,311	2,851,527

Included in "After more than 5 years" are long term leases for 2 Dibden Road, 45 William Kett Close, Webster Court, 5 Recorder Road, 89 Pottergate and 33 Bishopgate.

24. RELATED PARTY TRANSACTIONS

There were no related party transactions during the year.

25. CONTROLLING PARTY

There is no one controlling party.

26. PRIOR ADJUSTMENTS

There were two prior year adjustments as follows:

Fees relating to a prior year adjustment of £360,686 have been confirmed as payable. A provision for dilapidations of £206,000 has been included. The net adjustment of £154,686 increases the Unrestricted Funds from £7,889,237 to £8,043,923 and the prior period net result is not affected.

ST MARTINS HOUSING TRUST

England & Wales - Charity number 802013

Accounts

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and Advisers	1
Trustee's report	2 – 15
Independent auditor's report	16 – 18
Statement of financial activities	19
Balance sheet	20
Cash flow statement	21
Notes to the financial statements	22 – 34

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31st MARCH 2021**

Trustees

Mr C Bland, Chairman
Mrs K Daynes, Vice Chairman
Mr D Hoy, Treasurer
Dr J Blyth (resigned 24th September 2020)
Mrs C Ward (died 23rd November 2020)
Mr K Long
Mr N Williams
Mr B Walker
Mr D Brief
Dr C Yates
Mr K Gorton (appointed 8th June 2020)
Dr R Barnes (appointed 24th September 2020)

Company registered number

02390375

Charity registered number

802013

Registered office

35 Bishopgate, Norwich, Norfolk, NR1 4AA

Company Secretary

Ms T Yates

Mills & Reeve LLP, 1 St James Court, Whitefriars, Norwich, Norfolk, NR3 1RU

Chief Executive Officer

Dr Jan Sheldon

Independent auditors

MA Partners Audit LLP, 7 The Close, Norwich, Norfolk, NR1 4DJ

Bankers

Barclays Bank PLC, 3 St James Court, Norwich, Norfolk, NR13 1RJ

Solicitors

Mills & Reeve LLP, 1 St James Court, Whitefriars, Norwich, Norfolk, NR3 1RU

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

TRUSTEES' REPORT
FOR THE YEAR ENDED 31st MARCH 2021

The Trustees, who are also the Directors of the Charity for the purposes of the Companies Act, present their annual activities report together with the audited financial statements of the Charity for the year 1st April 2020 to 31st March 2021. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the Charity comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1st January 2015) as amended by Update Bulletin 2 (effective January 2019).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Constitution

St Martins Housing Trust (the Charity) is a charitable company, limited by guarantee, which was incorporated on 30th May 1989. The Charity was initially established under a Trust Deed dated 6th November 1974 with the objectives of "providing shelter and food for the poor persons in the City of Norwich". In 2004 the Trust Deed was amended in order to extend the remit to the County of Norfolk. The Trust Deed was further amended in March 2013.

The Charity's principal activity during the year remained the "provision of food, shelter and accommodation in the City of Norwich and the county of Norfolk for poor, homeless persons (male and female)".

Strategies for achieving objectives

The strategic objectives of the Charity, as detailed in the amended Trust Deed (March 2013), are:

- i. To provide shelter and accommodation in the County of Norfolk for poor persons aged eighteen and over having no other residence or place to sleep
- ii. To provide social housing and any other purposes connected with, or incidental to, the provision and management of housing, social housing and accommodation for persons aged eighteen and over, and
- iii. To carry out such other charitable activities as the Trustees may determine.

The Amended Articles of Association were filed at Companies House and the Charity Commission in April 2013.

The Charity's Mission Statement is:

.....strive to address the needs of homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

Trustees have developed, and constantly review, a number of organisational and operational policies that are consistent with their objectives and obligations as a registered charity, a quality provider of care and support to very vulnerable adults, a responsible landlord and an employer of 173 staff.

Policies adopted for the induction and training of Trustees

The Charity has a clear policy for the recruitment of new Trustees. Nominations are considered from any source but potential Trustees are expected to bring specific skills and/or experience to the Charity. Trustees are expected to take an active part in the governance of the Charity and to give freely the necessary time and commitment to their roles. There is a Role Specification for Trustees and a selection procedure based upon the guidance provided by the Charities Commission. There is a comprehensive induction programme for new Trustees. The Trustee recruitment process was reviewed in November 2020.

ST MARTINS HOUSING TRUST

(A company limited by guarantee)

Organisational structure and decision making

The Trustees are ultimately responsible for the management of the Charity but the day-to-day operations are carried out by paid staff. There is an agreed Scheme of Delegation (introduced in 2018 and reviewed annually). The governing body of the Charity is the Executive Committee which is composed of Trustees, plus the Company Secretary (who is not a Trustee). They meet at least 6 times a year to receive reports on the operation of the Charity, monitor its financial stability and approve policy. The Chief Executive Officer (CEO), who reports to the Trustees via the Chair and the Executive Committee, is the most senior employee of the Charity and is responsible for managing the Charity's services, advising the Trustees on all matters related to the operation of the Charity its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the CEO are the Executive Directors and Managers of the various services and the support functions of the Charity.

Related party relationships

The Charity continues to derive benefit from membership of Homeless Link (the national body who support homelessness agencies). The Charity is also represented at a range of local strategic and operational planning meetings including the Greater Norwich Homelessness Forum (part of the Greater Norwich Housing Partnership) and the Norfolk Strategic Housing Partnership.

Risk management

The Trustees are aware of the requirement to identify the major risks to which the Charity is exposed to and to establish systems to mitigate those risks. A Risk Register is updated and approved on an annual basis by the Trustees, prior to the adoption of this Annual Report and Financial Statement. In the Register the Trustees have identified the following areas of the Charity's activities where there may be exposure to risk:

- Governance and management
- Operational
- Fundraising
- Financial
- External relations
- Compliance with regulations
- Risks associated with welfare reform/other Government policy changes
- Special projects

OBJECTIVES AND ACTIVITIES

A brief history of the development of services to homeless people in Norwich by St Martins Housing Trust

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. The then Dean Alan Webster was so concerned about rough sleepers that he provided shelter in his garage in Norwich Cathedral Close kindly provided by the Bishop at the time, the Rt. Revd. Maurice Wood. Subsequently the diocese made the redundant church of St James, Pockthorpe available in 1973 and St Martins (St Martins Housing Trust as it became) opened the doors of the first Norwich Night Shelter. The newly appointed Bishop the Rt. Revd. Graham Usher maintains a keen interest in the activities of the Charity and made a visit to St Martins on the day of his appointment was announced (4th May 2019).

In 1975 the Night Shelter was re-located to St Martins-in-the-Oak in Oak Street Norwich, a church building leased from Norfolk Historic Churches Trust; it remained open 365 nights a year until February 2002.

Regrettably there are still people sleeping rough on the streets of the city. However the Charity now provides a far more timely and comprehensive range of services to meet their needs.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

Following public fund-raising campaigns and partnerships with Norwich City Council, Norfolk County Council and Broadland Housing Group, the Charity succeeded in developing two purpose-built residential facilities. In 1989 St Martins House in Westwick Street was opened (and re-furnished and re-opened in 2009 as Highwater House, a 22-bed specialist "dual diagnosis" registered care home). In 2003, to finally replace the long-serving Night Shelter in Oak Street, a 30 bed direct access hostel (Bishopbridge House), was opened. Highwater House is owned by the Charity and Bishopbridge House is owned by Broadland Housing Group. In 2017 we expanded this facility to 37 beds (including a sit-up service).

For 20 years up to 2014 the Charity also leased a property from Norwich City Council – a second registered care home known as Carrow Hill Home. This Victorian property was vacated in June 2015 when a 15 year lease commenced with Norwich City Council on "Lakenfields". Lakenfields is a 1960's-built, 33-apartment sheltered scheme for older people, deemed no longer "fit for purpose" by Norwich City Council. Following an extensive refurbishment programme by the Charity the scheme was re-named Webster Court and officially opened on 23 June 2015 by the widow of the former Dean of Norwich Cathedral Alan Webster, a great supporter of the Charity in its early years.

During 2018 the Charity negotiated with Broadland Housing Group to take over the management of their purpose-built hostel for 22 people at Dibden Road, Norwich. A lease was agreed until 2037 (with a number of break clauses).

During 2020 a lease was agreed on a property in Recorder Road, Norwich (The Old Reading Rooms) which has been redesigned to accommodate a 'Somewhere Safe to Stay' emergency assessment and accommodation hub. This hub has the potential to support 16 people by getting them off the streets before their rough sleeping habits become entrenched and working with them to support them into more secure and permanent accommodation.

In addition to these 5 residential sites (Highwater House, Bishopbridge House, Webster Court, Dibden Road and The Old Reading Rooms) which offer accommodation to 130 people, the Charity leases a number of 3, 4, and 5 bed properties from Norwich City Council and Broadland Housing Group for 83 people... These properties are let by the Charity as shared accommodation (including a Dry House) either to people moving out of Bishopbridge House, Dibden Road or, temporarily, to people who are claiming that they are homeless through no fault of their own and whose homelessness status is being assessed by the City Council under the Homelessness Reduction Act 2017.

In addition to the accommodation listed, St Martins also provides an 11 bed unit on Magdalen Rd. This unit is for people who have significant mental ill health and who, without support, would be likely to be sleeping rough.

The Charity provides accommodation for 12 people at Bakery Court as part of the service to deliver mental health support across Norfolk.

In total St Martins provides 236 beds to people who are homeless or at risk from being homeless.

The Trustees realised several years ago that the provision of temporary accommodation (or even long stay accommodation for the very vulnerable homeless population) was only a partial solution to the problems experienced by most people who are homeless or at risk from homelessness. Under One Roof has been designed to provide learning, personal development and vocational preparation opportunities for any of the people who use our Charity's services. Providing a solid financial platform for Under One Roof (which falls outside the funding interests of statutory authorities, particularly in these times of austerity) is an ongoing challenge for Trustees. However in 2020 the Charity was awarded National Lottery funding to support people with their wellbeing during (and following) the first Covid Lockdown.

The Trustees also acknowledge that the prevention of homelessness wherever possible is important. To this end community services and a specialist mental health drop in project (Bridges) have been developed. During 2020/21, in partnership with Norfolk and Suffolk Foundation Trust (NSFT) we have also provided a mental health crisis service in the evenings (Under One Wing). This work helps to reduce the pressure on the Charity's crisis support services.

ST MARTINS HOUSING TRUST

(A company limited by guarantee)

During 2018 we completed the refurbishment of 4 and 6 Bracondale which we inherited as part of a legacy. These properties have now been let on the commercial market and the rent received is used to support the work of the Charity. They are also an asset which can be used in future years if cash is needed. Also during 2018 Trustees agreed to sell the property located in East Runton which was left as part of the same legacy. Due to land related issues this sale took considerable time to complete but the funds were received in August 2020. The funds from this sale will be used to help to fund the new accommodation project which forms part of our 2019-2021 Strategic Plan.

During 2020 there was a top level restructure to reflect the growth of the Charity to date and plans for growth in the short to medium term. This restructure resulted in the creation of three new Executive Director roles and an expansion of the Senior Management Team in accordance with the 2019-2021 Strategic Plan.

St Martins entered The Sunday Times Best Not for Profit Companies to work for in 2021 and were rated as a top regional employer, within the top 30 national charities and within the top 100 medium sized national companies (exact rating not released until May 2021).

Policies and Objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit. Key publications by the Commission are considered periodically by the Trustees in particular CC3 Essential Trustee and CC8 Internal Financial Controls for Charities. During 2020/21 the Trustees also reviewed their performance against the Charity Governance Code and have made some changes to the way in which they operate (for example further engagement with key stakeholders).

St Martins recognises that several of the Trustees have served for longer than is suggested by the Charity Commission. However, these Trustees have a vast wealth of knowledge and experience and have a very helpful understanding of the history of the charity. They understand the current operating environment and support and challenge appropriately.

The strategies adopted by Trustees for the period under review and in pursuit of the Charity's objectives have been to:

- Provide an advice and accommodation service to homeless people on the streets of Norwich
- Manage the Charity's five residential sites (Highwater House, Bishopbridge House, Dibden Road, The Old Reading Rooms and Webster Court), seeking at all times to provide good quality accommodation and high standards of care and other services to all the residents and tenants living there. Particular attention is paid to compliance with the appropriate regulatory and health and safety standards
- Provide a quality landlord service to those tenants sharing properties in either the Charity's "Community Homes" or "Temporary Accommodation" projects
- Provide a range of community support which helps to prevent homelessness
- Provide a wide range of learning, personal development and vocational preparation opportunities at Under One Roof for the people who use our Charity's services
- Continue to work in partnership with those agencies who, like the Charity, are dedicated to providing vulnerable adults in our community with the personal resources that will enable them to achieve a greater level of independence in the community.

Activities for achieving objectives

Context

Activities designed to achieve the Charity's objectives are described below on a project-by-project basis. The reporting year has been one of immense challenge with a worldwide pandemic which had the potential to take the lives of the people we support and team members. Sadly one person in one of community homes caught Covid and died in hospital. The pandemic placed a great strain on team members in terms of the additional

ST MARTINS HOUSING TRUST
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infection prevention work and staff sickness levels due to isolation requirements and positive cases of the virus. Aspects of fundraising (for example the Christmas collection were unable to take place).

During the first Lockdown (March 2020) a national request was made to 'get everybody in'. We, along with Norwich City Council and our partners supported over 100 people into accommodation. 89% of those people have had positive outcomes.

During the 12 months under review we have seen an increase in the all-round demand for our services, the rough sleepers count in November 2020 was 21 in Norwich (it was 18 in the previous year).

We continue to see an increase in the complexity of the presenting needs of people using our services and an increase in the length of time a person waits before suitable "move-on" accommodation becomes available.

Services to Homeless People

Pathways Norwich

Pathways Norwich was established in July 2018. It is a partnership of seven organisations (Salvation Army, Shelter, YMCA, The Feed, Future Projects and the Magdalen Group) led by St Martins. The Magdalen Group joined Pathways Norwich this year in response to the growing number of women who are sleeping out or who in vulnerable housing situations with multiple and complex needs.

Using the Making Every Adult Matter (MEAM) approach, Pathways Norwich recruited a team across the partners to ensure a robust and holistic service, drawing on the strengths and resources of all partners and developing a team that include a number of specialists. The team specialises in welfare benefits and housing law. Specialist workers provide criminal justice liaison, young person's advice and support and housing related support. We also have a nurse prescriber in the team.

Our Housing First workers are currently supporting 10 tenants as part of the housing first project with Norwich City Council. We have quickly developed an understanding of the very complex needs of individuals accessing this fast track, supported housing option and understand that their health has become extremely compromised as a result of their complex life experiences. For this purpose we have recruited a Health Navigator to assist people to engage more effectively with health care provision.

During 2020/21 the Charity received a grant from Norfolk Community Foundation's Surviving a Covid Winter campaign to offer 'street breaks' to people sleeping rough during the winter months. This has proved a highly successful approach to providing people sleeping rough with an emergency offer where no alternative exists. This initiative has led to greater levels of engagement with specialist support and ultimately a more secure housing option.

During 2020/21 353 people were assessed and 309 had positive/known outcomes.

We also monitor the number of people that are found sleeping rough in the city. During the year we engaged with 156 people during our morning outreach, 58 of which were completely new to rough sleeping in our area. 133 were male and 23 female. We successfully housed 89 people in a planned way. 23 people were already housed when we encountered them during outreach; often people will continue with street lifestyle and associated activities even when they have been housed.

Bishopbridge House

The direct access hostel has been a crucial part of the housing pathway for people sleeping rough since 2002. It remains an effective and efficient service and is in high demand. This service can house 30 people in the main hostel each night and the new pathways beds can house 7 people. During the year we delivered 85 positive outcomes at Bishopbridge House.

ST MARTINS HOUSING TRUST

(A company limited by guarantee)

The multiple and complex needs experienced by many rough sleepers has had an impact on the direct access service. Bishopbridge House relies on housing providers in the area for move on options for our residents and we are finding it increasingly difficult to identify suitable housing within the city that can provide the level of support needed. This means that people are staying at the hostel much longer than previously and therefore reducing the number of new bed spaces that become available. During the year we have seen a slight increase in the number of 'revolving door' residents (from 51% in 2019/20 to 57% in 2020/21). This is a trend we will monitor in forthcoming years.

Within Bishopbridge House we also manage our No Second Night Out and Sit-Up service which offers us a total of 7 beds for people coming in directly from the street and with 100% nomination rights to the Pathways Norwich outreach team. During this period we were unfortunately not able to fully utilise the Sit-Up service due to it being a communal space but we were still able to support 52 people to move on from this service, 44 were moved on to more suitable accommodation, with the exception of one person they all moved into other St Martins accommodation projects.

Dibden Road

Dibden Road Hostel is a male only project and can accommodate 17 men in the main hostel, with 5 additional self-contained flats. As a move-through hostel, residents are more settled and committed to the resettlement process and will move on to independent accommodation, usually with the local authority. During the year we saw 12 people move on from this accommodation in a planned and positive way.

Community Homes

The Charity currently lease fourteen properties within the community, twelve from Norwich City Council and two properties from Broadland Housing Group, with a total of 52 bed spaces. During the year two more beds were added by converting existing spaces within properties. We recognise that houses of multiple occupancy are not always the best option, however for individuals who are used to the shared environment of hostel accommodation this can be a welcome transition before moving onto independent living. During the year we saw 28 people move on from this accommodation in a planned way.

During the year we recruited a caretaker and a cleaner in order to maintain the high standard of cleanliness required at the properties.

Temporary Accommodation

The Charity has a Service Level Agreement with Norwich City Council to provide temporary accommodation for 31 people whose homeless application to the local authority is being investigated under Part V11 of the Housing Act 1985. Once a nominated individual from Norwich City Council has been risk-assessed and accepted for temporary accommodation a room in one of our houses dedicated to temporary accommodation is allocated. The Charity has 19 beds classified as temporary accommodation.

51 people exited this service this year, with 37 of those moving on in a planned way. The large majority were men (80%), of which 17% were aged between 18 -24yrs old.

25% of those leaving in a planned way were as a result of a full duty owed under the legislation and were offered a Norwich City Council tenancy.

Somewhere Safe to Stay Hub (SSStS) – The Old Reading Rooms

We were finally able to open the SSStS Hub on Recorder Road in November for 16 people. We do not have a full year of data to report but so far we have seen:

- 63 clients with issues varying in complexity were referred into the service.
- 47 of those 63 entered the Somewhere Safe to Stay Hub.
- 9 of those 63 were referred however there were no vacancies at the time.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

- 7 of those 63 were referred however the client declined the offer.
- 35 people who did take up the offer moved into suitable accommodation.

Donation Station

The Donation Station has now been running for two years. As part of the progression of this service we have recruited 2 retail apprentices (who currently use our services). The volunteers working at the Donation Station also use our services. This is an excellent way for people to get employment related experience.

The way in which the Donation Station could operate this year was impacted by the Covid pandemic. However, during the year 286 clothing vouchers were issued across various services to 143 individual people.

The Donation Station also put together 60 emergency packs for the 'Get everyone in' initiative and supported people into move on accommodation by providing household items.

Foundations Project

St Martins has been commissioned by the Office of Police and Crime Commissioner for Norfolk to provide intensive, specialist support to repeat offenders leaving prison. As part of this offer there are 10 single occupancy flats available that are provided by Broadland Housing Group which can be offered on a Housing First basis to those with the greatest need. The aim is to engage individuals with a comprehensive support package that will prevent reoffending and further custodial sentences. Not all properties have become available during this reporting period but we anticipate a full complement during 2021/22.

XL Centre

The XL Centre is located within the Under One Roof facility and was formally leased to the City Reach team to provide health care to people who have difficulty accessing mainstream GP services due to their homeless status. City Reach gave notice on their lease due to a change in commissioning arrangement which prompted the Charity to redesign the use of the space following consultation with stakeholders.

The Vulnerable Adult Service (that replaces City Reach) lease space within the building to continue to provide services to vulnerable adults. In addition, the Charity have submitted a planning request to Norwich City Council to further develop the space to offer an opportunity to provide a comfortable, Psychologically Informed Environment (PIE) for people to meet with their support providers on a range of subjects. This could include but is not exclusive to the DWP, Probation Services, Pathways Housing and Support, Health and Wellbeing Services including the Addiction, Diversion, Disruption, Enforcement, Recovery (ADDER) project which provides support and treatment for offenders with complex substance misuse issues.

Alongside this we will provide a coffee service which will be delivered by people who use our services as volunteer's or apprentices, offering training and opportunities that will bring them closer to the job market.

Care Services

Highwater House

Highwater House is registered as a Care Home for 22 adults who have a dual diagnosis (a mental health illness and a history of substance abuse). It is a "wet facility" meaning people can drink alcohol on the premises in a managed environment. The facility is the only dual diagnosis registered care home in Norfolk and as such receives nominated applicants, via Norfolk County Council (Adult Services), from across the county. In 2017 Highwater House successfully won its tender and, with a detailed service specification, now provides a new approach to the care of residents by creating a Psychological Informed Environment (PIE). The day-to-day running of the home consistently takes into account the psychological and emotional needs of each resident including their thinking, emotions, personalities and past experiences. It is an approach to support people out of

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

homelessness and social isolation - in particular those who have experienced complex trauma or are diagnosed with a personality disorder.

The PIE model also helps staff understand where sometimes challenging behaviours come from and to work more creatively and constructively with challenging behaviour. Rather than simply providing care and support to a group of vulnerable adults with complex behavioural issues the PIE approach is improving the confidence and self-esteem of residents and improving the quality of their lives.

All 22 residents at Highwater House have experienced homelessness, or have been so vulnerable because of their poor health that they are unable to look after themselves. This combination of health conditions and the trauma of homelessness significantly affects how the residents respond to wider society and its social conventions. The experienced staff team provide support and care with an emphasis on positive relationships.

During the reporting period 12 people were referred to Highwater House, there were 5 admissions and 6 departures (4 people moved on and 2 people died). The majority of residents were aged 40 to 60 years of age.

Highwater House had an unannounced inspection by two inspectors from the Care Quality Commission on 1st March 2019. The inspection was to check whether Highwater House was meeting its legal requirements and regulations associated with the Health and Social Care Act 2008, to look at the overall quality of the service. We were delighted to receive a rating of Outstanding; only 2% of care providers across England and Wales have received this rating.

In 2020 the team won the Care Home Team Award in the Great British Care Awards (national).

A 5 star rating was also awarded to Highwater House by the local Environmental Health department for the high standard of its food hygiene (for the eighth year running).

Webster Court

Webster Court provides support and care for people over 50 years old, who are frail and have a mental health illness such as dementia, and possibly who have alcohol or drug misuse problems. It is a sheltered housing scheme that has 33 tenants all of whom have experienced homelessness or have been vulnerably housed in the recent past. The scheme includes 8 wheelchair accessible apartments. Care and support hours vary from 6 hours per week up to 16 hours per week for people who need higher levels of assistance to maintain their independence. The scheme has staff on site 24 hours a day.

People living at Webster Court live independently and manage their own tenancies.

There are 33 apartments comprising of a kitchen, lounge, bathroom and bedroom. There is a lift, communal laundry, sensory gardens and communal lounge areas where residents can meet for social gatherings and events. Sadly, the use of communal space has been restricted during 2020/21 due to the Covid pandemic. During the reporting year a number of improvements were made to Webster Court including adaptations to some of the bathrooms into wheelchair accessible wet rooms.

The property is leased from Norwich City Council. All referrals must be made by a social worker who would have presented and confirmed the placement funding with the Adult County Council funding panel.

Webster court was inspected by the Care Quality Commission in January 2020 for the delivery of personnel care, it received an overall star rating of "good".

The scheme is accredited and registered for end-of-life care with the local Clinical Commissioning Group and have adopted the National Institute of Clinical Excellence guidelines and their six-step programme.

The team won the Norfolk Care Award for Best End of Life Care in 2020.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

During the year there were five deaths, two admissions and three section 21 notices (Housing Act 1988) served.

Services designed to promote Independent Living

Bridges

The Community Resource Centre (Bridges), contract with the Charity commenced on 1st March 2018. The aim of this service is to offer a dynamic but safe environment for people with severe and enduring mental health problems. The service is designed to help individuals be more socially included, have increased confidence and increased self-awareness through a variety of proactive recovery interventions. We provide a wide variety of social activities, self-care activities, and confidence increasing activities. This work is helping to prevent homelessness.

Due to Covid government guidelines we had to close the normal delivery of Bridges on 26th March 2020. We created a new delivery model that was compliant with Covid safely regulations.

Each member was risk assessed based on their vulnerabilities, health & wellbeing social isolation. Each were offered face-to-face or one-to-one phone support depending on their risk assessment outcome during lockdown.

As restrictions moved and changed throughout the year we tailored our support delivery to meet the needs of our members. We divided the members into groups of 6 and with some extra funding we received from the Clinical Commissioning Group (CCG) we were able to deliver 6 sessions for 6 members per week. Each group was delivered to capacity each session.

Magdalen Road

The Charity leases three adjacent terraced properties from Norwich City Council. After refurbishment in 2013 11 self-contained tenancies were created plus office space for visiting staff. 6 tenancies are studio flats with en-suite bathrooms, and 5 tenancies are bed-sits with en-suite bathrooms. The project as a whole represents move-on opportunities for people who require support to develop a semi-independent, community-based lifestyle.

16 individuals were accommodated by this service in the 12 months to 31st March 2021. Of these 16 individuals, 7 had additional support provided by the Norfolk Integrated Housing Community Support Service (NIHCSS) service.

There were 2 planned moves from the service during 2020/21. During the year 9 individuals were referred to this service, 5 of these were accepted. 4 did not meet the support criteria for the project. 3 people had their licence agreements ended due to antisocial behaviour or breaking covid restrictions which put other residents at risk.

Reablement Service

The Charity's Reablement Service commenced on 1st March 2018. This service provides community support to individuals with complex mental health needs that have been accessed by Social Services to have a care need, following a Care Act Assessment. The individuals that we support fall outside the NIHCSS service.

During the year there has been continuous growth in this service. We have seen a rise in referrals from the learning disability team, these referrals are for people who are at risk of losing their housing and who need support to maintain their homes in order to stop them facing the risk of homelessness. We are currently delivering an average of 135 support hours per week. During lockdown we have maintained face-to-face contact with the majority of the people we support, finding alternative delivery options for people who have been shielding.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

The team currently support 31 people.

Norfolk Integrated Housing and Community Support Services (NIHCSS)

On 1st March 2018 we entered into a partnership with Norfolk and Waveney Mind, and the national Together charity to deliver mental health support across Norfolk. The Charity manages one property Bakery Court as part of this service for 12 people.

This is a unique partnership which sees staff employed by St Martins, managed by Together, delivering 240 care hours per week to people with poor mental health. The people receiving the support live in their own homes and without the support provided they would be at risk of homelessness.

Under One Roof

Under One Roof is the training and development hub for the Charity and it offers access to ongoing support and training. We offer this service to vulnerable adults who are homeless or at risk of homelessness. This service helps people to develop (or redevelop) the skills that will help them to live independently within the community.

Whilst our emphasis is clearly on developing the skills that will enable the people we support to find work and live independently, much of what is on offer is designed to help build confidence and self-esteem, which can inspire people to go onto further training.

Our sessions are many and varied, and they include:

- The Trusted Tenancy Programme
- Basic IT – offered in both a group and 1:1 environment
- Yoga
- Qi Gong
- Reflexology
- Alexandria Technique
- Art
- Mindfulness
- Creative Writing
- Boxercise
- Gardening
- Budget Bites
- Paw Project
- Theatres Skills
- Budgeting Skills
- Cooking Skills

Due to Covid 19 we closed the centre to normal delivery on 28th March 2020, we received funding from central government distributed via the National Lottery to deliver a Wellbeing program to help the people we support move forward out of Covid. We delivered the service for 6 months, which was accessed by 111 people. Activities included Art, Yoga, Allotment Gardening, Mindfulness, Music, Personal Training, Volunteer 1-to-1 Support, Wellbeing Walks and Counselling.

Under One Wing

During 2018 the Charity was approached by NHS North Norfolk CCG, NHS Norwich CCG & NHS South Norfolk CCG who commissioned an Interim Night Time Community Hub (Under 1's Wing), using Winter Provision Monies. Under 1's Wing aims to provide an interim and timely response to individuals in crisis.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

The service has continued to be commissioned until May 31st 2021. The service will then move to Norfolk & Waveney MIND REST at Churchman House.

The service operates from Under One Roof six evenings a week from 6pm to 11pm with 2 members of the Charity's staff, plus a Band 6 NSFT Nurse.

The service has provided support to 280 crisis support interventions in the reporting period.

Corporate Services

Catering: A full meals service is provided to residents at Highwater House from an on-site kitchen. There are no other catering services although all of the Charity's services provide refreshments and often have access to donated food.

Repairs and Maintenance: The Charity's Maintenance team provide a day-to-day repairs service and a cyclical maintenance service. They work closely with the Head of Property to ensure that all Health and Safety and compliance requirements are met.

Finance and Corporate Support: The Finance and Corporate Support team continued to provide a range of services to the Charity including financial planning, financial management, statutory accounting, accounts payable, accounts receivable, payroll, IT support, human resources, health and safety, business development, tenancy management, external and internal communications, committee and governance support, public relations and fund-raising.

ACHIEVEMENTS AND PERFORMANCE

Going Concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

Throughout the reporting period the UK has had 3 national lockdowns in response to the spread of the Covid virus and Norfolk was placed in Tier 4 restrictions (December 2020). The Trustees reviewed current working practices and took all necessary steps to ensure that government guidelines were followed and that the people we support and our team members were kept safe. These steps included a review of working shifts, home working where possible, the purchase of large supplies of Personal Protective Equipment (PPE) and mobile hand washing stations. A comprehensive plan to deal with the Covid 19 outbreak was implemented

The Charity maintains a healthy general reserve and the Trustees believe that the Charity is well placed and continues to be a going concern.

Review of activities

Trustees take their governance responsibilities very seriously and review all aspects of the Charity on a rolling annual programme thereby scrutinising in detail all activities at least once a year. They are keen to make efficient, economical and effective use of the resources at their disposal and ensure that all performance targets agreed with local authorities commissioning services are met.

The Charity demonstrates that it reviews its activities by maintaining its own website, Facebook page, Instagram and Twitter account. It also publishes a Newsletter to all donors and supporters twice a year and provides a monthly e-newsletter to all those who have opted into receiving information under the new General Data Protection Regulations (GDPR). During 2020 a new Fundraising database was implemented which ensures we have a comprehensive system for managing donations and GDPR compliance. We also appointed a Data Systems Coordinator to ensure good data management across the Charity.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

Staff and people who use our services regularly undertake promotional activities to raise awareness about the work of the Charity. These include talks to schools, sixth forms, local clubs, church and other faith congregations throughout the city and the county.

Fundraising activities and income generation

Due to the Covid crisis there was a reduction in the amount of food donated during the harvest period. However, we have been well supported throughout the year by food donations from a wide variety of sources including Norwich School, Churches and Masonic lodges.

The details of all donations are always carefully acknowledged and regularly reported to Trustees.

Turning to cash donations and the Charity's pro-active fund-raising activities, special mention and the Trustee's grateful thanks, must again be made to Mr. Michael Bartlett who once again (in very difficult circumstances) organised a number of supermarket collections and other collections throughout the county, particularly pre-Christmas. Thanks must also go to all participating supermarket chains and their managers and staff at Tesco, Sainsbury, Morrisons and the Co-op. The collection raised £27,129.

The December 2020 collection in central Norwich was unable to take place but we are extremely grateful to Hopestead (the charitable arm of Suffolk Housing) who donated £36,000, given that our December collection was unable to take place due to the Covid pandemic.

During the reporting period the Charity also received £396,451 in other donations (including donations via standing orders and via Charities Aid Foundation). These donations were from individuals, businesses, church congregations, community groups, trusts, foundations, schools and colleges. During the reporting period the Charity benefitted from four legacies amounting to £28,077.

For a local charity this degree of fund-raising is a remarkable annual achievement. The Trustees are constantly encouraged by the fact that the Norfolk public is so generous towards, and interested in, the issue of homelessness. Without this level of support the Charity would not be able to provide the many services for homeless people that it does.

Fundraising is vital to us as a charity. Every year the funds raised are used directly and wholly to provide services for homeless people. All fundraising donations received during the year have supported our activities and any surplus will go towards a new accommodation project. This is part of our Strategic Plan 2019-2021.

Investment policy and performance

It is the policy of Trustees to invest surplus cash in low-risk, interest-bearing accounts managed by financial institutions with ethical policies. The Trustee's policy arranges for the investment of those funds that are not immediately needed for the current activities of the Charity (and to manage) the effective control of risks associated with the management of those funds, and the pursuit of optimum performance consistent with those funds".

FINANCIAL REVIEW

Reserves policy

Trustees have decided to retain sufficient reserves to cover immediate closedown costs. The sum of reserves held is £825,540. The way in which these costs have been determined is documented in detail in the minutes of the Trustee meeting of January 30th 2020. St Martins Reserve Policy is a policy that is closely monitored by Trustees during their regular scrutiny of management accounts.

The Trustees recognise that they have reserves in excess of the agreed Reserves Policy. The reason for this is that for a number of years the Trustees have been saving for a new accommodation project. This project will be

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

based upon Housing First principles which is a specific model of support for people who have been rough sleeping and have extremely complex needs and chaotic lives. Currently we do not have this provision in Norwich. This Housing First initiative will also add additional, much needed accommodation capacity for the people we support in Norwich.

Principal funding

A significant proportion of the Charity's income for 2020/21 once again comprised revenue grants from various statutory agencies in payment for services provided. This includes Housing Benefit and the revenue income received for the long-term care the Charity provided at Highwater House for 22 residents and at Webster Court for 33 residents.

The remainder of the Charity's income came from care packages provided to individual clients (commissioned by social workers), rent and service charges, donations and investment income.

During the year the Charity also received funding to support the Pathways initiative (outreach service) and the Somewhere Safe to stay hub (emergency and assessment unit).

Trustees are very grateful for the financial support they received from all four local authorities in exchange for services provided.

PLANS FOR THE FUTURE

Future developments

Trustees wish to use their resources judiciously and, by working with their partners and funders, respond flexibly to the issue of single person homelessness in Norwich and Norfolk.

During 2018 the Trustees agreed a new three year strategic plan for our Charity. Six key ambitions have been established.

During 2019 -2021 we will:

- prevent homelessness wherever possible
- deliver crisis support
- deliver sustained support
- continue to be an employer of choice
- continue to be well managed and efficient
- communicate clearly

A key component of the 2019-2021 Strategic Plan is the development of a new Housing First accommodation project. All of our free reserves will be used to fund this development. We are in discussions with Norwich City Council concerning available property for this initiative.

The Trustees will hold a Strategy day in May 2021 to agree the objectives for the 2022 - 2025 Strategic Plan. The Trustees will agree how the free reserves will be used to support the work of the charity in the short, medium and longer term.

STATEMENT OF TRUSTEE'S RESPONSIBILITIES

The Trustees (who are also Directors of St Martins Housing Trust for the purposes of company law) are responsible for preparing their Report and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the current Charity SORP
- Make judgements and estimates that are reasonable and prudent
- Prepare the Financial Statements on an ongoing basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

PROVISION OF INFORMATION TO TRUSTEES

Each of the persons who are Trustees at the time when this report is approved has confirmed that:

- So far as that Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- That Trustees have taken all the steps that they ought to have been taken as a Trustee in order to be aware of any information needed by the charitable company's auditors in connection with preparing this report, and to establish that the charitable company's auditors are aware of that information.

AUDITORS

The auditors, MA Partners Audit LLP, have indicated their willingness to continue in office. The Designated Trustees will propose a motion re-appointing the auditors at a meeting of the Trustees.

This report was approved by the Trustees on 27th May 2021 and signed on their behalf by:



COLIN BLAND (CHAIR OF TRUSTEES)

ST MARTINS HOUSING TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST

Opinion

We have audited the financial statements of St Martins Housing Trust (the 'charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

The other information comprises the information included in the Annual Report other than the financial statements and our Auditors' Report thereon. The Trustees are responsible for the other information contained within the Annual Report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

ST MARTINS HOUSING TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST
(CONTINUED)

Opinion on other matters prescribed by the Companies Act 2006

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

- the information given in the Trustees' Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report and the Strategic Report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

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

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of trustees

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

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

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

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

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 company.

ST MARTINS HOUSING TRUST
(A Company Limited by Guarantee)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST
(CONTINUED)

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, Charities Act 2011, and UK financial reporting standards as issued by the Financial Reporting Council.
- 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.

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

Use of our report

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



Frank Shippam BSc FCA DChA (Senior Statutory Auditor)

for and on behalf of

MA Partners Audit LLP

Chartered Accountants

Statutory Auditor

7 The Close
Norwich
Norfolk
NR1 4DJ

7 September 2021

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st MARCH 2021**

	Note	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
INCOME FROM:					
Donations and legacies	2	436,072	51,585	487,657	661,912
Investments	3	5,504	-	5,504	13,367
Charitable activities	4	5,261,633	876,916	6,138,549	5,313,700
TOTAL INCOME		5,703,209	928,501	6,631,710	5,988,979
EXPENDITURE ON:					
Raising funds	5	95,182	-	95,182	72,575
Charitable activities		4,660,374	932,612	5,592,986	4,796,248
TOTAL EXPENDITURE	9	4,755,556	932,612	5,688,168	4,868,823
NET INCOME		947,653	(4,111)	943,542	1,120,156
NET GAIN ON INVESTMENTS		40,000	-	40,000	-
NET MOVEMENT IN FUNDS		987,653	(4,111)	983,542	1,120,156
RECONCILIATION OF FUNDS:					
Total funds at 1 April 2020		6,901,584	939,818	7,841,402	6,721,246
TOTAL FUNDS AT 31 MARCH 2021		7,889,237	935,707	8,824,944	7,841,402

All activities relate to continuing operations.

The notes on pages 22 to 34 form part of these financial statements.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**BALANCE SHEET
AS AT 31st MARCH 2021**

	Note	£	2021 £	£	2020 £
FIXED ASSETS					
Tangible assets	13	4,016,477		3,983,487	
Investment property	14	<u>320,000</u>		<u>434,000</u>	
Total tangible assets			4,336,477		4,417,487
			<u>4,336,477</u>		<u>4,417,487</u>
CURRENT ASSETS					
Debtors	15	400,814		430,849	
Cash at bank and in hand		<u>5,609,583</u>		<u>4,360,105</u>	
		6,010,397		4,790,954	
CREDITORS: amounts falling due within one year	16	<u>(1,521,930)</u>		<u>(1,367,039)</u>	
NET CURRENT ASSETS			<u>4,488,467</u>		<u>3,423,915</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>8,824,944</u>		<u>7,841,402</u>
CREDITORS: amounts falling due after more than one year	17		<u>-</u>		<u>-</u>
NET ASSETS			<u><u>8,824,944</u></u>		<u><u>7,841,402</u></u>
CHARITY FUNDS					
Restricted funds	18		935,707		939,818
Unrestricted funds			<u>7,889,237</u>		<u>6,901,584</u>
TOTAL FUNDS			<u><u>8,824,944</u></u>		<u><u>7,841,402</u></u>

The financial statements were approved by the Trustees on 27th May 2021 and signed on their behalf, by:


Mr C Bland, Chairman

The notes on pages 22 to 34 form part of these financial statements.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31st MARCH 2021**

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	20	<u>1,326,795</u>	<u>1,557,211</u>
Cash flows from investing activities:			
Proceeds from the sale of property, plant and equipment		149,057	175
Purchase of property, plant and equipment		<u>(226,374)</u>	<u>(60,653)</u>
Net cash used in investing activities		<u>(77,317)</u>	<u>(60,478)</u>
Cash flows from financing activities:			
Repayments of borrowings		<u>-</u>	<u>-</u>
Net cash used in financing activities		<u>-</u>	<u>-</u>
Change in cash and cash equivalents in the year		1,249,478	1,496,733
Cash and cash equivalents brought forward		<u>4,360,105</u>	<u>2,863,372</u>
Cash and cash equivalents carried forward	21	<u><u>5,609,583</u></u>	<u><u>4,360,105</u></u>

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS102) - 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 1st January 2015), as amended by Update Bulletin 2 (effective January 2019). The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

1.2 Company status

The company is a company limited by guarantee. 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 the guarantee is limited to £1 per member of the company.

1.3 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Income

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

For legacies, entitlement is taken as the earlier of the date on which either: the company is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Trust that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the company has been notified of the executor's intention to make a distribution. Where legacies have been notified to the company, or the company is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

Donated services or facilities are recognised when the company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the company of the item is probable and that economic benefit can be measured reliably.

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the company which is the amount the company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

1.5 Expenditure

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

All expenditure is accounted for on an accruals basis. All expenses including support costs and governance costs are allocated to the applicable expenditure headings.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing more than £250 are capitalised.

Tangible fixed assets are stated at cost less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2% reducing balance
Short term leasehold property	-	10% straight line or over period of lease
Motor vehicles	-	25% straight line
Furniture, fittings and equipment	-	20-33% straight line

1.7 Investment Properties

Investment property is carried at fair value. No depreciation is provided. Changes in fair value are recognised in the Statement of Financial Activities.

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally upon notification of the interest paid or payable by the Bank.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

1.9 Debtors

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

1.10 Cash at Bank and in hand

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

1.11 Creditors and provisions

Creditors and provisions are recognised where the company has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount.

1.12 Pensions

The Charity operates a workplace pension scheme and the pension charge represents the amounts payable by the company to the fund in respect of the year.

1.13 Termination Payments

Termination payments are payable when employment is terminated before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The company recognises termination payments when it is demonstrably committed to either (i) terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal or (ii) providing termination payments as a result of an offer made to encourage voluntary redundancy.

1.14 Key judgements and sources of estimation uncertainty

Key sources of estimation uncertainty at the reporting date which have a significant risk of causing a material adjustment to the carrying assets and liabilities within the next financial year are as follows:

Investment property as per Note 14 are valued at market values determined by Mills & Knight. The property at 4 & 6 Bracondale has been valued by Mills & Knight by taking into account various market evidence, however ultimately this is a matter of judgement.

A general bad debt provision has been made using the average of actual bad debt write-offs in previous years.

Key judgements during the reporting period include judgements in relation to clawbacks, creditors for funding and deferred income.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Donations	407,995	51,585	459,580	394,229
Legacies	28,077	-	28,077	267,683
Total donations and legacies	<u>436,072</u>	<u>51,585</u>	<u>487,657</u>	<u>661,912</u>

In 2020, of the total income from donations and legacies, £637,353 was to unrestricted funds and £24,559 was to restricted funds.

3. INVESTMENT INCOME

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Bank interest	<u>5,504</u>	<u>-</u>	<u>5,504</u>	<u>13,367</u>

In 2020, of the total investment income, £13,367 was to unrestricted funds and £0 was to restricted funds.

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Rent and services	3,555,768	519,360	4,075,128	3,938,407
Grants	1,710,808	357,556	2,068,364	1,375,118
Loss on disposal of fixed assets	<u>(4,943)</u>	<u>-</u>	<u>(4,943)</u>	<u>175</u>
	<u>5,261,633</u>	<u>876,916</u>	<u>6,138,549</u>	<u>5,313,700</u>

In 2020, of the total income from charitable activities, £4,710,053 was to unrestricted funds and £603,647 was to restricted funds.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

5. COSTS OF GENERATING VOLUNTARY INCOME

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Legal, professional and other	44,888	-	44,888	33,917
Staff costs	50,294	-	50,294	38,658
	95,182	-	95,182	72,575

In 2020, of the total costs of generating voluntary income, £72,575 was to unrestricted funds and £0 was to restricted funds.

6. DIRECT COSTS

	Total 2021 £	Total 2020 £
Residents welfare	96,339	37,127
Rent and rates	629,203	531,485
Light and heat	138,648	94,901
Laundry, cleaning and catering	84,634	77,319
Maintenance and repairs	214,585	223,939
Unpaid accommodation fees	29,810	36,090
Legal and professional	57,417	46,108
Other	101,236	187,982
Wages and salaries	3,273,273	2,758,453
Pension cost	161,256	145,461
Depreciation	183,273	162,165
	4,969,674	4,301,030

7. SUPPORT COSTS

	Total 2021 £	Total 2020 £
Rent and rates	19,750	19,716
Light and heat	3,145	3,633
Laundry, cleaning and catering	10,735	2,701
Legal and professional	22,896	6,745
Maintenance and repairs	60,550	47,580
Residents welfare	8	18
Other	68,431	69,359
Wages and salaries	385,818	296,730
Pension cost	33,646	29,983
Depreciation	9,393	9,076
	614,372	485,541

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

8. GOVERNANCE COSTS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Governance Auditors' remuneration	<u>8,940</u>	<u>-</u>	<u>8,940</u>	<u>9,677</u>

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2021 £	Depreciation 2021 £	Other costs 2021 £	Total 2021 £	Total 2020 £
Expenditure on raising voluntary income	50,294	636	44,252	95,182	72,575
Costs of generating funds	<u>50,294</u>	<u>636</u>	<u>44,252</u>	<u>95,182</u>	<u>72,575</u>
Expenditure on charitable activities	3,853,994	192,667	1,537,385	5,584,046	4,786,571
Expenditure on governance	-	-	8,940	8,940	9,677
	<u>3,904,288</u>	<u>193,303</u>	<u>1,590,577</u>	<u>5,688,168</u>	<u>4,868,823</u>

In 2020, of the total expenditure on charitable activities, £4,219,618 was to unrestricted funds and £649,205 was to restricted funds.

10. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES EXCLUDING GOVERNANCE

	Activities undertaken directly 2021 £	Support costs 2021 £	Total 2021 £	Total 2020 £
Expenditure on charitable activities	<u>4,969,674</u>	<u>614,372</u>	<u>5,584,046</u>	<u>4,786,571</u>

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:

	2021 £	2020 £
Depreciation of tangible fixed assets: - owned by the charity	193,303	171,249
Auditors' remuneration	<u>8,940</u>	<u>9,677</u>

During the year, no Trustees received any remuneration (2020 - £NIL).
During the year, no Trustees received any benefits in kind (2020 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2020 - £NIL).

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

12. STAFF COSTS

Staff costs were as follows:

	2021 £	2020 £
Wages and salaries	3,437,649	2,869,608
Social Security costs	267,181	222,585
Other pension costs	199,458	177,092
	<u>3,904,288</u>	<u>3,269,285</u>

The average monthly number of employees was: 164 (2020: 146).

Two employees received remuneration amounting to greater than £60,000 in this year which fell within the range £ 60,000 to £ 70,000.

The total remuneration for key management personnel for the year totalled £287,360 (2020: £262,778).

13. TANGIBLE FIXED ASSETS

	Land & Buildings	Motor vehicles	Fixtures and fittings	Other fixed assets	Total
Cost					
At 1 April 2020	5,090,102	109,395	544,724	36,822	5,781,043
Additions	153,677		70,803	1,895	226,375
Disposals	(1,748)	(9,995)	(122,942)	(3,343)	(138,028)
At 31 March 2021	<u>5,242,031</u>	<u>99,400</u>	<u>492,585</u>	<u>35,374</u>	<u>5,869,390</u>
Depreciation					
At 1 April 2020	1,183,161	86,691	490,882	36,822	1,797,556
Charge for the year	157,137	8,201	27,850	197	193,385
Disposals	(1,748)	(9,995)	(122,942)	(3,343)	(138,028)
At 31 March 2021	<u>1,338,550</u>	<u>84,897</u>	<u>395,790</u>	<u>33,676</u>	<u>1,852,913</u>
Net book value					
At 31 March 2021	<u>3,903,481</u>	<u>14,503</u>	<u>96,795</u>	<u>1,698</u>	<u>4,016,477</u>
At 31 March 2020	<u>3,906,941</u>	<u>22,704</u>	<u>53,842</u>	<u>-</u>	<u>3,983,487</u>

Included in land and buildings is freehold land at cost of £1,000,000 (2020 - £1,000,000) which is not depreciated.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

14. INVESTMENT PROPERTY

	Freehold Investment Property £
Valuations	
At 1 April 2020	434,000
Revaluations	40,000
Disposals	(154,000)
At 31 March 2021	<u>320,000</u>

A sale was agreed for 4 Hillside Cottage after 31st March 2020. The net book value was £154,000 and the sales proceeds was £149,057 resulting in a loss on disposal of £4,943.

6 Bracondale was inherited via a legacy and the Charity has refurbished and converted the property into two flats and let on the open market. 4 & 6 Bracondale was revalued at a market value of £320,000 by Mills & Knight. The original market value was £280,000 resulting in a revaluation of £40,000.

15. DEBTORS

	2021 £	2020 £
Trade debtors	209,039	346,118
Other debtors	78,016	46,513
Prepayments and accrued income	113,759	38,218
	<u>400,814</u>	<u>430,849</u>

16. CREDITORS

Amounts falling due within one year

	2021 £	2020 £
Bank loans and overdrafts	-	-
Trade creditors	87,230	124,067
Other creditors	726,199	576,634
Social Security & other taxes	61,344	48,683
Accruals and deferred income	647,157	617,655
	<u>1,521,930</u>	<u>1,367,039</u>

	£
Deferred income at 1 April 2020	478,770
Resources deferred during the year	542,807
Amounts released from previous years	(478,770)
Deferred income at 31 March 2021	<u>542,807</u>

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

17. CREDITORS
Amounts falling due after more than one year

	2020 £	2019 £
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Bank loans	-	-
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Creditors include amounts not wholly repayable within 5 years as follows:

	2020 £	2019 £
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Repayable by instalments	-	-
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The bank loan was repaid in full on the 25th July 2018 as per a decision agreed by Trustees during their meeting on 28th June 2018.

18. STATEMENT OF FUNDS

	Brought Forward £	Incoming Resources £	Recourses Expended £	Transfers in/out £	Carried Forward £
Designated Funds					
Future Development Fund	2,451,507	-	-	1,031,002	3,482,509
Total Designated Funds	2,451,507	-	-	1,031,002	3,482,509
General Funds					
General Funds	4,450,077	5,743,209	(4,755,556)	(1,031,002)	4,406,728
Total Unrestricted funds	6,901,584	5,743,209	(4,755,556)	-	7,889,237
Restricted funds					
Donation/Grants	136,367	73,282	(73,690)	-	135,959
Highwater House Building	792,951	-	(37,661)	-	755,290
Lakenfield Building fund	-	3,000	-	-	3,000
Pathways fund	-	186,781	(186,781)	-	-
Coronavirus Wellbeing	-	92,244	(89,437)	-	2,807
Somewhere Safe to Stay	-	53,835	(13,901)	-	39,934
OPCCN	-	17,445	(18,728)	-	(1,283)
NIHCSS	-	501,914	(501,914)	-	-
Under 1 Roof	10,500	-	(10,500)	-	-
	939,818	928,501	(932,612)	-	935,707
Total Funds	7,841,402	6,671,710	(5,688,168)	-	8,824,944

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

Previous year	Brought Forward £	Incoming Resources £	Recourses Expended £	Transfers in/out £	Carried Forward £
Designated Funds					
Future Development Fund	<u>1,663,726</u>	-	-	<u>787,781</u>	<u>2,451,507</u>
Total Designated Funds	<u>1,663,726</u>	-	-	<u>787,781</u>	<u>2,451,507</u>
General Funds					
General Funds	<u>4,096,703</u>	<u>5,360,773</u>	<u>(4,219,618)</u>	<u>(787,781)</u>	<u>4,450,077</u>
Total Unrestricted funds	<u>5,760,429</u>	<u>5,360,773</u>	<u>(4,219,618)</u>	-	<u>6,901,584</u>
Restricted funds					
Donation Funds	<u>125,934</u>	<u>17,560</u>	<u>(7,127)</u>	-	<u>136,367</u>
Highwater House Building	<u>831,382</u>		<u>(38,431)</u>	-	<u>792,951</u>
Lakenfield Building fund	-		-	-	-
Pathways fund	-	<u>120,436</u>	<u>(120,436)</u>	-	-
NIHCSS	-	<u>483,211</u>	<u>(483,211)</u>	-	-
Under One Roof	<u>3,501</u>	<u>6,999</u>	-	-	<u>10,500</u>
	<u>960,817</u>	<u>628,206</u>	<u>(649,205)</u>	-	<u>939,818</u>
Total Funds	<u>6,721,246</u>	<u>5,988,979</u>	<u>(4,868,823)</u>	-	<u>7,841,402</u>

Designated Funds:-

The **Future Development Fund** represents funding designated by Trustees for future development. A transfer of £1,031,002 has been made from unrestricted funds to the Future Development Fund following a decision by the Trustees to designate additional funding for this project. A key part of our Strategic Plan is a firm commitment to the development of an at least 20 person accommodation based on the Housing First model of support.

Restricted Funds:-

The **Donations Funds** relate to general donations for specific areas of the charity, which are subsequently expended. It includes £79,410 for Under One Roof from City Reach for construction of a new porch that has been capitalised and will be used to offset depreciation charges in future years.

The **Highwater House Building Fund** contains all the donations that have been received toward the rebuilding of Highwater House and the costs of this rebuild. Restricted funds amounting to £672,000 from Norwich City Council, Norfolk County Council and Norfolk County Council – Drug and Alcohol Team are repayable on a reducing scale over a 15 year period if the Trust ceases to operate for any reason or fails to materially comply with any terms of the grant agreement.

The **Lakenfield Building Fund** represents a grant received from Norfolk County Council of £250,000 as a contribution towards the construction costs and has been used to offset depreciation. This fund is now exhausted and depreciation is now charged to revenue.

The **Pathways Fund** represents funding received from Norwich City Council awarded to the Pathways Service Consortium for working in partnership between several organisations to support those with

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

complex needs and the prevention of rough sleeping in Norwich.

The NIHCSS Fund represents funding received from Norfolk County Council to deliver mental health support to adults across Norfolk, working in partnership with Together for Mental Wellbeing, Norwich and Central Norfolk Mind, West Norfolk Mind and Great Yarmouth and Waveney Mind.

SUMMARY OF FUNDS

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Designated Funds	2,451,507	-	-	1,031,002	3,482,509
General Funds	4,450,077	5,743,209	(4,755,556)	(1,031,002)	4,406,728
Unrestricted Funds	6,901,584	5,743,209	(4,755,556)	-	7,889,237
Restricted Funds	939,818	928,501	(932,612)	-	935,707
	7,841,402	6,671,710	(5,688,168)	-	8,824,944

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £	Total funds 2020 £
Tangible fixed assets	3,581,187	755,290	4,336,477	4,417,487
Current assets	5,829,980	180,417	6,010,397	4,790,954
Creditors due within one year	(1,521,930)	-	(1,521,930)	(1,367,039)
Creditors due in more than one year	-	-	-	-
	7,889,237	935,707	8,824,944	7,841,402

Previous year

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Tangible fixed assets	3,624,536	792,951	4,417,487	4,528,083
Current assets	4,644,087	146,867	4,790,954	3,230,384
Creditors due within one year	(1,367,039)	-	(1,367,039)	(1,037,221)
Creditors due in more than one year	-	-	-	-
	6,901,584	939,818	7,841,402	6,721,246

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021**

**20. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW
FROM OPERATING ACTIVITIES**

	2021 £	2020 £
Net income for the year (as per Statement of financial activities)	983,542	1,120,156
Adjustment for:		
Net gain on revaluation investments	(40,000)	-
Depreciation charges	193,385	171,249
Loss/(profit) on disposal	4,943	(175)
Increase in debtors	30,035	(63,837)
Increase in creditors	154,890	329,818
Net cash provided by operating activities	<u><u>1,326,795</u></u>	<u><u>1,557,211</u></u>

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2021 £	2020 £
Cash at bank and in hand	<u>5,609,583</u>	<u>4,360,105</u>
Total	<u><u>5,609,583</u></u>	<u><u>4,360,105</u></u>

22. PENSION COMMITMENTS

The company operates a personal pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to **£199,458** (2020 - £177,092).

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

23. OPERATING LEASE COMMITMENTS

At 31 March 2021 the total of the Trust's future minimum lease payments under non-cancellable operating leases was as follows:

	Land and buildings	
	2021	2020
	£	£
Amounts payable:		
Within 1 year	550,003	565,244
Between 2 and 5 years	1,522,953	1,474,841
After more than 5 years	<u>2,851,527</u>	<u>3,111,320</u>

Included in "After more than 5 years" are long term leases for 2 Dibden Road, 45 William Kett Close, Webster Court, 5 Recorder Road, 55 Cavell Road, 89 Pottergate and 33 Bishopgate.

24. RELATED PARTY TRANSACTIONS

During the year the Trust entered into a transaction totalling £540 (2020: £nil) in respect of sales of donated clothes that were sold on our behalf by Emmaus Norfolk and Waveney, a charity in which the spouse of a Trustee, Mrs K Daynes, is a Trustee of.

25. CONTROLLING PARTY

There is no one controlling party.