
ST MARTINS HOUSING TRUST
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2021

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**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
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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.

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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.

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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.

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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

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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.

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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.

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- 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

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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.

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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.

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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.

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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.

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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

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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).

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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)

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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.

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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.

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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
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**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.

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**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.

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**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>

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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.

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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.

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**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.

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**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.

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**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

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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).

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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.

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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>

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**NOTES TO THE FINANCIAL STATEMENTS
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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

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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

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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

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**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).

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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.