



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
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Solicitors:

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

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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.

