
ST MARTINS HOUSING TRUST
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2019

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REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31st MARCH 2019

Trustees

Mr C Bland, Chairman
Mrs K Daynes, Vice Chairman
Mr D Hoy, Treasurer
Dr J Blyth
Mrs C Ward
Mr K Long
Mr N Williams
Mr B Walker
Mr D Brief
Dr J Rodziewicz
Dr C Yates (appointed 26th July 2018)

Company registered number

02390375

Charity registered number

802013

Registered office

35 Bishopgate, Norwich, Norfolk, NR1 4AA

Company Secretary

Ms T Yates

Chief Executive Officer

Dr Jan Sheldon

Independent auditors

MA Partners LLP, 7 The Close, Norwich, Norfolk, NR1 4DJ

Bankers

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

Solicitors

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

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TRUSTEES' REPORT FOR THE YEAR ENDED 31st MARCH 2019

The Trustees, who are also the Directors of the Charity for the purposes of the Companies Act, submit their Annual Activities Report and the audited Financial Statements for the year ended 31st March 2019. In preparing this Annual Activities Report and the Financial Statements of the Charity, the Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities, issued in January 2015 (FRS 102).

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 131 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.

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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). 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 and its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the CEO are the 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).

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
- 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 St Martins (St Martins Housing Trust as it became) opened the doors of the first Norwich Night Shelter. The Rt. Revd. Graham James (the Bishop of Norwich until November 2018) maintained a keen interest in the activities of the Charity.

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.

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-furbished and re-opened in 2009 as Highwater

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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 at Dibden Road, Norwich. A lease was agreed until 2037 (with a number of break clauses).

In addition to these 4 residential sites – Highwater House, Bishopbridge House, Webster Court and Dibden Road - which offer accommodation to 114 people, the Charity leases a number of 3, 4, and 5 bed properties from Norwich City Council. 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.

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.

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. This work helps to reduce the pressure on the Charity's crisis support services.

During 2018 we completed the refurbishment of 4 and 6 Bracondale which we inherited as part of a legacy. These properties have now been let on the commercial market and the rent received is used to support the work of the Charity. They are 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. 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.

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, CC8 Internal Financial Controls for Charities and CC10 Hallmarks of an Effective Charity.

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 four residential sites (Highwater House, Bishopbridge House, Dibden Road and Webster Court), seeking at all times to provide good quality accommodation and high

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- 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 "Group 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.

During the 12 months under review we have seen an increase in the all-round demand for our services, although it should be noted that the rough sleepers count in November 2018 was 21 in Norwich (it was 30 in the previous year).

However, we continue to see an increase in the complexity of the presenting needs of people using our services, an increase in the number of people being released from prison with no accommodation and an increase in the length of time a person waits before suitable "move-on" accommodation becomes available.

Services to Homeless People

Pathways Norwich

Having identified ongoing concerns regarding the level of need within the city the Charity brought together a consortium of seven organisations to address the multiple and complex needs of those sleeping rough in the city. The Charity is the lead provider along with Salvation Army, Shelter, YMCA, City Reach Health Service, The Feed and Future Projects. The Charity was awarded the contract to deliver a new outreach service for Norwich City Council in April 2018 following a successful application for the new initiative fund.

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.

Additionally, Norwich City Council applied for a rough sleepers initiative grant with the Department of Community and Local Government to support Pathways Norwich. This enabled us to develop a dry house facility, crash beds with the YMCA, a mental health nurse, winter shelter coordinator and three resettlement workers. All of which enhance the service offer to rough sleepers in Norwich. This has also increased public awareness of our services and raised our profile within the community.

During 2018/19 the Charity also received a grant from Norfolk Community Foundations Surviving Winter campaign to offer 'street breaks' to rough sleepers during the winter months. This has proved a highly successful approach to providing rough sleepers with an emergency offer where no alternative exists, with many leading to greater levels of engagement with support and ultimately a more secure housing option.

Despite the challenges that this service faces, it has been a successful year. We have provided a greater level of clarity in relation to the message about rough sleeping, improved partnership working and community support. This is reflected in the number of rough sleepers (the annual street count for 2018 showed a 30%

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decrease in the number of rough sleepers in Norwich). During 2018/19 the Pathways team assessed and closed 520 cases. Of these 520 cases 339 of these people had a Norwich connection and 97 had a Norfolk connection.

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 136 outcomes at Bishopbridge House.

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 49.5% in 2017/18 to 51% in 2019/20). This is a trend we will monitor in forthcoming years.

Move on housing is a primary concern and as a result the Charity is committed to the Housing First Initiative and plans to develop this further. As an initiative this will improve the housing offer available to rough sleepers and take pressure off of the direct access service.

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 28 people move on from this accommodation.

This service offers close one to one key working and a stable and secure setting which has led to many successful outcomes for our residents.

This year we submitted a Housing Benefit review to bring the rent in line with our other hostels. This enables us to make improvements to the service offer and ensures that the project is financially sustainable.

We temporarily operated our new donations project from Dibden Road Hostel, with many residents taking part as volunteers to manage the many donations that the Charity receive. In March 2019 this new initiative moved into a property next door to our Head Office on Bishopgate and was formally launched as the Donation Station. Six of the people who use our services are working as volunteers in this new project.

Group Homes

The Charity currently lease thirteen properties within the community, eleven from Norwich City Council and two properties from Broadland Housing Group, with a total of 45 bed spaces. We recognise that houses of multiple occupancy are not always the best option, however for individuals who are used to the shared environment of hostel accommodation this can be a welcome transition before moving onto independent living. During the year we saw 46 people move on from this accommodation.

The group homes team have been integrated with the Pathways Norwich service in order to ensure that this valuable service can be sustained for the benefit of our current and future residents. Two of the properties have been converted for the dry house facility as part of this same initiative. Our group homes are a vital move on option and it is now open to the Pathways Norwich team as a housing led service, which means that a person does not have to go into Bishopbridge House first before being considered for this offer, therefore reserving Bishopbridge bed spaces for those with the greatest need.

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Residential 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 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 13 people were referred to Highwater House, There were 6 admissions and 6 departures. 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 and to provide a rating for the service under the Care Act 2014. We were delighted to receive a rating of Outstanding; only 2% of care providers across England and Wales have received this rating.

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 seventh 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 lounges areas where residents can meet for social gatherings and events. 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.

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Webster court was inspected by the Care Quality Commission in May 2017 for 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.

During the year there were two deaths, three admissions and one section 21 notice (Housing Act 1988) was served.

Services designed to promote Independent Living

Temporary Accommodation

The Charity 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. The Charity has 19 beds classified as temporary accommodation.

On 3rd April 2018 the Homelessness Reduction Act (2017) came into force. This Act has a number of new duties which impact upon our work. Most notable are the Prevention and Relief Duties.

The Homelessness Reduction Act (2017) requires the local authority to develop and agree with the applicant a Personalised Housing Plan (PHP). This document identifies the steps that will be taken to prevent or relieve homelessness. The Charity provides individual one-to-one support to individuals accommodated in temporary accommodation in relation to the development of their PHP.

Of the 99 people accommodated within temporary accommodation during 2018/19 76% were single males.

Of the 99 people who used the temporary accommodation the following decisions were made. 7 were found to be owed a housing duty by the local authority, 14 were found to be "intentionally homeless", 4 were found to have "no priority need", 23 had their cases closed, 12 were evicted, 19 are still being investigated, 3 abandoned and 17 outcomes are unknown.

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. We see this work as helping to prevent homelessness.

This service is delivered 3 times a week. On average 19 members attend each session and there are in total 43 members. Referrals into the service have been slow; we are working with commissioners to support them to make best use of this service. At the end of this reporting year the Bridges contract was extended for a further two years. The service will now run until March 2021.

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.

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15 individuals were accommodated by this service in the 12 months to 31st March 2019. Of these 15 individuals 4 had additional support provided by the Norfolk Integrated Housing Community Support Service (NIHCSS) service.

There were 3 planned moves from the service during 2018/19. There was also 1 sudden death. During the year 9 individuals were referred to this service, 4 of these were accepted.

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.

When the service commenced in March 2018 the Charity supported 18 clients (requiring in the region of 124 hours support per week). During the year there has been continuous growth in this service. We are currently supporting 31 clients (requiring in the region of 201 hours support per week).

Norfolk Integrated Housing and Community Support Services (NIHCSS)

On 1st March 2018 the new NIHCSS service commenced. The NIHCSS contract is delivered by a partnership of Norwich and Central Mind, Gt Yarmouth and Waveney Mind, West Norfolk Mind, Together and the Charity. This is an innovative way of delivering mental health services across Norfolk. The service is delivered using integrated management systems and processes.

The Charity also manages 2 properties (Bridewell Street and Bakery Court) as part of this service. The Charity is primarily responsible for the delivery of intensive recovery support. Currently we are supporting 80 people who require in the region of 250 support hours per week.

Under One Roof

Under One Roof is the training and development hub for the Charity; 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, they include:

- The Trusted Tenancy Programme
- Building Better Habits
- Basic IT – offered in both a group and 1:1 environment
- Yoga
- Qi Gong
- Under 1 Riff (our music group)
- Art
- Photography
- Creative Writing

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- Programmes to maximise mental health such as 'Make-up your mind'
- Boxercise
- Gardening

Our partnerships include working with the police, Purfleet Trust, National Trust, local musicians, Marks and Spencer, Nationwide, the National Open College Network, Norfolk Community Foundation, City Reach and the NHS.

Pathways also provide a drop-in service at Under One Roof twice a week so those rough sleepers who cannot access other support service can still get the support and advice they need. 390 individuals used the service in 2018/19. There were 6,056 attendances (on average 17 visits per individual).

During this year Under One Roof had the following members sign up from other Charity services, 28 from Bishopbridge House, 14 from Group Homes, 8 from Webster Court, 11 from Highwater House, 20 from Temporary Accommodation, 9 from Dibden Road, 7 from Magdalen Road, 5 from Bridges and 9 from Housing First, Crash pad, No 2nd night out and the Sit Up services. The remaining people in attendance were either previously in our Charity's service or at risk of homelessness.

A grant of £19,994 was awarded by Love Norfolk Transforming Communities to support a new partnership with a homelessness charity Purfleet Trust in King's Lynn towards sharing skills and resources to deliver Trusted Tenant programmes in the West of the County that are currently not available.

A grant of £3,500 was awarded by Voluntary Norfolk via Better Together Fund towards Norfolk Loneliness Funding.

Under One Wing

During the last reporting year 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.

The service operates from Under One Roof on Thursday – Sunday evenings from 7pm to Midnight with 3 members of the Charity's staff, plus a Band 6 NSFT Nurse.

This service was contracted for 5 months from 1 November 2018 to 31 March 2019. The service has provided support to 49 individuals.

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 Health, Safety and Tenancy Officer to ensure that all Health and Safety requirements are met.

During the reporting period we have made considerable improvements to our fire and health and safety working practices and will continue to monitor and improve our work in this area.

In addition to day to day repairs the Maintenance team have been involved in the final aspects of the renovation and refurbishment of the property the charity inherited in Bracondale, Norwich and created the Donation Station.

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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 company 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 from them are met.

The Charity demonstrates that it reviews its activities by maintaining its own website, Facebook page 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).

Staff (sometimes accompanied by residents and service users) regularly undertake promotional activities about the work of the Charity. 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

Once again the Harvest season in 2018 brought forth a wide range of donated produce and dry foodstuffs mainly from churches and schools but also from individuals and companies. This was quickly made available to the people who use our services and was gratefully received.

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 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 £34,780.

The December 2018 collection in central Norwich was co-ordinated for the eleventh time by Trustee Nick Williams. Trustees wish to record their appreciation to Mr. Williams for this considerable seasonal task. Thanks are also once again due to a committed group of over 200 volunteer street collectors, many of whom have turned out for the Charity and collected donations from Christmas shoppers for several years. The collection raised £34,650.

During the reporting period the Charity also received £218,564 in 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 we have introduced the use of contactless donation machines which are located at popular eating and entertainment venues across Norwich. These have been used well, especially in the winter months. The Charity also benefitted from two legacies amounting to £14,470.

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For a local charity with no professional fund-raisers 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 the proceeds of the 2018 Christmas Appeal, and indeed all the cash donations received during the year 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

The Charity needs reserves to carry out and plan for:

- Building maintenance and improvements. These works include the cyclical maintenance and occasional refurbishment programmes across the Charity's property portfolio in order to meet regulatory requirements and the expectations of people who use our services. The Charity also makes improvements to owned properties and those houses leased from Norwich City Council under the terms of those leases and in order to provide service users with good quality accommodation during their tenure.
- Unexpected and unforeseen operating expenditure (e.g. withdrawal or reductions in income or project wind-up costs).

Trustees have decided to seek to maintain £400,000 in free reserves with minimum not less than £200,000 at any one time. The strategy is designed not only to meet the eventualities above but also to enable the Charity to meet all the liabilities and other costs in the event of several income sources ceasing simultaneously or over a short time span. It is a policy that is closely monitored by Trustees during their regular scrutiny of management accounts.

Principal funding

A significant proportion of the Charity's income for 2018/19 once again comprised revenue grants from various statutory agencies in payment for services provided. This included income derived from Norfolk County Council's Supporting People (now renamed Building Resilient Lives) programme and from 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.

On 1st March 2018 the Charity (in partnership with Together and three local branches of Mind) became responsible for the delivery of a range of mental health services across Norfolk. This is an exciting opportunity for our Charity; the contract has the potential to run until 1st March 2028.

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.

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During the year the Charity also received funding to support the new Pathways initiative (outreach service).

Trustees are very grateful for the financial support they received from all three 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 2019 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 part of our new three Year Strategic Plan is a firm commitment to the development of more accommodation. This accommodation will be for at least 20 people based on the Housing First model of support. We are currently in discussions about where this property will be located and how it will be redeveloped to provide the much needed additional accommodation in Norwich.

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).

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.

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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 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 30th May 2019 and signed on their behalf by:



COLIN BLAND (CHAIR OF TRUSTEES)

ST MARTINS HOUSING TRUST

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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 31st March 2019 set out on pages 18 to 33. 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 31st March 2019 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.

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.

CONCLUSIONS RELATING TO GOING CONCERN

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion

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INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST

on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

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 for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report has 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.

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 Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' report and from the requirement to prepare a Strategic report.

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.

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INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST

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.

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.

This report is made solely to the 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 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 company and the company's 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 LLP

Chartered Accountants & Statutory Auditor

7 The Close
Norwich
Norfolk
NR1 4DJ

Date: 13.06.19

ST MARTINS HOUSING TRUST

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STATEMENT OF FINANCIAL ACTIVITIES INCORPORATING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31st MARCH 2019

	Note	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
INCOME FROM:					
Donations and legacies	2	303,464	32,499	335,963	231,385
Investments	3	8,216	-	8,216	2,171
Charitable activities	4	4,317,282	501,631	4,818,913	4,240,380
TOTAL INCOME		4,628,962	534,130	5,163,092	4,473,936
EXPENDITURE ON:					
Raising funds	5	27,322	-	27,322	9,223
Charitable activities		4,047,670	594,524	4,642,194	4,201,749
TOTAL EXPENDITURE	9	4,074,992	594,524	4,669,516	4,210,972
NET INCOME		553,970	(60,394)	493,576	262,964
NET LOSSES ON INVESTMENTS		(130,871)	-	(130,871)	-
NET MOVEMENT IN FUNDS		423,099	(60,394)	362,705	262,964
RECONCILIATION OF FUNDS:					
Total funds at 1 April 2018		5,337,330	1,021,211	6,358,541	6,095,577
TOTAL FUNDS AT 31 MARCH 2019		5,760,429	960,817	6,721,246	6,358,541

All activities relate to continuing operations.

The notes on pages 21 to 33 form part of these financial statements.

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BALANCE SHEET AS AT 31st MARCH 2019

	Note	£	2019 £	£	2018 £
FIXED ASSETS					
Tangible assets	13	4,094,083			4,634,567
Investment property	14	434,000			135,000
Total tangible assets			4,528,083		4,769,567
			<u>4,528,083</u>		<u>4,769,567</u>
CURRENT ASSETS					
Debtors	15	367,012		164,571	
Cash at bank and in hand		<u>2,863,372</u>		<u>2,084,655</u>	
CREDITORS: amounts falling due within one year		3,230,384		2,249,226	
	16	<u>(1,037,221)</u>		<u>(540,541)</u>	
NET CURRENT ASSETS			<u>2,193,163</u>		<u>1,708,685</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			6,721,246		6,478,252
CREDITORS: amounts falling due after more than one year	17		<u>-</u>		<u>(119,711)</u>
NET ASSETS			<u>6,721,246</u>		<u>6,358,541</u>
CHARITY FUNDS					
Restricted funds	18		960,817		1,021,211
Unrestricted funds			<u>5,760,429</u>		<u>5,337,330</u>
TOTAL FUNDS			<u>6,721,246</u>		<u>6,358,541</u>

The financial statements were approved by the Trustees on 30th May 2019 and signed on their behalf, by:



Mr C Bland, Chairman

The notes on pages 21 to 33 form part of these financial statements.

ST MARTINS HOUSING TRUST
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CASH FLOW STATEMENT
FOR THE YEAR ENDED 31st MARCH 2019

	Note	2019 £	2018 £
Cash flows from operating activities			
Net cash provided by operating activities	20	<u>982,802</u>	<u>969,222</u>
Cash flows from investing activities:			
Proceeds from the sale of property, plant and equipment		-	6,250
Purchase of property, plant and equipment		<u>(66,070)</u>	<u>(261,158)</u>
Net cash used in investing activities		<u>(66,070)</u>	<u>(254,908)</u>
Cash flows from financing activities:			
Repayments of borrowings		<u>(138,015)</u>	<u>(18,613)</u>
Net cash used in financing activities		<u>(138,015)</u>	<u>(18,613)</u>
Change in cash and cash equivalents in the year		778,717	695,701
Cash and cash equivalents brought forward		<u>2,084,655</u>	<u>1,388,954</u>
Cash and cash equivalents carried forward	21	<u>2,863,372</u>	<u>2,084,655</u>

ST MARTINS HOUSING TRUST

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

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

The Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

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

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

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.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

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
Other fixed assets	-	25% straight line

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

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 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 company 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.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

2. INCOME FROM DONATIONS AND LEGACIES

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Donations	288,994	32,499	321,493	227,765
Legacies	14,470	-	14,470	3,620
Similar incoming resources	-	-	-	-
Total donations and legacies	<u>303,464</u>	<u>32,499</u>	<u>335,963</u>	<u>231,385</u>

In 2018, of the total income from donations and legacies, £213,776 was to unrestricted funds and £17,609 was to restricted funds.

3. INVESTMENT INCOME

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Bank interest	<u>8,216</u>	<u>-</u>	<u>8,216</u>	<u>2,171</u>

In 2018, of the total investment income, £2,171 was to unrestricted funds and £0 was to restricted funds.

4. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Rent and services	3,372,798	395,918	3,768,716	3,040,455
Grants	944,484	105,713	1,050,197	1,199,925
Profit on disposal of fixed assets	-	-	-	-
	<u>4,317,282</u>	<u>501,631</u>	<u>4,818,913</u>	<u>4,240,380</u>

In 2018, of the total income from charitable activities, £4,132,519 was to unrestricted funds and £107,861 was to restricted funds.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

5. COSTS OF GENERATING VOLUNTARY INCOME

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Legal, professional and other	17,946	-	17,946	1,499
Staff costs	9,376	-	9,376	7,724
	<u>27,322</u>	<u>-</u>	<u>27,322</u>	<u>9,223</u>

In 2018, of the total costs of generating voluntary income, £9,223 was to unrestricted funds and £0 was to restricted funds.

6. DIRECT COSTS

	Total 2019 £	Total 2018 £
Residents welfare	39,530	34,518
Rent and rates	595,727	393,063
Light and heat	126,924	104,467
Laundry, cleaning and catering	73,210	75,231
Maintenance and repairs	322,333	226,582
Unpaid accommodation fees	54,559	20,715
Legal and professional	27,691	17,174
Other	189,600	182,499
Wages and salaries	2,452,954	2,367,272
Pension cost	126,656	119,354
Depreciation	164,381	175,130
Loss on disposal of fixed assets	214	27,292
	<u>4,173,779</u>	<u>3,743,297</u>

7. SUPPORT COSTS

	Total 2019 £	Total 2018 £
Rent and rates	18,769	19,571
Light and heat	3,987	3,696
Laundry, cleaning and catering	2,775	3,037
Legal and professional	9,732	5,099
Maintenance and repairs	50,729	45,042
Residents welfare	359	4,331
Other	68,095	56,896
Wages and salaries	264,647	281,054
Pension cost	30,065	15,505
Depreciation	12,087	14,256
	<u>461,245</u>	<u>448,487</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

8. GOVERNANCE COSTS

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Governance Auditors' remuneration	<u>7,170</u>	<u>-</u>	<u>7,170</u>	<u>9,965</u>

9. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2019 £	Depreciation 2019 £	Other costs 2019 £	Total 2019 £	Total 2018 £
Expenditure on raising voluntary income	9,376	-	17,946	27,322	9,223
Costs of generating funds	9,376	-	17,946	27,322	9,223
Expenditure on charitable activities	2,874,322	176,468	1,584,234	4,635,024	4,191,784
Expenditure on governance	-	-	7,170	7,170	9,965
	<u>2,883,698</u>	<u>176,468</u>	<u>1,609,350</u>	<u>4,669,516</u>	<u>4,210,972</u>

In 2018, of the total expenditure on charitable activities, £3,967,924 was to unrestricted funds and £243,048 was to restricted funds.

10. ANALYSIS OF EXPENDITURE BY CHARITABLE ACTIVITIES EXCLUDING GOVERNANCE

	Activities undertaken directly 2019 £	Support costs 2019 £	Total 2019 £	Total 2018 £
Expenditure on charitable activities	<u>4,173,779</u>	<u>461,245</u>	<u>4,635,024</u>	<u>4,191,784</u>

11. NET INCOMING RESOURCES/(RESOURCES EXPENDED)

This is stated after charging:

	2019 £	2018 £
Depreciation of tangible fixed assets:		
- owned by the charity	176,468	189,386
Auditors' remuneration	<u>7,170</u>	<u>9,965</u>

During the year, no Trustees received any remuneration (2018 - £NIL).

During the year, no Trustees received any benefits in kind (2018 - £NIL).

During the year, no Trustees received any reimbursement of expenses (2018 - £NIL).

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

12. STAFF COSTS

Staff costs were as follows:

	2019 £	2018 £
Wages and salaries	2,529,393	2,459,181
Social Security costs	196,948	196,260
Other pension costs	157,357	135,468
	<u>2,883,698</u>	<u>2,790,909</u>

The average monthly number of employees was: 134 (2018: 129).

One employee received remuneration amounting to greater than £60,000 in this year.

The cost of redundancy payments was £70,074 for eleven members of staff for the Norfolk Integrated Housing and Community Support Service.

13. TANGIBLE FIXED ASSETS

	Land & Buildings	Motor vehicles	Fixtures and fittings	Other fixed assets	Total
Cost					
At 1 April 2018	5,500,947	96,657	540,814	36,822	6,175,240
Additions	45,872		20,198		66,070
Disposals			(2,562)		(2,562)
Transfer to investment property	(437,584)				(437,584)
At 31 March 2019	<u>5,109,235</u>	<u>96,657</u>	<u>558,450</u>	<u>36,822</u>	<u>5,801,164</u>
Depreciation					
At 1 April 2018	936,945	79,512	487,395	36,822	1,540,674
Charge for the year	144,922	5,514	26,032		176,468
Disposals			(2,348)		(2,348)
Transfer to investment property	(7,713)				(7,713)
At 31 March 2019	<u>1,074,154</u>	<u>85,026</u>	<u>511,079</u>	<u>36,822</u>	<u>1,707,081</u>
Net book value					
At 31 March 2019	<u>4,035,081</u>	<u>11,631</u>	<u>47,371</u>	<u>-</u>	<u>4,094,083</u>
At 31 March 2018	<u>4,564,003</u>	<u>17,145</u>	<u>53,419</u>	<u>-</u>	<u>4,634,567</u>

Included in land and buildings is freehold land at cost of £1,000,000 (2018 - £1,032,000) which is not depreciated.

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

14. INVESTMENT PROPERTY

	Freehold Investment Property £
Valuations	
At 1 April 2018	135,000
Revaluation of 4 Hillside Cottage	19,000
Transfer from tangible fixed assets	280,000
At 31 March 2019	<u>434,000</u>

A post year sale was agreed for 4 Hillside Cottage and the sale price considered was agreed to be market value. 4 & 6 Bracondale was transferred into investment property on 1st July 2018 at a market value of £280,000 as determined by management.

The net losses on investment on the Statement of Financial Activities amount to £130,871 made up of an impairment of £149,871 on 4 & 6 Bracondale, offset by a revaluation of £19,000 on 4 Hillside Cottage.

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. The impairment has arisen because on completion the properties were revalued at a market value of £280,000 and the net book value after refurbishment was £429,871.

15. DEBTORS

	2019 £	2018 £
Trade debtors	279,503	65,446
Other debtors	33,316	34,345
Prepayments and accrued income	54,193	64,780
	<u>367,012</u>	<u>164,571</u>

16. CREDITORS:

Amounts falling due within one year

	2019 £	2018 £
Bank loans and overdrafts	-	18,304
Trade creditors	35,443	64,633
Other creditors	465,962	320,609
Social Security & other taxes	44,909	48,432
Accruals and deferred income	490,907	88,563
	<u>1,037,221</u>	<u>540,541</u>
		£
Deferred income at 1 April 2018		7,243
Resources deferred during the year		333,269
Amounts released from previous years		<u>(7,243)</u>
Deferred income at 31 March 2019		<u>333,269</u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

17. CREDITORS: Amounts falling due after more than one year

	2019 £	2018 £
Bank loans	-	119,711

Creditors include amounts not wholly repayable within 5 years as follows:

	2019 £	2018 £
Repayable by instalments	-	64,798

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	1,076,645	-	-	587,081	1,663,726
Total Designated Funds	1,076,645	-	-	587,081	1,663,726
General Funds					
General Funds	4,260,685	4,628,962	(4,205,863)	(587,081)	4,096,703
Total Unrestricted funds	5,337,330	4,628,962	(4,205,863)	-	5,760,429
Restricted funds					
Donation Funds	112,327	32,499	(18,892)	-	125,934
Highwater House Building	870,596		(39,214)	-	831,382
Lakenfield Building fund	38,288		(38,288)	-	-
Pathways fund	-	102,212	(102,212)	-	-
NIHCSS		395,918	(395,918)	-	
Under 1 Roof		3,501			3,501
	1,021,211	534,130	(594,524)	-	960,817
Total Funds	6,358,541	5,163,092	(4,800,387)	-	6,721,246

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

Previous year	Brought Forward £	Incoming Resources £	Recourses Expended £	Transfers in/out £	Carried Forward £
Designated Funds					
Future Development Fund	<u>852,479</u>	-	-	<u>224,166</u>	<u>1,076,645</u>
Total Designated Funds	<u>852,479</u>	-	-	<u>224,166</u>	<u>1,076,645</u>
General Funds					
General Funds	<u>4,104,309</u>	<u>4,348,466</u>	<u>(3,967,925)</u>	<u>(224,166)</u>	<u>4,260,685</u>
Total Unrestricted funds	<u>4,956,788</u>	<u>4,348,466</u>	<u>(3,967,925)</u>	-	<u>5,337,330</u>
Restricted funds					
Donation Funds	111,761	17,609	(17,043)	-	112,327
Highwater House Building	910,610		(40,014)	-	870,596
Lakenfield Building fund	116,418		(78,130)	-	38,288
LEAP fund	-	107,861	(107,861)	-	-
	<u>1,138,789</u>	<u>125,470</u>	<u>(243,048)</u>	-	<u>1,021,211</u>
Total Funds	<u>6,095,577</u>	<u>4,473,936</u>	<u>(4,210,972)</u>	-	<u>6,358,541</u>

Designated Funds:-

The **Future Development Fund** represents funding designated by Trustees for future development. A transfer of £587,081 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 £82,687 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 **LEAP Fund** represents funding received from the Big Lottery for the learning, employment accommodation project, a specialist service seeking to incorporate employment, education and training with accommodation opportunities in the private rented sector. The main objectives of LEAP are to reduce homelessness, make better use of the private rented sector and to empower people affected by homelessness.

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

The NIHCSS Fund represents funding received from Norfolk County Council to deliver mental health support to adults across Norfolk, working in partnership with Together for Mental Wellbeing, Norwich and Central Norfolk Mind, West Norfolk Mind and Great Yarmouth and Waveney Mind.

The Under One Roof Fund represents funding received from Voluntary Norfolk to support people affected by loneliness and social isolation in Norfolk to provide a range of services for help and support via the Better Together Norfolk Project.

SUMMARY OF FUNDS

	Brought Forward £	Incoming Resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Designated Funds	1,076,645	-	-	587,081	1,663,726
General Funds	4,260,685	4,628,962	(4,205,863)	(587,081)	4,096,703
Unrestricted Funds	5,337,330	4,628,962	(4,205,863)	-	5,760,429
Restricted Funds	1,021,211	534,130	(594,524)	-	960,817
	6,358,541	5,163,092	(4,800,387)	-	6,721,246

19. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £	Total funds 2018 £
Tangible fixed assets	3,696,702	831,381	4,528,083	4,769,567
Current assets	3,100,948	129,436	3,230,384	2,249,226
Creditors due within one year	(1,037,221)	-	(1,037,221)	(540,541)
Creditors due in more than one year	-	-	-	(119,711)
	<u>5,760,429</u>	<u>960,817</u>	<u>6,721,246</u>	<u>6,358,541</u>

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2019**

Previous year

	Unrestricted funds 2018 £	Restricted funds 2018 £	Total funds 2018 £	Total funds 2017 £
Tangible fixed assets	3,860,683	908,884	4,769,567	4,731,336
Current assets	2,136,899	112,327	2,249,226	1,732,355
Creditors due within one year	(540,541)	-	(540,541)	(229,790)
Creditors due in more than one year	(119,711)	-	(119,711)	(138,324)
	<u>5,337,330</u>	<u>1,021,211</u>	<u>6,358,541</u>	<u>6,095,577</u>

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

	2019 £	2018 £
Net income for the year (as per Statement of financial activities)	362,705	262,964
Adjustment for:		
Net loss on investments	130,871	-
Depreciation charges	176,468	189,386
Loss/(profit) on disposal	214	27,292
Increase in debtors	(202,441)	178,830
Increase in creditors	<u>514,985</u>	<u>310,750</u>
Net cash provided by operating activities	<u><u>982,802</u></u>	<u><u>969,222</u></u>

21. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2019 £	2018 £
Cash at bank and in hand	<u>2,863,372</u>	<u>2,084,655</u>
Total	<u><u>2,863,372</u></u>	<u><u>2,084,655</u></u>

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NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31st MARCH 2019

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 £157,357 (2018 - £135,468).

23. OPERATING LEASE COMMITMENTS

At 31 March 2019 the total of the Trust's future minimum lease payments under non-cancellable operating leases was as follows:

	Land and buildings	
	2019	2018
	£	£
Amounts payable:		
Within 1 year		
Between 2 and 5 years	521,451	350,408
After more than 5 years	1,456,563	642,909
	<u>3,275,912</u>	<u>475,606</u>

Included in "After more than 5 years" are long term leases for 2 Dibden Road, 45 William Kett Close, Webster Court, 35 Bishopgate, Magdalen Road and 33 Bishopgate.

24. RELATED PARTY TRANSACTIONS

The total remuneration for key management personnel for the year totalled £87,751 (2018: £76,192).

This excludes the Trustees who receive no remuneration as referred to in note 11 on page 26.

25. CONTROLLING PARTY

There is no one controlling party.

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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2016**
