



TURNING TIDES HOMELESSNESS

**TRUSTEES' REPORT & FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024**

**Charitable Housing Trust
A Company Limited by Guarantee
Registered as Turning Tides Homelessness**

**Charity Number: 1027832
Company Limited by Guarantee: 2708334**

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Reference and administrative details of the Charity, its Trustees and Advisors

Trustees	Ian Mintram (Chair) Richenda Kullar (Company Secretary) Duncan Anderson Nick Beverley-Hedger (Appointed 25 Sept 2023) Timothy Cooper (Chair Finance and Audit Committee) Moira James (Resigned 17 July 2023) Bill Jones Daniel Keech (Appointed 19 Feb 2024) Jane Lodge (Resigned 22 July 2024) Alwen Lyons (Resigned 12 Jan 2024) Martin Quinn Jonathan Rosser (Appointed 13 May 2024) David Standing (Resigned 25 Sept 2023) Marianne Wright (Appointed 19 Feb 2024)
Company Registered number	2708334
Charity Registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company Secretary	Richenda Kullar
Chief Executive	John Holmström
Independent Auditors	Sheen Stickland Chartered Accountants 7 East Pallant Chichester West Sussex PO19 1TR
Bankers	HSBC Goring Road Worthing West Sussex BN12 4AW

Chair's Statement

This year Turning Tides helped another record number of people to step out of the margins of society and begin to find a pathway out of homelessness – in total 1,057. We have seen people from all walks of life, many of them newly homeless due to the cost-of-living crisis and struggling to process what has happened. Nevertheless, alongside the trauma and hardships we are also humbled and privileged to see the transformations people make when they are given the right support, in the right way, at the right time. This profoundly individual, sensitive, and holistic approach underpins all our work.

Historically, homelessness generally, and the work of Turning Tides specifically, has been underreported. We are delighted therefore to have achieved national media coverage in both May 2023, when the charity was featured on the BBC's The One Show and again in March 2024 on the BBC's Politics South East Show. We are proud that Turning Tides features as an example of 'best practice.' Importantly, the programmes included interviews with Turning Tides clients. We are increasingly incorporating the experience and perspectives of our clients into our work, for example in our hubs, with very positive results.

A current and major challenge is the increasing complexity of clients we are working with. This is often associated with the increasing impact of substance misuse and connected poor mental health. Our prompt and thorough response to this issue is a fine example of the commitment shown by our team. We are extremely grateful to all of our dedicated staff.

We are pleased that we have been able to cover our costs this year. With a rising need for our services in the communities we serve and uncertainty over future funding, financial challenges are ever present.

If you have supported Turning Tides during the last year – in any way, it might be through donating your time as a volunteer or donating goods or money – we are extremely grateful and would like to thank each of you. Your generosity helps people to find lasting pathways out of the desperation of homelessness. Your support continues to be vital to us.

Ian Mintram
Chair of Trustees
June 2024

The Trustees present their annual report together with the audited financial statements for the year 1 April 2023 to 31 March 2024. The Trustees confirm the Annual Report and financial statements of the Charity comply with current statutory requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019). The Charity is considered to be a Charitable Housing Trust as defined by the Housing Association Act 1985.

Since the Charity does not qualify for the small companies' regime, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is included.

About Turning Tides

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services to meet the diverse needs of those who have nowhere to call home.

Approach of Turning Tides

Fundamental to the Charity's approach is understanding every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to create a safe and positive relationship and environment so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to client need.

Taking a strengths-based and systems approach, Turning Tides also seeks to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers clients face are systemic. The Charity listens to their experience and works with colleagues in other related systems such as housing, health, social care, substance misuse and criminal justice to create a "coalition of the willing" to end local homelessness.

Charitable Objects

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, are to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

Our Vision, Mission and Ambitions

Our Vision

Ending local homelessness in the areas in which Turning Tides operate.

Our Mission

We are a community-led Charity which puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for homeless men and women
- A place of safety, respect and trust
- Kind, generous and warm hearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience.

Our Ambitions

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving charity where people enjoy working and feel empowered to create a bright future for themselves and others.

Services of Turning Tides

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District, Mid Sussex and Crawley.

1057 individual clients accessed the Charity's services in 2023/2024, 433 of whom were new clients.

As at the end of March 2024 the Charity had 170 paid staff and 197 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless or insecurely housed can receive practical help such as food, showers and clothing. Specialist staff support clients into appropriate accommodation and help with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach Teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.

- **High Support Residential with 24/7 cover-** 4 projects with 114 beds:
 - Byron Road, Worthing – 16 bed complex-needs,
 - Recovery Project, Worthing – 31 bed Care Quality Commission ('CQC') registered drug rehabilitation,
 - Manor Road, Worthing – 17 bed complex-needs,
 - Roffey Place, Horsham – 50 bed complex-needs

 - **Medium and Low Support Move on Housing** - 17 properties with 113 beds:
 - Worthing ----- 8 houses (62 beds)
 - Littlehampton ----- 3 houses (16 beds)
 - Storrington ----- 1 house (5 beds)
 - Horsham----- 2 houses (8 beds)
 - Mid Sussex ----- 3 houses (22 beds)

 - **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services:
 - Social Workers
 - Mental Health Workers
 - Counselling Coordinator
 - Complex Needs Specialists
 - Substance/Alcohol Misuse Workers
 - Lived Experience and Trauma Informed Navigators
 - Housing First Workers
-

Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5-year financial Business Plan every March. This is accompanied by a detailed Organisational Plan which sets out how the Business Plan will be delivered.

The Organisational Plan has 6 overarching objectives to deliver our four ambitions set in 2019 (please refer to page 6). Progress against the Plan is reviewed quarterly by the Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, Key Performance Indicators (KPIs) are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Management Team and Board of Trustees.

Achievements, Challenges and Performance

Our dedicated staff and volunteers strive to ensure no one faces the trauma of homelessness alone and during the period of this report they supported a record number of 1057 people.

Our Services

Our drop-in Community Hubs and Outreach Teams have helped 463 people over this period. They also report evermore diversity in the people they see; many having what seemed to be a 'normal' life, with a job and home, only a few months prior to presenting for help. Moreover, some people are homeless and still in employment, using our facilities to maintain some normality and dignity as they try and hold onto work and routine. The cost-of-living crisis is extracting a heavy price from many in our society who have little savings or support on which to lean.

This was the first full year of operation of our new high support residential project – at 50 rooms it is our largest yet – at Roffey Place, near Horsham and is a collaborative response between Turning Tides and Horsham District Council. In a rural setting, the building has been completely refurbished to a high standard with the support of volunteers and the local community.

Working in conjunction with our multi-disciplinary teams, both our high support accommodation and our low/medium support housing enable residents with complex needs to aspire to their full potential and move towards independent living.

Challenges

A current and major challenge is the increasing complexity of the clients we are working with. This is often associated with the increasing impact of substance misuse and connected poor mental health.

We are a member of the West Sussex Combating Drugs Partnership. An 85% reduction in the amount of Heroin coming out of Afghanistan has led to an exponential increase in the availability of synthetic opiates which can be anything from 50 to 1000 times more potent than street heroin resulting in a spike in overdoses. Added to this there is an increase in the availability of synthetic drugs over the internet delivered to your door or purchased via QR codes on lamp posts.

Naloxone is a safe medicine that rapidly reverses an opioid overdose. As part of our overall response, we have rapidly distributed Naloxone out into the community and are ensuring that both clients and trained staff are carrying it. We have also installed Naloxone boxes in all our residential and hub services.

Recent achievements

We have continued to develop a more co-produced and trauma-informed Organisational ethos. This continues to be supported by the Sussex wide 'Changing Futures' programme. This is a system change programme for people experiencing multiple disadvantages, funded initially by the Department for Levelling Up, Housing and Communities (DLUHC) until November 2024. This provides a Trauma Informed Navigator and 2 staff who use their lived experience to build deep connection with our most vulnerable clients and guide staff and Managers in the co-design and delivery of our services. Through the development of these roles we have also been able to introduce a peer support training and volunteer programme with funding via the NHS. These voluntary roles have made such a positive difference to the Worthing hub in the way that it feels and the sense of safety and connections that the peer support workers bring. In addition, it makes a real difference to their lives giving them a sense of purpose and knowing the difference they are making.

The recent receipt of OHID (Office for Health Improvement and Disparities) resettlement funding has been a real game changer. It includes funds for a dedicated resettlement manager and a mental health worker in supporting clients with a history of substance misuse, including some dual diagnosis clients, to move into their forever homes. It also includes sufficient funding to pay for deposits, the cost of removals and completely fit out flats with new carpets, curtains, furnishings, white goods and cookers. This all ensures that clients have the greatest opportunity for success. Building trusting relationships with landlords has also been a cornerstone to the success of this project and much positive feedback has been received.

A big success during the year has been confirmation from the Regulator of Social Housing that we are through to stage 2, the final stage, of our application to become a Housing Association. This is a massive achievement and over the next few months we will be working hard to complete this.

A successful application would allow access to capital funding for new, better buildings and to renew our older housing stock to meet longer term sustainability targets (such as net zero by 2050). Longer term this would place us in a stronger position to apply for revenue funding for new supported housing schemes. In recent years the Government has shown a preference to invest capital/revenue in registered providers.

Our Team

We are incredibly grateful to our staff for their huge commitment and dedication throughout the continued challenges faced by the Charity. Operational staff are, understandably, feeling the stretch as they manage an increase in need alongside an increase in complexity and their work is a constant source of pride for the Trustees.

Investing in Our Teams

Our Teams continue to be committed to the mission and vision of Turning Tides and are key to the success of the Charity. They are integral to making Turning Tides a great place to work and through co-production, staff are involved in various initiatives to ensure we continue to improve how we go about our day-to-day work. We value staff input and feedback into everything we carry out, and everyone can have their say through 'Your Voice', our internal staff feedback forum.

We attach great importance to training our people and our focus this year has been on compliance and mandatory training and reflective practice for our Operational teams. We also offer a wide range of supplementary training alongside an extensive library of online courses and learning to support the continual development of skills.

Our next annual Staff Conference takes place in September 2024. It is both an opportunity for all teams across the organisation to connect with each other and to understand more about some of the latest challenges that face our sector.

Diversity, Equality, and Inclusion

Diversity, Equity, and Inclusion have also been a significant area of focus. We launched the Diversity Group to ensure we consider these factors in all our work. The group meets quarterly and includes people from across the Charity with a shared goal to bring challenge where needed and ensure we are truly inclusive.

Health and Wellbeing

The challenges we all face in our wider lives can have an impact, sometimes affecting our mental health and/or our financial situation. As a person-centred Charity, the health and wellbeing of all our stakeholders including clients, volunteers and staff, is an ongoing priority.

We are pleased to continue to offer Medicash to staff. It offers a wide range of training, meditations, 24-hour GP service and digital physiotherapy along with the cash plan element which has the option of adding family members. We also continue to offer the 24/7 Employee Assistance Programme which offers 1:1 counselling for employees and assistance with any work, personal or family issues.

In addition, Reflective Practice and our internal Counselling Team continue to be key in offering support to our frontline Teams who are often dealing with trauma, and we are looking to develop this offering further in 2024/25.

Volunteers

Volunteers are crucial to the delivery of our services and their support can be transformational for clients. This year 197 volunteers supported our work across the Charity, providing a generous and hugely valuable 11,060 hours of support. We also held 50 corporate volunteer sessions.

We are incredibly grateful for all the wonderful volunteers who give their time so freely to support the people we serve. Without them we could not achieve these amazing outcomes.

Community Support

Turning Tides relies on the support and generosity of its local community and we are thankful to those who felt able to donate. The Fundraising and Communications Team worked hard to raise £488k throughout this year. This included two specific campaigns, the Hidden Homeless appeal along with our Christmas Appeal which asked for support over the cold winter months. Crucially, our Fundraising income provides additional funds which enable the Charity to be agile and responsive and help to protect its independence.

Alongside our campaigns we ran a series of events and other initiatives, and the whole Team engaged in many speaking engagements as we sought to continue to raise awareness across West Sussex. Support came from all sectors of society: schools, churches, corporates, social groups, sports clubs and many more. People undertook all sorts of fundraising challenges to support us, including Hercule Van Wolfwinkle whose fundraising and awareness raising is invaluable.

In term of Communications, our work with rural and hidden homelessness continued to receive national attention. In April 2023, representatives from Turning Tides, joined a vital roundtable discussion with the Minister for Housing, Homelessness and Communities, calling for action on the rural homelessness crisis. This came about as a result of Turning Tides' involvement in the Rural Homelessness Counts Coalition – an initiative which unites key organisations such as English Rural, The National Housing Federation and the Centre for Homelessness Impact, amongst others. The Coalition's mission is to address the often overlooked, misunderstood, and growing crisis of rural homelessness in England.

This theme was further picked up in May 2023, when the charity was featured on the BBC's The One Show which included an interview with a Turning Tides client, who spoke about his time living in a rural location. In June, pledges made by Prince William about homelessness meant Turning Tides was approached by several radio stations for comment.

The release of the Government's rough sleeping figures in February 2024 saw Turning Tides again called on for comment and interview in a range of publications and broadcast media including BBC South East and BBC News Digital. The BBC Politics Show South East in March 2024 featured a Turning Tides client, a resident of Roffey Place Horsham.

The art group which meets regularly at the St Clare's hub in Worthing featured in several pieces in Worthing's Inside Magazine over the year, and there was also media coverage of the annual sleepout.

Also, throughout this year, the Business Development Team secured £2.44m through grants and trusts. These applications were doubly challenging, not only due to the cost of living crisis but also because the Charity has expanded to meet the increased need in our community. As our turnover now comfortably exceeds £5m, this can limit the scope of grants and trusts open to our application.

Income from the Business Development Team not only ensured our existing services continued to support as many clients as possible, but also led to the development of new services.

Key Performance Indicators

	2021-2022	2022-2023	2023-2024	% Increase or Decrease (22/23 - 23/24)
Pathways out of homelessness:				
Total clients supported	883	938	1057	+13%
Total new clients supported	351	372	433	+16%
Average length of rough sleeping of new clients (in weeks)	6.6	4.5	3.7	-18%
Number of people rough sleeping at end of Q4 (restated)	28	34	36	+6%
Safeguarding Reports	20	7	19	+171%
High support accommodation:				
Total units of accommodation	92	100	111	+11%
% Occupancy	94%	90%	95%	+5%
Number of new clients taking up residencies	125	177	172	-3%
Average length of stay (in weeks)	26	26	28	+8%
Total move-ons	133	147	158	+7%
% planned departures (restated)	62%	65%	57%	-8%
Low/Medium support housing:				
Total units of accommodation	115	114	113	-1%
% Occupancy	89%	87%	93%	+6%
Number of new clients taking up residencies	67	88	79	-10%
Average length of stay (in weeks)	75	72	67	-7%
Total departures	64	81	79	-2%
% planned departures	80%	67%	62%	-5%
HR:				
Voluntary staff turnover (restated)	34%	17%	30%	+13%

Staff sickness total average % working days lost	5.1%	3.8%	3.9%	+0.1%
Health & Safety and Maintenance:				
Health & Safety compliance	99%	97%	99%	+2%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 1 day	100%	100%	100%	0%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 7 days	88%	89%	94%	+5%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 28 days	65%	84%	86%	+2%
Complaints:				
Total complaints	32	21	38	+81%

Commentary on KPIs

As demand for our services continues to increase, we are pleased that we have been able to support more clients than ever before (up 13% on last year) and with it more new clients (up 16% on last year). There has been positive progress on pathways out of homelessness with a reduction by 18% to 3.7 weeks for the average length of stay on the streets. Overall numbers rough sleeping were similar, with a small increase of 6% over the previous 12 months.

Safeguarding reports have increased significantly, reflecting our rigorous approach through our Social Worker to refer cases where an alert is properly justified. Key to our safeguarding approach is to follow through any referral and be clear the difference we are seeking to achieve with a report. The increase (from 7 to 19) in the current year can largely be explained by this being the first year that our high support project, Roffey Place, has operated for the entire year and due to the increased complexity of the clients that we support which include a number of health and social care needs.

Similarly, we are also pleased that the actual number of client move-ons out of high support residential services have again increased this year from 147 to 158. On the face of it planned departures from high support have reduced in the year from 65% to 57%. However, last year's figures include the successful one-off planned departure of some thirty clients following the closure of our Lyndhurst Road residential project. Taking this into account, we have managed to maintain the underlying level of planned departures from high support at around 57% in a client environment of increasing complexity. Within the sector we have a strict definition of planned departures and most unplanned departure clients are supported into other accommodation.

The actual number of planned departures from low/medium support, often to Social Housing, has fallen a little from 54 to 49 and the percentage of planned departures has fallen from 67% to 62%. Notwithstanding the client environment of increasing complexity, we are seeking to improve these figures through the appointment of a dedicated Resettlement Manager together with the receipt of sufficient grant funding to finance these moves.

Voluntary staff turnover has returned to the levels of two years ago. We are seeking to reduce this by introducing additional staff well-being measures. Health and Safety performance remains very high, and our maintenance response times are strong at 100% for emergency tasks. We have a stable and well led Maintenance Team who have capability to continue this improvement.

The 81% increase in complaints this year has, as expected, coincided with our introduction of a new, more accessible, Complaints Procedure for clients and members of the public. Feedback can now be provided directly via an online form on our website. In addition, the new procedure is advertised across all Turning Tides services with QR codes that provide clients with direct access to the form. An associated feedback log enables greater analysis which will be used both to make service improvements and to communicate with all clients annually via Impact reporting.

Future Plans

Our core strategy remains to follow the four ambitions set in 2019 (please refer to page 6). The financial health and security of the Charity is a priority. With current levels of funding, it is a major challenge to make ends meet each year. This challenge increases with funding uncertainty and the increasing need for our services as more people fall into homelessness. Short term funding (and lack of Housing Related Support commissioned income, in particular) is an issue for us and the wider homelessness sector.

A Board/Management Strategy Day was held in June 2023. This provided a detailed review of risks and how we can ensure a robust Business Plan which maintains reasonable reserve levels and manages fluctuating income and retention/development of missional services.

Pending a successful outcome to the final stage of our Housing Association application, we are grateful to Worthing Homes for developing two supported housing schemes on our behalf. Skywaves is a 21 studio-flat high-support scheme and multi-agency hub, and Clifton Road is a 13 studio-flat medium support housing scheme. Both are due to open in early 2025. We are also exploring other property opportunities.

Our Business Development Strategy will also seek to ensure services are sustainable and key risks identified at the earliest opportunity and mitigated against.

We have worked hard to bring our existing housing stock up to a good standard and meet Decent Homes Standards. We have received the results of an independent 30-year stock condition survey and have updated our asset management plans accordingly.

Supporting and investing in our dedicated teams will also be paramount. In 2023/24 we have undertaken an employee engagement survey and are using the feedback to make improvements.

Turning Tides have a robust approach to compliance and internal controls which has this year led to a full roll out of an internal Quality Framework and Quality Review across all Operational Teams, with an emphasis on safety, compliance and best practice. Results of these quality reviews will be included within an annual impact report provided to all clients later this year.

Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating each potential risk. This analysis forms the Risk Map. The Risk Map is reviewed on a regular basis by relevant members of the Management Team and the Board of Trustees. The Board of Trustees have responsibility for ensuring risks are identified and appropriate mitigations are in place, as required by the Risk Action Plans.

Turning Tides recognise the role of robust KPIs and Organisational Plan together with the Risk Map in mitigating risk. The Terms of Reference of the Finance Committee (a subcommittee of the Board of Trustees) were broadened to a Finance and Audit Committee, to include the detailed review of the KPIs, Organisational Plan and Risk Map on a quarterly basis.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan	Status
Loss or reduction of services due to instability of short term funding leading to poorer client outcomes and staff retention issues.	Maintain investment in resources to seek additional long term commissioned funding. Plan and communicate effective staffing resources.	
Reduced ability to meet mission due to increased system changes and internal pressures	Ensure that system change and leadership initiative proposals are thoroughly tested prior to implementation. Provide on-going support post implementation.	
Inability to attract and retain experienced staff due to internal and external pressures	HR strategy to focus on recruitment, employee engagement to include improved induction and staff wellbeing to include reflective practice.	
Reduction in missional activities due to less public giving through fundraising as a consequence of the cost of living crisis	Adopt an agile fundraising and communications strategy. On-going investment in community engagement.	

Financial Review

During 2023/24 Financial Year Turning Tides made a small management accounting surplus of £107k which is marginally better than the budgeted surplus of £95k. Careful management of activity and expenditure continued. This was the first full year of operation of our latest residential accommodation at Roffey Place with it reaching its full capacity of fifty bed spaces.

The following table shows the reconciliation between statutory accounts and management accounting financial performance.

Reconciliation	2023	2024
	£k	£k
Management accounts surplus/(deficit):	(47)	107
West Hill, Ravenscourt Trust and other smaller fund movements	(67)	(14)
Net statutory (deficit) before transfers	(114)	93

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 93.8% (2023: 88.3%). Bad debts were 2.7% (2023: 1.6%) of rent receivable against a target of 2.5%.

Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Free Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes produce an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding which allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the Charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can contribute towards the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost
- New opportunities not in Business Plan
- The level of fixed assets, borrowing and loan repayment risk.

Using the policy described above Trustees, in collaboration with the Chief Executive and Head of Finance, have agreed the following thresholds:

	£
Minimum reserves level	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in Business Plan	£250k
Total	£750k
Maximum reserves level	
Double the minimum reserves level (being approximately 3 months operating costs)	£1,500k

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the Chief Executive and Senior Management Team to agree plans and drive actions which will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed the Trustees will work with the Chief Executive and Senior Management Team to ensure excess is explicitly considered and included within future plans to further the Charity's aims such that, over a defined period, reserves are brought back within the agreed range.

At the year end, total funds were £6,818k (2023: £6,725k). Free reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,174k (2023: £1,041k) which falls comfortably within the agreed range.

Ravenscourt restricted funds are being utilised to fund a specific revenue expense over the following 10-15 years. Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds are likely to be utilised to refurbish the property.

Structure, Governance and Management

Turning Tides is a registered Charity. Turning Tides is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2024.

There are currently 11 Trustees out of a maximum possible 15. Regarding recruitment of Trustees, when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

The Board and its Sub-Committees will also conduct regular performance reviews and skills audit of trustees/members. In October 2022 it conducted a Board Effectiveness Review. This found the Board was broadly working well but would benefit from more lived experience and diverse membership.

Positions are advertised widely, and Trustee recruitment will encourage a diversity in applications and that lived experience is valued. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive and withdraw from any decision-making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive and the Senior Management Team.

The Board meets as a full Board at least 4 times a year. The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub-committee has clear terms of reference.

- The Finance and Audit Committee meets at least 6 times a year
- The Remuneration Committee meets 2-3 times a year.

These sub committees report to the main Board at each main Board meeting. The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

Public Benefit Statement

Turning Tide's charitable objects are the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination, or have none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

Trustees' Responsibilities Statement

The Trustees (who are also the Directors of Turning Tides Homelessness for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

Disclosure of information to auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- so far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Trustee has taken all the steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Approved by order of the members of the Board of Trustees on
and signed on their behalf by:

Ian Mintram
Chair

Timothy Cooper
Chair of Finance & Audit Committee

Report of the Independent Auditors to the Members of Turning Tides Homelessness

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charitable company') for the year ended 31st March 2024 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (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 2024 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the 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 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 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 Report of the Independent Auditors thereon.

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.

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 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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 Report of the Trustees.

We have nothing to report in respect of the following matters where 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.

Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities, 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.

Our 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 a Report of the Independent Auditors 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.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

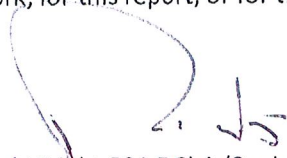
- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- auditing the risk of management override of controls including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

**Report of the Independent Auditors to the Members of
Turning Tides Homelessness**

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 Report of the Independent Auditors.

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 the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Paul Wright FCA DChA (Senior Statutory Auditor)
for and on behalf of Sheen Stickland
Chartered Accountants
Statutory Auditors
7 East Pallant
Chichester
West Sussex
PO19 1TR

Date: 22nd August 2024

Turning Tides Homelessness

Statement of Financial Activities for the Year Ended 31st March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	3	487,721	-	487,721	556,365
Charitable activities					
Byron, Manor, Lyndhurst and Roffey	5	2,276,377	-	2,276,377	1,394,864
Recovery Services		1,021,990	-	1,021,990	915,481
Move on Housing		1,619,729	-	1,619,729	1,447,245
Homelessness Services		1,442,165	143,522	1,585,687	1,521,854
Central		3,900	-	3,900	6,723
Fundraising events		107,260	-	107,260	122,512
Donated Goods & Volunteering		6,970	-	6,970	-
Investment income	4	<u>15,553</u>	<u>-</u>	<u>15,553</u>	<u>3,495</u>
Total		<u>6,981,665</u>	<u>143,522</u>	<u>7,125,187</u>	<u>5,968,539</u>
EXPENDITURE ON					
Charitable activities					
Byron, Manor, Lyndhurst and Roffey	6	2,459,945	-	2,459,945	1,463,684
Recovery Services		967,288	14,296	981,584	744,945
Move on Housing		915,885	-	915,885	1,036,464
Homelessness Services		1,371,226	143,522	1,514,748	1,350,105
Central		848,432	-	848,432	1,036,243
Fundraising events		185,620	-	185,620	262,369
Donated Goods & Volunteering		<u>126,123</u>	<u>-</u>	<u>126,123</u>	<u>189,096</u>
Total		<u>6,874,519</u>	<u>157,818</u>	<u>7,032,337</u>	<u>6,082,906</u>
NET INCOME/(EXPENDITURE)		107,146	(14,296)	92,850	(114,367)
Transfers between funds	18	<u>1,155,000</u>	<u>(1,155,000)</u>	<u>-</u>	<u>-</u>
Net movement in funds		1,262,146	(1,169,296)	92,850	(114,367)
RECONCILIATION OF FUNDS					
Total funds brought forward		5,342,141	1,382,781	6,724,922	6,839,289
TOTAL FUNDS CARRIED FORWARD		<u>6,604,287</u>	<u>213,485</u>	<u>6,817,772</u>	<u>6,724,922</u>

The notes form part of these financial statements

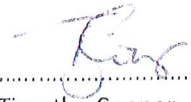
Turning Tides Homelessness

Balance Sheet
31st March 2024

	Notes	Unrestricted funds £	Restricted funds £	2024 Total funds £	2023 Total funds £
FIXED ASSETS					
Tangible assets	11	5,214,074	-	5,214,074	5,441,520
CURRENT ASSETS					
Debtors	12	733,982	-	733,982	596,890
Investments	13	128	-	128	128
Cash at bank and in hand		<u>1,203,085</u>	<u>213,485</u>	<u>1,416,570</u>	<u>1,297,547</u>
		1,937,195	213,485	2,150,680	1,894,565
CREDITORS					
Amounts falling due within one year	14	<u>(491,783)</u>	-	<u>(491,783)</u>	<u>(469,555)</u>
NET CURRENT ASSETS					
		<u>1,445,412</u>	<u>213,485</u>	<u>1,658,897</u>	<u>1,425,010</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		6,659,486	213,485	6,872,971	6,866,530
CREDITORS					
Amounts falling due after more than one year	15	<u>(55,199)</u>	-	<u>(55,199)</u>	<u>(141,608)</u>
NET ASSETS					
		<u>6,604,287</u>	<u>213,485</u>	<u>6,817,772</u>	<u>6,724,922</u>
FUNDS					
	18			6,604,287	5,342,141
Unrestricted funds				<u>213,485</u>	<u>1,382,781</u>
Restricted funds					
TOTAL FUNDS					
				<u>6,817,772</u>	<u>6,724,922</u>

The financial statements were approved by the Board of Trustees and authorised for issue on and were signed on its behalf by:

 20/8/2024
.....
Ian Mintram - Trustee


.....
Timothy Cooper - Trustee

The notes form part of these financial statements

Turning Tides Homelessness

Cash Flow Statement
for the Year Ended 31st March 2024

	Notes	2024 £	2023 £
Cash flows from operating activities			
Cash generated from operations	1	<u>182,877</u>	<u>(128,338)</u>
Net cash provided by/(used in) operating activities		<u>182,877</u>	<u>(128,338)</u>
Cash flows from Investing activities			
Purchase of tangible fixed assets		(56,687)	(430,246)
Interest received		<u>15,553</u>	<u>3,495</u>
Net cash used in investing activities		<u>(41,134)</u>	<u>(426,751)</u>
Cash flows from financing activities			
Loan repayments in year		<u>(22,720)</u>	<u>(22,545)</u>
Net cash used in financing activities		<u>(22,720)</u>	<u>(22,545)</u>
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at the beginning of the reporting period		<u>1,297,547</u>	<u>1,875,181</u>
Cash and cash equivalents at the end of the reporting period		<u>1,416,570</u>	<u>1,297,547</u>

The notes form part of these financial statements

Notes to the Cash Flow Statement
for the Year Ended 31st March 2024

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2024	2023
	£	£
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	92,850	(114,367)
Adjustments for:		
Depreciation charges	284,133	167,236
Interest received	(15,553)	(3,495)
Increase in debtors	(137,092)	(170,532)
Decrease in creditors	<u>(41,461)</u>	<u>(7,180)</u>
Net cash provided by/(used in) operations	<u>182,877</u>	<u>(128,338)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.23	Cash flow	At 31.3.24
	£	£	£
Net cash			
Cash at bank and in hand	<u>1,297,547</u>	<u>119,023</u>	<u>1,416,570</u>
	<u>1,297,547</u>	<u>119,023</u>	<u>1,416,570</u>
Liquid resources			
Deposits included in cash	-	-	-
Current asset investments	<u>128</u>	<u>-</u>	<u>128</u>
	<u>128</u>	<u>-</u>	<u>128</u>
Debt			
Debts falling due within 1 year	(23,913)	(1,207)	(25,120)
Debts falling due after 1 year	<u>(47,308)</u>	<u>23,927</u>	<u>(23,381)</u>
	<u>(71,221)</u>	<u>22,720</u>	<u>(48,501)</u>
Total	<u>1,226,454</u>	<u>141,743</u>	<u>1,368,197</u>

The notes form part of these financial statements

1. **GENERAL INFORMATION**

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. In the event of the company being wound up, the liability in respect of guarantee is limited to £10 per member of the company.

2. **ACCOUNTING POLICIES**

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Critical accounting judgements and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

Income

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

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

2. ACCOUNTING POLICIES - continued

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. 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.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.
All expenditure is inclusive of irrecoverable VAT.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

Tangible fixed assets

The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- not depreciated
Option to Buy	- 2.5% straight line
Motor vehicles	- 25% straight line
Building improvements to leasehold properties	- the shorter of the duration of the lease or 33.3% straight line

2. ACCOUNTING POLICIES - continued

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Investments

Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

Cash 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.

Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding discount is recognised in the Statement of Financial Activities as a finance cost.

Financial instruments

The charity 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.

Notes to the Financial Statements - continued
for the Year Ended 31st March 2024

3. DONATIONS AND LEGACIES

	2024	2023
	£	£
Donations	484,723	422,692
Legacies	2,998	126,253
Grants	-	7,420
	<u>487,721</u>	<u>556,365</u>

Grants received, included in the above, are as follows:

	2024	2023
	£	£
Government grants	-	7,420

4. INVESTMENT INCOME

	2024	2023
	£	£
Deposit account interest	<u>15,553</u>	<u>3,495</u>

5. INCOME FROM CHARITABLE ACTIVITIES

	Byron, Manor, Lyndhurst and Roffey £	Recovery Services £	Move on Housing £	Homelessness Services £
Housing Benefit	1,909,307	615,942	1,411,018	-
Housing Support Services	235,932	350,998	-	7,701
Service Charge	114,204	46,300	129,327	-
Grants	11,189	(1,500)	70,701	1,471,082
Fundraising Events	-	-	-	-
Charitable Trusts	5,745	10,250	8,683	103,534
Other income	-	-	-	3,370
	<u>2,276,377</u>	<u>1,021,990</u>	<u>1,619,729</u>	<u>1,585,687</u>

	Central £	Fundraising events £	Donated Goods & Volunteering £	2024 Total activities £	2023 Total activities £
Housing Benefit	-	-	-	3,936,267	2,795,032
Housing Support Services	-	-	-	594,631	581,930
Service Charge	-	-	-	289,831	191,507
Grants	3,900	-	6,970	1,562,342	1,600,347
Fundraising Events	-	107,260	-	107,260	122,512
Charitable Trusts	-	-	-	128,212	117,351
Other income	-	-	-	3,370	-
	<u>3,900</u>	<u>107,260</u>	<u>6,970</u>	<u>6,621,913</u>	<u>5,408,679</u>

Notes to the Financial Statements - continued
for the Year Ended 31st March 2024

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	2024 Totals £	2023 Totals £
Byron, Manor and Lyndhurst and Roffey	2,378,963	80,982	2,459,945	1,463,684
Recovery Services	940,124	41,460	981,584	744,945
Move on Housing	860,271	55,614	915,885	1,036,464
Homelessness Services	1,420,061	94,687	1,514,748	1,350,105
Central	840,720	7,712	848,432	1,036,243
Donations, Legacies and Fundraising Events	164,491	21,129	185,620	262,369
Donated Goods & Volunteering	114,691	11,432	126,123	189,096
	<u>6,719,321</u>	<u>313,016</u>	<u>7,032,337</u>	<u>6,082,906</u>

7. SUPPORT COSTS

	Management £	Governance costs £	2024 £	2023 costs £
Byron, Manor, Lyndhurst and Roffey	60,952	20,030	80,982	62,177
Recovery Services	30,411	11,049	41,460	26,428
Move on Housing	32,614	23,000	55,614	36,415
Homelessness Services	72,900	21,787	94,687	59,860
Central	7,712	-	7,712	7,073
Fundraising events	13,522	7,607	21,126	14,287
Donated Goods & Volunteering	8,808	2,624	11,432	7,105
	<u>226,919</u>	<u>86,097</u>	<u>313,016</u>	<u>213,355</u>

Included in governance costs is auditor's remuneration of £12,000 (2023: £12,000).

Notes to the Financial Statements - continued
for the Year Ended 31st March 2024

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2024	2023
	£	£
Depreciation - owned assets	<u>284,133</u>	<u>167,236</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2024 nor for the year ended 31st March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2024 nor for the year ended 31st March 2023.

10. STAFF COSTS

	2024	2023
	£	£
Wages and salaries	4,015,661	3,630,327
Social security costs	353,006	331,277
Other pension costs	<u>89,824</u>	<u>81,439</u>
	<u>4,458,491</u>	<u>4,043,043</u>

The average monthly number of employees during the year was as follows:

	2024	2023
Total	<u>166</u>	<u>157</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
£60,001 - £70,000	-	1
£70,001 - £80,000	<u>1</u>	<u>-</u>
	<u>1</u>	<u>1</u>

Remuneration and benefits received by key management personnel amounted to £123,258 (2023: £127,567).

Turning Tides Homelessness

Notes to the Financial Statements - continued for the Year Ended 31st March 2024

11. TANGIBLE FIXED ASSETS

	Freehold property £	Land £	Improvements to property £	Motor vehicles £	Totals £
COST					
At 1st April 2023	5,318,347	977,124	381,308	147,351	6,824,130
Additions	-	-	56,687	-	56,687
At 31st March 2024	<u>5,318,347</u>	<u>977,124</u>	<u>437,995</u>	<u>147,351</u>	<u>6,880,817</u>
DEPRECIATION					
At 1st April 2023	1,269,844	-	34,500	78,266	1,382,610
Charge for year	104,814	-	150,333	28,986	284,133
At 31st March 2024	<u>1,374,658</u>	<u>-</u>	<u>184,833</u>	<u>107,252</u>	<u>1,666,743</u>
NET BOOK VALUE					
At 31st March 2024	<u>3,943,689</u>	<u>977,124</u>	<u>253,162</u>	<u>40,099</u>	<u>5,214,074</u>
At 31st March 2023	<u>4,048,503</u>	<u>977,124</u>	<u>346,808</u>	<u>69,085</u>	<u>5,441,520</u>

Included in cost or valuation of land and buildings is freehold land of £977,124 (2023 - £977,124) which is not depreciated.

The properties at West Hill Grinstead, being numbers 20, 22 and 24 are held at valuation at the date that the properties were transferred to the charity.

12. DEBTORS

	2024 £	2023 £
Amounts falling due within one year:		
Trade debtors	404,428	279,426
Other debtors	10,971	13,702
Prepayments and accrued income	<u>129,333</u>	<u>109,512</u>
	<u>544,732</u>	<u>402,640</u>
Amounts falling due after more than one year:		
Other debtors	<u>189,250</u>	<u>194,250</u>
Aggregate amounts	<u>733,982</u>	<u>596,890</u>

The lease premium held on Burgess Hill was surrendered and replaced with a management agreement giving the charity the right to manage the property for a period of up to 40 years for a maximum of £210,000. This will be amortised within the statement of financial activities across the 40 year period.

Notes to the Financial Statements - continued
for the Year Ended 31st March 2024

13. CURRENT ASSET INVESTMENTS

	2024	2023
	£	£
Listed investments	<u>128</u>	<u>128</u>

The market value of listed investments at 31 March 2024 was £128 (2023: £128).

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2024	2023
	£	£
Bank loans and overdrafts (see note 16)	25,120	23,913
Trade creditors	108,208	73,221
Other creditors	18,982	21,129
Accruals and deferred income	<u>339,473</u>	<u>351,292</u>
	<u>491,783</u>	<u>469,555</u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years. At 31 March 2024 total deferred income was £215,360 (2023: £115,349).

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2024	2023
	£	£
Bank loans (see note 16)	23,381	47,308
Accruals and deferred income	<u>31,818</u>	<u>94,300</u>
	<u>55,199</u>	<u>141,608</u>

16. LOANS

An analysis of the maturity of loans is given below:

	2024	2023
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>25,120</u>	<u>23,913</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>23,381</u>	<u>47,308</u>

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. The bank loan is repayable over a 20 year term at an interest rate of 1.25% above base rate.

Turning Tides Homelessness

Notes to the Financial Statements - continued
for the Year Ended 31st March 2024

17. LEASING AGREEMENTS

Minimum lease payments under non-cancellable operating leases fall due as follows:

	2024 £	2023 £
Within one year	174,981	127,458
Between one and five years	<u>136,637</u>	<u>183,943</u>
	<u>311,618</u>	<u>311,401</u>

18. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	5,313,171	107,146	1,155,000	6,575,317
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	<u>7,446</u>	<u>-</u>	<u>-</u>	<u>7,446</u>
	5,342,141	107,146	1,155,000	6,604,287
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	<u>73,394</u>	<u>(14,296)</u>	<u>-</u>	<u>59,098</u>
	<u>1,382,781</u>	<u>(14,296)</u>	<u>(1,155,000)</u>	<u>213,485</u>
TOTAL FUNDS	<u>6,724,922</u>	<u>92,850</u>	<u>-</u>	<u>6,817,772</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	6,981,665	(6,874,519)	107,146
Restricted funds			
The Big Lottery funding	143,522	(143,522)	-
Ravenscourt	<u>-</u>	<u>(14,296)</u>	<u>(14,296)</u>
	<u>143,522</u>	<u>(157,818)</u>	<u>(14,296)</u>
TOTAL FUNDS	<u>7,125,187</u>	<u>(7,032,337)</u>	<u>92,850</u>

Notes to the Financial Statements - continued
for the Year Ended 31st March 2024

18. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.23 £
Unrestricted funds				
General fund	5,363,184	(50,913)	900	5,313,171
Designated fund - West Hill, East Grinstead	56,140	(34,616)	-	21,524
Designated fund - PRS and Personalisation Budget	<u>7,446</u>	<u>-</u>	<u>-</u>	<u>7,446</u>
	5,426,770	(85,529)	900	5,342,141
Restricted funds				
WSSC PHE Capital Funding Scheme	1,155,000	-	-	1,155,000
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	900	-	(900)	-
Ravenscourt	<u>102,232</u>	<u>(28,838)</u>	<u>-</u>	<u>73,394</u>
	<u>1,412,519</u>	<u>(28,838)</u>	<u>(900)</u>	<u>1,382,781</u>
TOTAL FUNDS	<u><u>6,839,289</u></u>	<u><u>(114,367)</u></u>	<u><u>-</u></u>	<u><u>6,724,922</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	5,750,831	(5,801,744)	(50,913)
Designated fund - West Hill, East Grinstead	<u>-</u>	<u>(34,616)</u>	<u>(34,616)</u>
	5,750,831	(5,836,360)	(85,529)
Restricted funds			
The Big Lottery funding	167,708	(167,708)	-
Ravenscourt	-	(28,838)	(28,838)
Nationwide Community Grants	<u>50,000</u>	<u>(50,000)</u>	<u>-</u>
	<u>217,708</u>	<u>(246,546)</u>	<u>(28,838)</u>
TOTAL FUNDS	<u><u>5,968,539</u></u>	<u><u>(6,082,906)</u></u>	<u><u>(114,367)</u></u>

Turning Tides Homelessness

Notes to the Financial Statements - continued for the Year Ended 31st March 2024

18. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.22 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	5,363,184	56,233	1,155,900	6,575,317
Designated fund - West Hill, East Grinstead	56,140	(34,616)	-	21,524
Designated fund - PRS and Personalisation Budget	<u>7,446</u>	<u>-</u>	<u>-</u>	<u>7,446</u>
	5,426,770	21,617	1,155,900	6,604,287
Restricted funds				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Dr Chesters Charity	900	-	(900)	-
Ravenscourt	<u>102,232</u>	<u>(43,134)</u>	<u>-</u>	<u>59,098</u>
	<u>1,412,519</u>	<u>(43,134)</u>	<u>(1,155,900)</u>	<u>213,485</u>
TOTAL FUNDS	<u><u>6,839,289</u></u>	<u><u>(21,517)</u></u>	<u><u>-</u></u>	<u><u>6,817,772</u></u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	12,732,496	(12,676,263)	56,233
Designated fund - West Hill, East Grinstead	<u>-</u>	<u>(34,616)</u>	<u>(34,616)</u>
	12,732,496	(12,710,879)	21,617
Restricted funds			
The Big Lottery funding	311,230	(311,230)	-
Ravenscourt	-	(43,134)	(43,134)
Nationwide Community Grants	<u>50,000</u>	<u>(50,000)</u>	<u>-</u>
	<u>361,230</u>	<u>(404,364)</u>	<u>(43,134)</u>
TOTAL FUNDS	<u><u>13,093,726</u></u>	<u><u>(13,115,243)</u></u>	<u><u>(21,517)</u></u>

Designated Funds

West Hill

Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

18. MOVEMENT IN FUNDS - continued

PRS and Personalisation Budget

Funding relating to Private Rented Sector and Personalisation retained for the continuation of our work in these areas.

Restricted funds

WSSC PHE Capital Funding Scheme

The Trustees have reviewed the terms of the grant funding provided by West Sussex County Council and have agreed that these funds are not restricted and the balance held has been transferred to unrestricted reserves.

The Big Lottery fund

Funding has been received for the Reaching Communities programme at St Clare's Community Hub and for the Littlehampton Community Hub.

Adur Furniture Network

The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

Dr Chester's Charity

The Trustees shall apply the income of the charity in relieving either generally or individually persons resident in Borough of Worthing who are in conditions of need, hardship or distress by making grants of money or providing or paying for items, services or facilities calculated to reduce the need, hardship or distress of such persons.

Ravenscourt

To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker.

Nationwide Community grants

A grant received to fund the development of a trauma informed accommodation service at Roffey Place.

19. CONTINGENT LIABILITIES

In the event of the disposal of the property at West Hill, East Grinstead, there may be a requirement to repay the value of the Social Housing Grant, being £186,000, which was awarded to the charity on purchase of the property.

West Sussex County Council provided funding under its PHE Capital Funding Scheme to assist with the purchase of certain properties. Under the terms of the grant agreements there is a potential liability to repay each of the grants if the properties are disposed of within ten years of the grant being provided. The final ten year period comes to an end on 26 April 2027.

20. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2024.