

Registered number: 02708334
Charity number: 1027832

Worthing Churches Homeless Projects
(A company limited by guarantee)

Trustees' report and financial statements

For the year ended 31 March 2018

**Worthing Churches Homeless Projects
(A company limited by guarantee)**

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Worthing Churches Homeless Projects
(A company limited by guarantee)

Reference and administrative details of the company, its trustees and advisers
For the year ended 31 March 2018

Trustees	Fr B Eadon M Hodson M James R Kullar P Maggs (resigned 25 September 2017) I Mintram J Mitchell Dr L Rockall S Roff (resigned 25 September 2017) D Standing G Wheeler A Williams (resigned 25 September 2017)
Company registered number	02708334
Charity registered number	1027832
Registered office	Worthing Town Hall Chapel Road Worthing West Sussex BN11 1HA
Company secretary	R Kullar
Chief executive officer	J Holmstrom
Independent auditors	Kreston Reeves LLP Chartered Accountants Springfield House Springfield Road Horsham West Sussex RH12 2RG
Bankers	HSBC 16 Goring Road Worthing West Sussex BN12 4AW

Worthing Churches Homeless Projects **(A company limited by guarantee)**

Trustees' report **For the year ended 31 March 2018**

The Trustees present their annual report together with the audited financial statements for the year 1 April 2017 to 31 March 2018. The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective 1 January 2015).

Since the company qualifies as small under section 382, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Director's Report) Regulations 2013 is not required.

About Worthing Churches Homeless Projects

Worthing Churches Homeless Projects (WCHP) started in 1992 and has developed services over the years.

WCHP has a 5 year business plan which sets out the ambition to be at the forefront of homelessness provision serving some of the most vulnerable men and women in the community. The plan gives the organisation clear direction to achieve its objectives, chief of which is to end rough sleeping in the local communities in which it works.

The staff team is highly skilled and WCHP is proud to employ qualified and passionate staff to support clients on an individual and personalised basis. WCHP recognise that it is imperative to take a collaborative approach with other local agencies in order to achieve the best outcomes for clients and overcome barriers the client group face in the community due to their complex needs.

WCHP is active within the local communities in which it works alongside other agencies to ensure the best outcome for people experiencing or at risk of homelessness. The Chief Executive chairs the South East Homelessness Forum and WCHP is an active contributor to local homelessness strategy.

WCHP provides services to support people who are homeless or insecurely housed in Worthing and surrounding areas in West Sussex including Adur, Horsham, Littlehampton, and since the end of March 2018 Mid Sussex.

Objectives

WCHP is a charitable housing trust whose object is 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.

Its vision is to end homelessness in the communities in which it works - a reality that can only be achieved through finding shared purpose with clients, other services and the wider community.

WCHP has relentlessly evolved over its 26 year history and the current business plan priority ambition is to -

- Reduce rough sleeper numbers in Worthing to single numbers by November 2019 and sustain to 2023 and beyond;
- Be "match" fit for supported housing allowance changes April 2020 in terms of quality and value for money;
- Develop complete pathways out of rough sleeping in Worthing and the surrounding areas by 2023 to reduce levels there to low single numbers;
- Maintain year on year growth to achieve our objectives and create a thriving organisation with job security and progression;
- Develop community led, systems leadership, coproduction, psychologically and trauma informed approach that embeds new branding values.

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Trustees' report (continued)
For the year ended 31 March 2018

Review of the Year

WCHP worked with over 1,706 clients across its services during the 2017/18 financial year. Of these new 'homeless' presentations to the Charity were:

- 214 through St Clare's Community Hub (Worthing);,
- 79 through the Littlehampton Community Hub;
- 37 through work in Horsham.

ACHIEVEMENTS AND PERFORMANCE

St Clare's Day Centre – A Community Hub for Homeless People in Worthing

Service Provided:

A multi-disciplinary team based at the Hub provides information, assistance and specialist support services including resettlement, mental health and substance misuse. The Team work with individuals across WCHP and in the wider community (including on the street, in private accommodation and social housing). WCHP was fortunate to secure third term continuation funding for St Clare's from the Big Lottery; this funding commenced in October 2017 and finishes in September 2022, with the amount reducing over the five year term as the Charity works on its plan to build sustainable income for the project.

St Clare's Community Hub offers morning drop in sessions six days a week serving hot and cold breakfasts. Hot showers, spare bedding and new and second-hand clothes / shoes are available. Other services available at the Hub include counselling, chiropody, haircuts, benefits advice, Change Grow Live (CGL) drop in with a nursing team and access to medical services, chaplaincy, general advice and information. The team based at St Clare's are focussed on providing a client centred, holistic approach combined with a range of therapeutic interventions.

St Clare's Community Hub is an integral member of the multi-agency Rough Sleepers Team (RST). The RST is made up of Adur and Worthing Councils' Single Homelessness Co-Ordinator, Council Community Safety Team's Outreach Worker, a former client WCHP volunteer, CGL Substance Misuse Services Worker and a representative from Storm Ministries (another charity locally helping homeless and insecurely housed adults).

St Clare's has worked especially hard to keep its doors firmly open to entrenched rough sleepers - no matter what their presentation – crucial to find housing and maintain hope. St Clare's has adopted, alongside the rest of WCHP, a Psychological and Trauma Informed Approach. Various activities are delivered each afternoon for the benefit of clients resident in WCHP accommodation and others within the local community including music, art and games. These activities help reduce social isolation and introduce attendees to new experiences and social networks.

The weekly Women's Group is a drop in, run in partnership with Brighton Women's Centre (BWC). Some women who experience rough sleeping find accessing the Community Hub intimidating so a space was created for women to use the Hub as a women only environment. This has been useful with an attendance total of 90 throughout 2017/18. The BWC Outreach Worker also holds one to one appointments with women clients during the week.

Achievements:

- 214 new clients of which 114 were rough sleeping;
- 56 helped access WCHP accommodation;
- 35 reconnected to their home area where they didn't have a Worthing local connection.

MEAM (Make Every Adult Matter) - Worthing

The Worthing Making Every Adult Matter (MEAM) delivers a multi-agency led intervention to a specified locally identified group of people with multiple and complex needs.

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Trustees' report (continued) **For the year ended 31 March 2018**

Representation from Adur & Worthing Councils, Change Grow Live (CGL Substance Misuse Services), Sussex Partnership NHS Foundation Trust, Sussex Police, WCHP and West Sussex County Council enabled this intervention to begin, which saw the offer of a bespoke intervention to 6 people over a 6 month period as a pilot, and now works with 22 clients. The service now has a Complex Needs Manager and two workers.

Participating agencies identified a group of people who have numerous and interacting needs which require a truly multi-agency approach to support because they often struggle to engage with the offers of support from various agencies, and so tend not to use services in a planned way. Often this group makes substantial use of emergency services at the point of crisis; such as through frequently attending A&E, or receiving multiple Police callouts etc.

Whilst there are examples of good existing multi-agency work within the area, the MEAM project aims to develop a formal working practice focused on providing direct and bespoke support plans for the individuals who are unable, because of their needs, to access the provision of local statutory and voluntary support services.

Achievements:

- Only 2 of the 22 MEAM clients continue to sleep rough.

A cost benefit analysis has been completed which shows a significant impact on public savings over the next two years from the MEAM project:

- Total costs for 2 year project: £165,547;
- Total fiscal savings over 2 years: £87,624;
- Total public value benefit over 2 years: £463,839.

Meaning total benefit, minus costs is: £385,917 for 2 years or £192,958 per year.

Community Inclusion from St Clare's Community Hub

Service Provided:

The Community Inclusion Team supports people who have moved on from WCHP services as they start living independently. They also visit people about to be released from prison / hospital to help with housing options.

As part of their work, they continue to run a weekly Outreach café that engages with clients who have moved on from WCHP residential projects into their own accommodation and other vulnerable adults in the community. Clients are helped with relapse prevention and any enduring mental health conditions.

Clients come to Outreach for different reasons. Many come to socialise with others. It also gives clients structure and a meaningful activity for their week. They also come for support with reading and understanding letters, making phone calls, filling in forms and sorting out appointments etc.

Achievements:

- There has been an average of 8 clients per week, 15 being the maximum number and 3 being the lowest number. There are three volunteers who regularly attend to support and chat with clients, which is a valuable aspect of the group. Two of the volunteers help with the cost of the lunch;
- In 2017/18 there were a total of 44 sessions at the Outreach Café with a total attendance of 351;
- Clients organised their own fundraising events to help fund outings for the group.

Financial Inclusion

WCHP has received additional funding for the Littlehampton, Worthing and Adur areas from West Sussex County Council (WSCC) to deliver the Local Assistance Network.

Support is available to help people experiencing benefit delays and suspensions, debt, moving and newly housed, as well as meeting cash crises for utility vouchers and food.

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Trustees' report (continued) For the year ended 31 March 2018

The majority of referrals received are from Social Services, the Citizens Advice Bureau, Local Authorities, the Children and Family Centres, housing associations, Department of Work and Pensions, health authorities and by self-referral. During the year April 2017 to March 2018 WCHP Local Assistance Network has helped over 880 people. There were 560 applications of which over 250 applications were made by families.

Over the course of the year, there has been a gradual increase in the number of families requiring financial assistance. In April 2018 we have already received applications from 39 families. Based on the information provided by applicants, it appears most can manage day to day costs but if there is a change in their income or an unexpected event then there is no spare income or savings to help with emergencies. Additionally, the work involves signposting and support advice.

The role of Financial Inclusion Lead has helped prepare staff and clients for the implementation of Universal Credits (July 2018). This role leads on delivery of the Local Assistance Network (LAN) funding as well as education and informing WCHP staff and clients on benefit systems and advice.

Achievements:

- Development of partnership working with Job Centres, including Job Centres providing training to frontline staff on the introduction to Universal Credit and a reciprocal drop in service being offered at Littlehampton Hub and Job Centre and co-location of WCHP staff at Horsham Job Centre.

Littlehampton Community Hub

Service Provided:

The Breakfast Club operates 4 days a week 8.30am to 10.00am serving hot and cold breakfasts to those in need. Daily attendance sees between 20 and 30 people visiting the service.

This service operates from the Littlehampton United Church. From here support and advice is available around housing, tenancy sustainment, finances – budgeting/ benefits/ appeals, emotional and mental health/ wellbeing, volunteering/ looking for work, CV writing, substance and alcohol misuse support, correspondences, LAN applications, food parcels and food bank vouchers. People can also be signposted to other services which could be of benefit. The team consists of specialist roles including: Dual Diagnosis Worker, Accommodation Support Worker and Early Intervention and Assessment Worker. In 2016, funding from Big Lottery was successfully secured to continue and expand this work and respond to the need in Littlehampton to cover the costs of the staff posts.

In the last year multi agency working has become a pivotal part of the work carried out in Littlehampton and WCHP work closely alongside Arun District Council, Police, Anti-Social Behaviour team and Probation services, social services, mental health services, specialist women's support services including Safe in Sussex, Stonepillow, Pause, DWP and other homelessness services within Arun. The staff team attend regular multi agency meetings including the Street Multi Agency Risk Assessment Conference (MARAC) and Domestic Violence MARAC, Pause Operations Board and Violence Against Women and Girls Forum.

The team has moved to more suitable office accommodation close to the United Church.

Achievements:

- 79 new clients (34 rough sleeping);
- 37 found suitable accommodation;
- Number of times breakfast club accessed in 2017/18 is 3,674 compared to 2,187 in previous year
- Women's Group running from Safe in Sussex – Amber House refuge weekly;
- Wednesday group providing lunch and community inclusion weekly

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Trustees' report (continued)
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Horsham Services

The Horsham Coordinator is now supported by a further Horsham Outreach Worker part funded by Horsham District Council. The team lead on all referrals to the Horsham Night Shelter coordinated by Horsham Matters. A weekly breakfast drop in session has commenced on Mondays based at the Salvation Army.

Achievements:

- Strong links have been developed with agencies within the Horsham district that has led to a weekly drop in service at the Salvation Army Hope Inn and the Horsham Jobcentre;
- 14 clients supported into accommodation within the last quarter of 2017/18, mostly via a community focused housing company that takes on single people who have been homeless;
- Number of clients rough sleeping has reduced during 2017/18 from 14 in Q1 to 5 in Q4;
- Women only group attendance has increased to 21 in 2017/18;
- Assertive outreach sessions are held fortnightly, and once a month with West Sussex Police Community Support Officers present, to find the most complex hidden homeless people in the Horsham District;
- A quarterly multi agency steering group in Horsham has been developed to enable collaborative working in the district to support those rough sleeping and vulnerably housed.

Byron & Manor Road Hostels

Byron Road is a 15 bed complex and enduring needs service of high support accommodation. There are 2 distinct environments within the service. The main house consists of 9 units with shared communal living, lounge, dining area, kitchen, shared bathroom and toilets. In March 2016 the annex opened; 6 self-contained units added to the rear of the building with an interconnecting door. This allows us to match the environment itself to the needs of clients. A holistic approach is used, and residents will work in partnership with their key worker, the whole staff team, specialist interventions and local agencies on a personalised route out of homelessness. It is expected clients are willing to make healthy life changes and to engage positively with the service.

The service adopts a harm minimisation approach with regards to alcohol and substances and provides a psychologically informed environment. Individual risk assessments and support plans are negotiated and agreed. Residents at the project can be regularly tested for substance and alcohol use in line with their individual support plans. Access is controlled by 24/7 staffing

Having explored key areas such as physical and mental health, budgeting, meaningful use of time and aspirations, the path forward becomes clearer, enabling a tailored and planned move onto the next stage. The classic pathway is Manor Road but options have diversified with WCHP's Move On Housing and Recovery Project, external supported housing providers or direct into the private rented sector.

Manor Road acts as the primary "step down" option from the Byron Road Hostel. The house consists of 14 single units with shared communal living. The client is expected to be willing to make positive life changes and to engage positively with the service. The service adopts a harm minimisation approach with regard to alcohol and substances and the expectation is that it is well managed by the individual. While staff use a behaviour based approach, residents may be tested for alcohol or substances if the peace of the house is being affected. Residents are expected to manage their own medication. There is no curfew and residents have their own door key.

An environment where residents are given space and responsibility and support continues to be offered through key working and specialist interventions. Individual risk assessments and support plans are negotiated and agreed. There is an emphasis on involvement within the community, social networking and testing oneself in preparation for more permanent housing. Everyone's recovery out of homelessness will be a personal pathway. The reality for the majority of residents due to a housing shortage is that they may need to rent privately which can mean significant upfront costs requiring good budgeting, savings and resilience.

Following move on, continued support is offered via WCHP's Community Inclusion Team and Outreach Café within the local community. If moving into WCHP's Move On Housing, there is a dedicated support team.

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Achievements:

- During 2017/18 financial year we have worked with 66 people, the service having an 84% planned move on rate, a percentage increasing year on year;
- Occupancy levels increased from 97% in 2016/17 to 99% in 2017/18;
- The annex (6 self-contained units), coupled with a psychologically informed approach (PIE) has deepened the service offer, enabling referrals not practicable previously as well as helping to increase planned move ons;
- The service has been part of the primary accommodation offer in the community for MEAM cases (Make Every Adult Matter), working as part of a multi-agency approach;
- Increased move on solutions by 27% over the previous year;
- Facilitated pan West Sussex operational meetings regarding complex cases known to services across the county;
- Byron Road opened its doors to the public for the first time via the Worthing Art Trail, a great success

Move On Housing

Move On Housing comprises properties of mixed tenure providing transitional and permanent housing options for people leaving higher support services. This provides a stepped down approach rather than the 'drop' that can sometimes be felt when resettling. The scheme has 37 residents. The Move On Housing Manager oversees these services along with the Housing Officer and Support Worker. One of the properties has a resident Warden. In partnership with residents they create inclusive and safe environments woven into their local communities.

In order to ensure continued support for people moving somewhere with an appropriate level of support to address their varied complexities, a joined up strategy is needed to address how move on across the organisation and partner agencies is managed and ensure a throughput for clients. Thus, WCHP's first Move On Strategy has been drafted. It brings together knowledge and resources with the aim of utilising them to provide the best service possible to clients, to keep accommodation pathways fluid for clients in need to access and to ensure that people leaving services are equipped with the necessary skills to retain independent accommodation rather than becoming revolving door clients. By implementing the strategy, it will reduce the time people remain in supported accommodation and becoming dependent on a service that no longer serves them.

Achievements:

- Opened 10 refurbished bedsits at 13 Grafton Road;
- Added support to 3 houses to increase capacity for more vulnerable clients;
- 27 new occupiers in 2017/18;
- 10 out of 11 move ons were planned.

Recovery Services

Recovery Project

Service Provided

The Recovery Project opened in 2006. It is a Tier 4 registered care service, providing residential treatment with detox facilities for 25 homeless or insecurely housed clients who have alcohol and / or drug misuse problems. Referrals are made through a variety of channels including WCHP's St Clare's Community Hub. Potential clients are required to demonstrate a commitment to their individual recoveries. Many of the clients here have complex needs with dual diagnosis.

Once clients move into the Recovery Project they receive bespoke specialist interventions including one to one support and a compulsory group work programme. A holistic approach is adopted addressing drug and / or alcohol issues along with the rebuilding of relationships lost through addiction. In addition, the programme provides cultural activities, physical exercise, training, volunteering and employment in the community. Residency can be for up to 2 years.

The project is staffed 24 hours a day including a waking night worker.

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Achievements:

- During 2017/18 financial year, the Recovery Project helped 58 clients;
- Strategically local agendas are influenced through WCHP's involvement in the Safer Communities Alcohol Group, the Reducing Drug Deaths Group, through partnerships with CGL and through involvement with the Safeguarding boards and Safeguarding audits;
- The Substance Misuse Social Work Co-ordinator (SMSWC) role (funded by the Henry Smith Charity October 2015 to September 2018) has had great impact on WCHP's work. The SMSWC has supported a number of clients to rebuild relationships with their families and children and this will continue to be a core part of work;
- The office is being completely refurbished to create a more therapeutic environment and all communal areas are currently being redecorated.

Recovery Houses

Worthing

This four bed accommodation continues to work well providing long term accommodation in a recovery community.

Littlehampton

Both Recovery Houses in Littlehampton have been completely refurbished and are up and running providing accommodation for ten people.

Horsham

WCHP took on a contract to manage two Recovery Houses (four bedrooms in each) in Horsham that provide additional supported accommodation for clients in recovery. The Recovery Project is working with ANA Treatment Works to deliver this housing and meet need in the Horsham area.

Fundraising and Publicity

The PR and Fundraising Team continue to seek new and inventive ways in which to reach out to the local community. The team attends a number of different networking events on a regular basis to promote the Charity, encourage support for events and engage with potential new supporters. At the forefront of the work is the necessity to secure funding to enable WCHP to continue to provide services, at the same time enabling development to suit the needs of clients better. The team also works to improve the public's understanding of homelessness; including the different types of homelessness, the wide range of people WCHP works with, the impact homelessness can have on people and that homelessness is something that does not just occur from one root cause but can be a result of a combination of things. Two of the overarching messages included in talks and presentations is that homelessness is something that can happen to anyone and that it is a community issue.

WCHP relies on the support of local people in many ways including financial donations, volunteering and through the donation of items to the charity shops. Without this continued support it would not be possible to continue to provide the service to the current level.

The PR and Fundraising Team have raised the awareness of homelessness and the WCHP services provided in new geographical areas it is operating in. The number of WCHP supporters there have also increased.

The number of followers on Facebook and visitors to the website have steadily increased in addition to good relationships with local newspapers and radio, resulting in many new supporters and successful requests for help/donations. The WCHP website continues to be well used and serves as an information point and resource. The news and blog section of the site is regularly updated and these articles are then linked to the WCHP Facebook page to encourage through traffic. The increase in social media engagement has markedly improved. On Facebook WCHP now have 2,675 likes (up 29%) and for the website averaged 8,270 page views per month.

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Trustees' report (continued) **For the year ended 31 March 2018**

During the year, approximately 100 talks were delivered to schools, groups and organisations. The presentations outline ways people become homeless, describe the effects this has on the people concerned and promote WCHP's work. The newsletters provide more specific details on the work carried out in the projects and include informative articles around the issues of homelessness. The newsletters also provide a space to thank local businesses for their support and celebrate the achievements of supporters and volunteers who work tirelessly to help deliver services, raise funds and raise awareness.

We have received support from local supermarkets, including Sainsbury's, Tesco's and Morrison's. The initiative to ask customers of Sainsbury's to add an item to their shopping to donate to WCHP has been very successful. A variety of Fundraising Events were organised including Sky Dive, Christmas Tree Festivals (Shoreham and Arundel) and the annual sponsored Sleep outs (Worthing and Littlehampton). New events are being sought to attract supporters of all ages / outlooks and to develop links in Worthing, Littlehampton, Horsham and Shoreham; with additional events planned in all of these areas for the coming financial year.

WCHP is a registered member of the Fundraising Regulator. The charity employs three part time Community Fundraisers who organise events and work with the local community to raise the funds needed. WCHP does not work with any professional fundraisers and during the last financial year did not have any agreements with commercial participators. The Community Fundraising Team follow the Fundraising Regulator's Code of Fundraising Practice and no failures to comply with the Code of Practice have been identified. During the 2017/18 Financial Year no complaints were received about Fundraising by the Charity. The charity does not share their data with anyone and limits their fundraising approaches to ensure they are not unreasonable and that there is no undue pressure to give.

Individual and Community giving remains a large part of the Fundraising income for the Charity. There is much gratitude for the continued support and dedication shown.

Legacies form a very important part of unrestricted income for the Charity. This year two individual legacies were received.

Friends' Groups

A network of Friends Groups has been developed to organise fundraising and awareness events. Groups are established in West Worthing, Central Worthing, Shoreham, Horsham and Littlehampton. They help support local collections but also organise their own events e.g. Quiz Nights, Curry Nights, Caribbean Evenings. These groups are an essential part of increasing support within the communities in which WCHP work and the hard work and commitment of these groups is recognised.

Church and Faith Groups

WCHP retain strong links with local Churches that support the Charity through giving at harvest festival, financial donations and volunteer support. Many churches also run their own events to fundraise for WCHP through the year.

We are building a relationship with members of the local Mosque who visited projects during Ramadan, at the time of breaking their daily fast, to share meals with residents.

Volunteers

Volunteers are key to providing community support and community inclusion opportunities for clients and so help WCHP's mission to end rough sleeping. Volunteering for WCHP provides progression for all volunteers looking to develop their skills and open up new opportunities, whether as future employment or gaining knowledge in a field of interest.

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Trustees' report (continued) **For the year ended 31 March 2018**

At the end of the year the number of active volunteers was 330 (40% up on previous year), 27 of these are client volunteers, and volunteer retention is very high. Through annual feedback meetings and an annual Thank You event, it is clear that volunteers feel valued and recognised. It is hoped this figure will continue to grow, and the retention rate is maintained.

In the past year a number of Volunteers have, with the support of WCHP, progressed to paid employment. 12 Volunteers found paid employment, 7 Volunteers found employment within WCHP.

Hours

WCHP Volunteers worked a total of 23,375 hours during this 12 month period (up 33% on previous year). Operating on the National Council for Voluntary Organisations (NCVO) recognised costings of one voluntary hour equating to £12, this works out as a saving of £280,500 for WCHP.

A substantial proportion of the increase in hours is due to the creation of new volunteer roles within the Charity.

Worthing

St Clare's continues to provide popular volunteering opportunities and the role of "Client Engagement Volunteer" was introduced in 2017, with volunteers supporting staff members during the Saturday session.

The volunteer base for Worthing shop has grown over the last year especially with clients.

Littlehampton

There are currently 28 weekly volunteers in Littlehampton and a full rota for the Littlehampton Breakfast Club, with 4 volunteers supporting the session each morning.

The volunteer base for the Littlehampton shop has grown over the last few months.

Horsham

Volunteer support in Horsham is growing.

Two Outreach Volunteers have been recruited to spend time with the Horsham Outreach Worker and support the role. In August 2017, one of the Outreach Volunteers was successful in applying for a full time Outreach Worker position with WCHP and will continue to work alongside the Horsham Coordinator to develop WCHP's footprint in Horsham.

In September 2017 Monday Morning Drop in Sessions were launched at Salvation Army, Horsham. This is a big step forward in Horsham and has resulted in an increase in the volunteering opportunities in Horsham. WCHP have been liaising with Horsham and Mid Sussex Voluntary Action and Salvation Army to grow their volunteer support for these drop in sessions. So far, the response has been impressive and there is a full rota of volunteer support for the sessions. There are 12 regular volunteers at the session, all of whom are very dedicated. It is clear that WCHP have capacity for volunteers to support the growing services in Horsham.

Shoreham

With the opening of the shop in Shoreham for Adur Matters volunteers were inherited, whom the volunteer team have inducted and introduced to the WCHP way of working.

Sadly, the decision had to be made to close the Shoreham Shop. The staff member and volunteers who were helping at the shop have been transferred to other roles in WCHP.

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Retail and Donations

Retail

At the end of the financial year, WCHP underwent a restructure of its retail arm. This led to the planned closure of the shop in Shoreham.

During this financial year, retail has been supported by sales of goods through the Local Assistance Network and some Ebay sales. Charity Retail remains a difficult area for WCHP and it is kept under review.

Donations

WCHP try to keep a count of all food donations received throughout the year (some smaller donations may not be included in this figure). This year the donations received were as follows:-

	No. of items	Approx Value
Christmas	6,807	£8,442
General	5,264	£6,913
Sainsbury's	3,039	£4,791
Harvest	27,205	£31,549
Total	42,315	£51,695

Throughout the year the retail arm and residential projects are supported by donations of items of furniture. This year the residential projects were supplied with over 200 items of furniture.

Financial Review

Excluding the exceptional items in relation to accrued legacy income, grants for the purchase of client accommodation and income relating to the acquisition of one entity, the underlying deficit for the year was £103,948. (2017: surplus of £126,970)

	2018	2017
	£	£
Underlying WCHP (deficit) / surplus:	(103,948)	126,971
Accrued legacy income:	158,002	47,234
Grants for client accommodation	248,000	400,000
Adur Furniture Network	150,114	-
Transfer of Richard Housing Association	1,388,020	-
Net income before transfers	1,840,188	574,205

In the same period, our Fixed Asset investments relating to our client accommodation increased by £1,649,593 (2017: £510,788).

Reserves Policy and Going Concern

The Charity aims to maintain a suitable level of reserves consistent with the ongoing activities of the Charity such that negative fluctuations in funding do not have an immediate adverse impact on clients or staff. The Trustees approve the 5 year business plan, budget and cashflow forecast on an annual basis. Financial performance and forecast information is monitored on a monthly basis to assess the cash requirements of the Charity.

At the year end, total funds were £5,525,554 (2017: £3,685,366). Free reserves, excluding fixed assets and excluding restricted funds (unrelated to fixed assets) amounted to (£24,690) (2017: £53,450). The negative free reserves figure is due to the fact that WCHP has decided to designate cash and investments, relating to the acquisition of Richard Housing Association (RHA), of £252,852. The free reserves figure will improve as WCHP utilises the designated funds to support services in mid-Sussex.

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Trustees' report (continued)
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Plans for the Future

WCHP continues to seek ways to evolve projects to serve the needs of Clients and the communities in which it works better. The Charity continues to develop services within Adur, Worthing, Littlehampton, Mid Sussex and Horsham as primary focus.

Roffey Homes presented WCHP with a powerful opportunity when they offered WCHP a 38 bed former nurses' home in Lyndhurst Road rent free for 5 years, pending a development. The project with full 24/7 hostel staffing opened at the end of April 2018.

From 29 March 2018 Richard Housing Association (RHA) merged into WCHP. RHA is a 14 bed supported housing scheme for vulnerable single homeless men and women in East Grinstead. A former Carr Gomm project founded in 1973 it has a loyal but small Committee who wanted to pass the organisation to a more established housing provider. They chose WCHP out of 5 applicants. This development provides WCHP with a good start to create pathways out of rough sleeping in the Mid Sussex area.

Over the last year WCHP have been looking at its name and identity after wide ranging conversations both in and out of WCHP. There is a strong sense a new name and logo is needed that more truly reflects what WCHP is. WCHP has managed to secure pro bono consultancy help with this and intend to launch the new brand in Autumn 2018.

WCHP continue to develop as a Systems Leadership Organisation. This means working in partnership with other agencies and organisations in the town to approach and try to make progress on complex problems through finding shared purpose across systems. Working in a more collective way helps individual organisations better understand each other, become aware of the issues each are facing and most importantly use this knowledge and the shared skills of the group to provide the best solutions.

The staff team continues to be developed with a commitment to training and career progression.

Volunteering opportunities continue to develop within the Charity, evolving roles to match volunteers' talents where possible.

Structure

There are currently 9 Trustees on the Board but there is capacity for 15. Trustees pay a £1 annual membership fee and are Directors of the Charity for the purposes of the Companies Act 2006. In addition, the Charity benefits from the expertise of 6 long term supporters of the Organisation who are non-Trustee members.

Governance

The Trustees run the Charity and meet quarterly with additional meetings as needed. Trustees are selected to reflect the community and on the basis of personal competencies and specialist skills as required by WCHP. Trustees must be elected by at least 75% of the Members to serve for a 3 year term. Trustees can be re-elected subject to the aforementioned support of the members. Trustee meetings are attended by the Chief Executive and Head of Finance. The Chair of Trustees meets at least monthly for supervision purposes with the Chief Executive.

All Trustees are expected to:

- satisfy eligibility criteria;
- attend meetings regularly;
- contribute to the decision making process;
- undertake voluntary tasks suited to their skills;
- keep up to date with relevant charity sector issues.

A public recruitment for new Trustees was undertaken in the first part of 2015 with wide ranging advertising. The Trustee role profile was reviewed and used to develop a new application form. A selection panel of Trustees and the Chief Executive interviewed candidates. As a result 4 new Trustees were appointed.

Worthing Churches Homeless Projects
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 March 2018

New Trustees are provided with a personalised induction suited to their experience, knowledge of WCHP and their expected role. Training is made available to all serving Trustees and details of the Governance magazine are circulated 6 times a year.

The Trustees have appointed a Finance Sub-Committee which meets monthly (except July) to oversee the Financial performance of the Charity. The Committee is formed of Trustees and other co-opted individuals with relevant skills. The Sub-Committee operates under specific terms of reference and reports to the Board of Trustees.

A trustee led Remuneration Committee was put in place by the Board in 2017 to review and decide the salaries of the Chief Executive and Senior Management Team.

Ian Mintram was appointed Chair of Trustees in September 2017.

Risk Management

The Charity has a formal risk management process to assess business risks and implement risk management strategies. This involves identifying the types of risks the Charity faces, prioritising them in terms of potential impact and likelihood of occurrence and identifying the means of mitigating the potential risk, this 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 Finance Sub-Committee is responsible for the review of the Risk Map and the progress of Risk Action Plans. Current risks include potential changes in Housing Benefit and Housing Support funding, long term funding for St Clare's, and effective Asset Management.

Public Benefit Statement

WCHP's object is the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness.

As a Charity with a Christian background and ethos WCHP 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. The services are provided in the Worthing and surrounding areas in West Sussex. This geographical area is limited by some current funding streams and the work being carried out by similar charities in neighbouring districts.

Historically, WCHP have only accommodated single homeless people, however, the new project in Lyndhurst Road will trial working with couples. The Charity also offer advice and support to families as and when required. In Littlehampton the work with couples and families has increased. The opportunity to provide accommodation for families is kept under review by the Trustees.

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

Trustees' responsibilities statement

The Trustees (who are also directors of Worthing Churches Homeless Projects for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Worthing Churches Homeless Projects
(A company limited by guarantee)

Trustees' report (continued)
For the year ended 31 March 2018

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they 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 Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' 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 Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

This report was approved by the Trustees, on **13/7/18** and signed on their behalf by:



I Mintram
Trustee