

TURNING TIDES HOMELESSNESS

(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2020

Charity Number: 1027832

Company Limited by Guarantee: 2708334 (England)

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Reference and administrative details of the company, its trustees and advisers

Trustees	D Anderson	M Quinn
	M Hodson	DR L Rockall
	M James	D Standing
	R Kullar	Fr B Eadon (resigned 9 March 2020)
	I Mintram (Chair)	T Franks (resigned 13 January 2020)

Company Registered number 2708334

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 Road
Horsham
West Sussex
RH12 2RG

Bankers
HSBC
Goring Road
Worthing
West Sussex
BN12 4AW

Chair's statement

This has been a year of significant progress across a broad front.

The number of rough sleepers in the areas we operate in has reduced significantly despite increased numbers of people becoming homeless. We now have around 200 units of high support and move on accommodation. Our planned move ons are not at the level we would wish, but this will be an area of focus in the coming year and also partially reflects our willingness to engage with clients with extremely complex needs.

In tackling homelessness we continue to benefit from ever strengthening relationships and support from other agencies such as the local Councils, the Police, other homelessness providers, health and substance misuse services, as well as the broader local community.

We set a very challenging budget including an increased fundraising target. Nevertheless, without compromising our service to our clients, we delivered a small surplus. The Trustees believe that the financial foundations of the Charity remain stable.

In terms of governance we are strengthening the Board and four new trustees will be joining the Board in 2020 when COVID 19 restrictions permit. We have worked closely with the Management Team to develop a robust Organisational Plan, Key Performance Indicators (KPIs) and risk maps to help us support the effective governance of the Charity.

Of course, it is not just about the financial numbers and KPIs. One of the most exciting aspects of being involved with this Charity is its client and community centred focus. Fundamental to our approach is the understanding that every client has their own unique set of circumstances. Whilst we are still, in many ways, on the foothills of what co-production can bring to the Charity there is a strong belief throughout that we will be led by the expertise of our clients and communities. Furthermore, by winning grants for initiatives such as Housing First we are increasingly equipping ourselves with a range of options that meet the diverse needs of our clients.

Finally at the end of this period our staff had to start to deal with the COVID crisis. As detailed below the response of our people has been exemplary.



Ian Mintram

Chair of Trustees
May 2020

TURNING TIDES (A company limited by guarantee)

Trustees' report including strategic report

For the year ended 31 March 2020

The Trustees present their Annual Report together with the audited financial statements for the year 1 April 2019 to 31 March 2020. The Annual report serves the purposes of both a Trustees' report and a directors' report under company law. The directors of the charitable company are its trustees. 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 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).

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 men and women sleeping rough in Worthing.

The Charity rebranded in 2018 to Turning Tides, a decision taken to reflect the wider geographical area that the Charity now serves and the continuing breadth and inclusivity of its services. Turning Tides is founded on Christian roots and the importance of faith and spirituality has not diminished. It will continue with a commitment to ending local homelessness and working with the community to achieve this.

Charitable Objects

Turning Tides is a registered charity whose objects, as set out in its Articles of Association are the relief of 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.

Vision, Mission and Ambitions

Vision

Ending local homelessness

Mission

A community led charity that puts clients and local people at the heart of its mission to end homelessness. To do this the Charity will be:

- Ambitious - homelessness is not an inevitability
- A voice for homeless men and women
- A place of safety, respect and trust

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Trustees' report including strategic report

For the year ended 31 March 2020

- 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

Ambitions 2019-2024

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be innovative and deliver good value in order to win new resources
- Grow a thriving, resilient organisation that attracts and retains talent
- To be led by our clients' and communities' expertise and experience

Turning Tides' Services

The Charity provides a range of services focussed mainly on the needs of people who sleep rough and who experience multi-disadvantage. It operates in West Sussex covering Adur and Worthing, Littlehampton, Horsham District and Mid Sussex.

896 individual clients accessed the Charity's services in 2019 /2020 and there were 455 open client cases at 31/03/2020. The Charity had 138 staff at the year end (including 31 relief staff) and over 300 volunteers who currently deliver:

- **Hubs and Outreach** Multi agency centres where anyone who is homeless 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 there to reduce social isolation. Outreach teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.
- **High Support Residential** 3 high support residential projects with 24/7 staffing:
 - Lyndhurst Road – 34 bed short stay accommodation
 - Byron Road – 15 bed complex needs project
 - Recovery Project – 28 bed Care Quality Commission ("CQC ") registered drug rehabilitation
- **Move on Housing** 16 shared move on houses with 120 beds across the various properties and providing ongoing support from the Charity
 - Worthing 9 houses (74 beds)
 - Littlehampton 3 houses (10 beds currently; 16 beds from Summer 2020)
 - East Clayton 1 house (5 beds from 30/4/2020)
 - Horsham 2 houses (8 beds)
 - East Grinstead 1 house (17 beds)
- **Multi-Disciplinary Team** – specialist staff who provide additional to help clients in the hubs and supported housing
 - Social Worker

- Mental Health Workers
- Women's Worker
- Complex Needs Specialists
- Substance Misuse Worker
- Dual Diagnosis Worker
- Housing First Workers

Turning Tides Approach

Turning Tides has always taken a person centred approach to the individual needs of clients. The Charity is now on a journey to be more psychologically and trauma informed in its approach, building on the strengths of clients and harnessing the value and contribution of their lived experience. Co-production principles, where the Charity works together with Clients in developing the Charity's approach to services, using their lived experience to ensure that services are strengthened so they can better meet the needs of homeless men and women, have been very effective in achieving this objective.

Turning Tides takes a systems leadership approach. 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.

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.

In 2019 the following four ambitions were set:

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be innovative and deliver good value in order to win new resources
- Grow a thriving, resilient organisation that attracts and retains talent
- To be led by our clients' and communities' expertise and experience

The Organisational Plan is structured against these ambitions. Progress against the Plan is reviewed quarterly by the Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, 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 and Performance

To reduce rough sleeper numbers and develop pathways out of homelessness

Turning Tides is the main provider of services to single homeless people in West Sussex. A large proportion of its services are run in Worthing so a key measure of success is the annual official Worthing rough sleeper count. In November 2017 this count was 35, but reduced to 24 the following year. In November 2019 it went down to 15 and has been held at this level. This is notwithstanding there being 175 new cases of people sleeping rough presenting to the Worthing services.

The Charity's strategy has been to develop more emergency accommodation, increase throughput in our high support projects and develop move on housing capacity.

The Charity was funded to provide winter night shelters in Worthing and Littlehampton for the first time which helped keep rough sleeper numbers low and the most vulnerable rough sleepers safe. Over the core winter months the two night shelters offered beds to a combined number of 83 people, some of whom subsequently moved into housing as a result of the support they received. There were 6 rough sleepers in Littlehampton at the start of the year going up to 12 during the year, but then reducing again to 6 by the end of the year.

We met our target to develop 30 new bed spaces. 19 bed spaces were added during 2019/20 by creating 9 additional rooms within our existing housing stock and the 10 year lease of a 10 bed scheme in Worthing. A further 2 leases were agreed in 2019/20 with East Clayton Farm (5 beds) coming into use 30/4/20 and The Manse, United Church, Littlehampton completed 15 May 2020 and due to open summer 2020.

The hub and outreach services have led to reductions in rough sleeping in the other areas of West Sussex the Charity covers during the year 2019/20

- Horsham from 17 to 8
- Mid Sussex from 9 to 4

As a result of the support received, by then end of the year, Clients in high support housing were able to move on in 39 weeks compared to 42 weeks at the beginning of the year, allowing the Charity to help more Clients requiring high support.

Improved analysis of planned moves was introduced to ensure continuous improvement. 58% of the 107 Clients leaving the high support residential services were planned moves.

Closer analysis of the unplanned moves show 13% had alternative accommodation arranged. In 17% (19 in number) were excluded temporarily to the street but most were found accommodation very quickly. This explains why the underlying rough sleeper counts are lower. It also says much about how working with severely multi-disadvantaged clients is rarely a smooth linear progression. Key to Turning Tides ethos is to support clients through the twists and turns of their recovery, always seeking out new and different options. The

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Trustees' report including strategic report

For the year ended 31 March 2020

Multi-Disciplinary Team plays a critical role providing continuity of support to the most multi-disadvantaged clients wherever they are accommodated or whatever the changes in their situation.

A key objective for 2020/21 is to increase the percentage of planned moves using co-production to develop more psychologically and trauma informed working that builds on the strengths of our clients rather than focusing on their vulnerability.

To be innovative and deliver good value in order to win new resources

Throughout the course of the year we have spent a great deal of time listening to our clients, which has provided crucial input into further developing the services provided by the Charity.

Working in partnership with the District Councils, the Charity took a lead in securing over £400k (over £600k in 2020/21) from Ministry of Housing Communities and Local Government to improve services for homeless people across the county. This funding enabled a diverse range of interventions and posts include: Mental Health Specialists, Complex Needs Workers, Advice and Assessment Workers and Community Inclusion Workers. This vital funding will continue into 2021 enabling ongoing development of the Charity's services.

A Lottery bid also secured £450k for three years funding, some of this will support the foodbank and the remaining will fund the Littlehampton Hub.

Byron Road took part in a 'winter pressure' pilot called Discharge to Assess. This partnership between the Sussex Partnership NHS Foundation Trust and West Sussex County Council worked with adult mental health patients who are medically fit for discharge but still occupying an inpatient bed. The pilot has been successful and is likely to be extended for 2 years.

Housing First provides rough sleepers with a home as the single greatest priority before anything else. It offers intensive long term wrap around support. This model is particularly important for people who have multiple and complex needs. Over 60 organisations applied for Henry Smith funding and Turning Tides was one of six to be successful. This funding (£400k over 4 years - from October 2020) will enable progressive work in this sector across the North and South of the county.

In partnership with Brighton Women's Centre and Safe in Sussex, a one year grant from The Tampon Tax Fund enabled more focused and much needed work with women, helping them to move beyond trauma and build safe lives.

One year's funding was also secured from Public Health England for a pilot programme supporting rough sleepers through the healthcare system. A HARP (Hospital Admissions Reduction Pathway) Navigator has been employed and is beginning to advocate for

homeless people and coordinate supporting services such as outreach, accommodation, mental health and addiction.

In East Grinstead additional units of accommodation and office space were created with increased Housing Benefit income, enabling a development of the service into transition housing for clients in the North of the county.

A group counselling room was built at the Recovery Project and a therapeutic group worker employed following the receipt of £139.5k from Ravenscourt Rehabilitation who closed their services and transferred residual funds to the Charity.

In the fundraising team financial targets were exceeded due to increased focus on the approach to individual giving and wider community engagement. We have also introduced new software that enables us to gather information about the donations we receive more effectively and is also aiding strategic reporting.

Grow a thriving, resilient organisation that attracts and retains talent

The Charity has increased turnover from £3.7m in 2018/19 to £4.1m in 2019/20 and set a budget of £4.9 million in 2020/21. Alongside this growth, focused work is taking place to retain and develop existing staff, and recruit new talent.

An effective HR strategy has resulted in a focus on employee well-being, improved skills and staff retention, through for example:

- New KPI monitoring that identifies areas of risk and where line managers need to provide proactive support.
- The introduction of a range of further development opportunities including people management skills sessions, sector specific face-to-face training, webinars and reflective practice facilitated by external psychologists, where staff are encouraged to learn and build on their day to day experiences at work.
- Using a co-produced approach to review policies and practice in order to improve clarity of purpose, benefits and conditions.

The use of employee feedback has developed as the staff forum 'Your Voice' initiative has built the employee voice.

Recruitment campaigns are more successful through greater use of social media and good design of promotional material. Important work has also improved the new candidate journey from application through to their first day and a significant review and re-design of the induction process has been particularly effective. This work continues to develop as further information is gathered using online tools enabling enhanced new joiner and exit feedback.

Innovative work is taking place to support greater wellbeing for staff. This commenced early in the year but accelerated at pace with the Covid-19 crisis. The strategy is being co-produced and includes role modelling, resources to support wellbeing and associated policies. The

Covid-19 crisis saw a new wellbeing channel launched on Microsoft Teams and a suite of resources around anxiety, mindfulness and sleep.

The volunteering scheme has been enriched by the addition of 121 new volunteers (96 volunteers left during the year). The number of volunteers totals 314 who gave a hugely generous 18,027 hours, offering a diverse range of valuable skills, from cooking and cleaning through to befriending and mentoring. The volunteering team has achieved an important milestone this year by securing a nomination for the much coveted Queen's Award for Volunteering. 2nd June 2020 it was announced the charity had won the award.

At a senior level the Chief Executive has completed a restructure of the Senior Management Team and five Heads of Department are now in place. Established and new relationships are developing positively with significant headway being made as the senior team collectively steers the Charity through the Covid-19 crisis.

To be led by our clients' and communities' expertise and experience

Co-production is at the heart of all the Charity's shared work and this is greatly valued by staff and clients. This year a fruitful dialogue developed around co-production as part of the PACT (Partnership and Co-production Team) initiative where clients, staff and the Chief Executive meet at intervals to discuss matters of significance and also review and develop the application of co-production principles to day to day work.

This year saw an increased strategic commitment to excellence in co-production with the appointment of an external consultant who has listened to staff and clients with a view to incorporating their experiences and views in the ongoing co-production strategy. This has resulted in an initial report and further work is now taking place to digest this and progress its learning and recommendations.

Within the projects particular work has developed in the Recovery Project where focus groups with clients around options and models for group work are being co-produced, yielding new interests and outlets for clients. This work is also supporting other services and volunteers to roll out a weekly timetable of group work to build relationships, skills and new experiences for clients.

Lyndhurst Road has also seen the benefits of co-production between residents and staff, where the team's skill and patience in building trust-based relationships with clients has enabled residents to open up to staff in new ways. This has resulted in a fall in instances of anti-social behaviour both inside and outside the building.

Throughout the year the Fundraising and Communications Team have also worked in a number of valuable ways to build engagement with the local community, including developing relationships with corporate, religious and educational partners. Much of this work also seeks to bring client stories to the fore and to position them at the heart of the Charity's identity and public profile

Principle Risks and Uncertainties

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 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 the responsibility for ensuring that risks are identified and that appropriate mitigations are in place as required by the Risk Action Plans.

The Charity approved a new Risk Management Policy 4th November 2019. This recognised the role of robust KPIs and the 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) was broadened to a Finance and Audit Committee, to include the detailed review of the KPIs, Organisational Plan and Risk Map on a quarterly basis. It is planned that additional trustees will join the Committee during 2020 to assist with these quarterly reviews.

The Charity actively reviews its key risks and how these can be mitigated. For example:

- IT security has been reviewed and further improvements to security have been introduced
- Additional systems leadership measures have been introduced and continues to be reviewed to strengthen its effectiveness in creating social movement locally to end homelessness and ensure that there is no increase in homelessness as a result of any weaknesses.
- A review of Health and Safety has been undertaken by a specialist consultant and a new policy is being developed. The Charity recognises the criticality of Health and Safety and it remains an area of focus with additional management capacity being introduced as the Charity grows.
- The co-production initiative is being further enhanced to ensure that there is sufficient input from client lived experience when considering service improvements. As a result of Consultants being employed to aid the review and consequent learnings, a change management programme is underway to implement the findings.
- Retention of able staff is a focus and the successful improvement of the employee brand and recruitment/induction process has resulted in progress. Highly able staff have been attracted and there are low vacancy rates.
- Fundraising is always a challenge and the Charity has strengthened its fundraising team and a new website has been commissioned.
- A new Development Team has been created with strengthened bid writing and contract delivery capability.

Covid – 19

The Charity responded very effectively to the risks of Covid 19 and quickly introduced social distancing and infection control measures. It took a leading role in the West Sussex multi-agency response to ensure a coordinated and sustainable strategy evolved. The Charity worked with the Councils to ensure most rough sleepers were accommodated in local hotels. The combined result of this has led to very low infection rates as at the date of this Report. As a consequence, high occupancy levels in the Charity's housing have been maintained and are likely to continue. Its main income source is therefore secure.

There is a risk of a drop in Fundraising income by up to 50% due to the cancellation of fundraising events and financial pressures on existing donors. This has been mitigated by an Emergency Appeal and successful bids for emergency funding to, for example, the Big Lottery. The Fundraising team have undertaken a fundamental review and will now test new ways to fundraise using traditional and social media to draw in new donors.

Working from home arrangements are working well and all central functions transitioned seamlessly. Only 5% of our staff have had to be furloughed. Although there are workforce challenges, these have not disrupted services or the effective running of the Charity.

Partnership working is helping with accommodation needs. For example,

- Worthing Homes leased 2 self-contained properties as part of a partnership approach to creating Covid-safe accommodation
- Close working with Stonepillow who provided Turning Tides with the use of a 6 bed property in Littlehampton and joint support for residents in Arun District Council temporary accommodation

The key challenges that remain:

- Some clients with addictions and mental health issues struggle to maintain social distancing
- 240 rough sleepers accommodated in hotels across West Sussex (of which around 100 are Turning Tides clients) will require accommodation and support when lockdown restrictions lifted
- Increased need for wellbeing support for frontline staff and clients

Robust planning has been put in place to mitigate these challenges. Frequency of Board and management meetings have been increased until confidence returns that the pandemic no longer creates a risk to the Charity.

Future Plans

Covid 19 creates a set of uncertainties for future planning. However, the Government remains focussed to end rough sleeping and is supporting this with a dedicated Task Force headed by Dame Louise Casey. The Ministry of Homes, Communities and Local Government

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For the year ended 31 March 2020

has increased investment in rough sleeper services. This is expected to continue. Local Government finances continue to remain under pressure however it is anticipated that West Sussex County Council will maintain its commitment to Housing Related Support and Drug and Alcohol funding, which is the Charity's main commissioned income. The scope of the Charity will remain the same – it will focus its services within its current geographical area of operation. It will work with other social and private landlords to deliver longer term general needs housing for its clients and so develop supported housing.

The four ambitions are the golden thread through all its plans. Short term priorities include:

- To develop move on housing to help more clients to move into less supported accommodation, appropriate to their needs, so more local homeless people can be housed.
- Secure alternative property to replace Lyndhurst Road which has 3 years to run on its 5 year lease.
- Improve the rate of planned moves through taking a more psychologically and trauma informed approach and co-producing with clients.
- Invest in our new business development and fundraising capacity to ensure we have sufficient resources to meet our plans.
- Continue to focus on Health and Safety.

Financial Review

Excluding items in relation to restricted income received in relation to 20/21, plus any accrued legacy income, grants for the purchase of client accommodation, the underlying surplus for the year was £43,543 (2019: deficit of £74,316)

	2020	2019
	£	£
Underlying Turning Tides surplus/(deficit):	43,543	(74,316)
Accrued legacy income:	nil	32,786
Adur Furniture Network	nil	4,273
Ravenscourt Trust (restricted income see note 18)	139,757	-
Net surplus/(deficit) before transfers	183,300	(37,257)

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 93.9%. Bad debts were 2.3% of rent due against a target of 2.5%.

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 £5,671,597 (2019: £5,488,297). Free reserves, excluding fixed assets and excluding restricted funds (unrelated to fixed assets) amounted to £619,930 (2019: £379,329). Unrestricted cash balances are forecast to be within the range of £411k and £567k during the 2020-21 year. (2019: Forecast between £409k and £630k). The Trustees consider the level of forecast reserves to be appropriate for the activities and risks associated with the Charity's operations.

Restricted funds relating to the purchase of fixed assets total £648,000 and have, therefore, been excluded from the calculation of free cash reserves. The Charity has no intention of disposing or changing the restricted use of these assets.

Restricted funds received from Adur Furniture Network (£154,387) will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified. Ravenscourt funding is being utilised to fund a specific revenue expense over the following 10-15 years.

During the financial year, the designated fund associated with our property in East Grinstead (West Hill) has been used to help improve the building and support services offered to clients in the local area amounting to £32,209. The fund will be utilised in future periods to assist with the additional planned maintenance at the property.

As noted above, in March 2020 the UK government introduced social distancing measures in a response to the Coronavirus pandemic. While the impact of the Covid-19 virus has been assessed by the Board, so far as reasonably possible, due to its unprecedented impact on the wider economy, it is difficult to evaluate with any certainty the potential outcomes on the organisation's activities. However, taking into consideration the UK Government's response and the organisation's planning, the Board have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

Governance and Structure

Turning Tides is a Registered Charity, Company Limited by Guarantee and Charitable Housing Trust.

There are currently 8 trustees out of a possible 15. There were 2 retirements during the course of the year.

The Board reviewed the skills of the trustees and identified additional finance, fundraising/communications, health, equalities and client involvement were required. A

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wide ranging recruitment campaign was carried out at the beginning of 2020. A huge amount of interest was shown from a number of high calibre candidates. As a result, the Board finally approved in May 2020 the appointment of 4 additional Trustees with these skills. They will take up their appointments September 2020, after the emergency phase of COVID 19 had passed. All new trustees undertake a detailed induction process which includes organisational governance, project visits and meetings with the senior executive. There is clear documentation on the trustee's responsibilities.

Board training is undertaken through annual away days which are externally facilitated by a governance expert. The last away day was held in July 2019 to review its housing strategy. Board members also receive updates through receipt of the Governance and Leadership magazine.

The Charity's Articles of Association were modernised and approved 23rd September 2019.

Key changes include:

- Introduction of maximum terms for trustees of 9 years (although this could be increased by an additional year in exceptional circumstances)
- The ability to hold meetings and make decisions electronically

The Board sets an annual budget and business plan which it delegates to the executive to deliver. The board reserves to itself key decisions such as new business approval (in particular where this involves acquisition of properties), regulatory policies such as Health and Safety and GDPR. The Board also reserves to itself key strategic decisions such as the geographical area of operations and functions of the charity. It ensures all activities are within its charitable objects and mission to "to end local homelessness".

It obtains assurance it effectively discharges its responsibilities through receiving and scrutinising comprehensive management information (management accounts, KPI's and Organisational Plan). These are generated quarterly by the executive for review by the Board.

The Board delegates to a Finance Committee which meets monthly the review of the Charity's finances (including monthly management accounts). As noted above the Finance Committee's terms of reference were expanded to become a Finance and Audit Committee to provide extra trustee capacity to review the quarterly management information.

New standing orders will be developed with a table of delegations during 2020/21.

The Trustees appoint the Chief Executive and ensures good performance through regular supervision and annual appraisal by the Chair. The Chief Executive is responsible for leading and managing the organisation through a Senior Management Team comprising:

- Head of Finance
- Head of Operations

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- Head of Development and Quality
- Head of Human Resources
- Head of Fundraising and Communications.

The Senior Management Team ensures all staff and volunteers fulfil the business plan approved by the Board, and are well led and managed, complying with the Charity's policies and procedures, regulatory and commissioner requirements. It ensures its Care Quality Commissioned regulated Recovery Project has a qualified Registered Care Manager and complies with its regulatory code.

The Charity improves the quality of its services through an extensive training programme, learning from external consultants, the Leadership Centre for Systems Leadership, and membership of Homeless Link and Make Every Adult Matter (MEAM).

The Remuneration Committee supports the strategic aims of Turning Tides by enabling the recruitment, motivation and retention of staff whilst complying with the requirements of regulation. The committee has responsibility for setting the Remuneration Policy for the Charity's Chief Executive and Senior Leadership team

Public Benefit Statement

Turning Tides 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 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.

The services are provided in Worthing and surrounding areas in West Sussex. This geographical area is limited so as not to duplicate work being carried out by similar charities in neighbouring districts.

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 the charity 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. 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 charity and of its

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Trustees' report including strategic report

For the year ended 31 March 2020

incoming resources and application of resources, including its income and expenditure, 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 adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

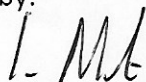
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity'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 charity's auditors are aware of that information.

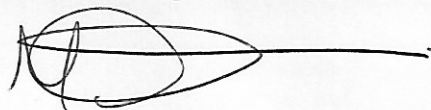
Auditors

The auditors, Kreston Reeves LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

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



I Mintram
Chair



M Hodson

Date : 7/7/2026

Turning Tides Homelessness
(A company limited by guarantee)

Independent auditors' report to the Members of Turning Tides Homelessness

Opinion

We have audited the financial statements of Turning Tides Homelessness (the 'charity') for the year ended 31 March 2020 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Turning Tides Homelessness
(A company limited by guarantee)

Independent auditors' report to the Members of Turning Tides Homelessness (continued)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Annual report, other than the financial statements and our Auditors' report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' report including the Strategic report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' report and the Strategic report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' report including the Strategic report.

We have nothing to report in respect of the following matters in relation to which Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the Trustees' responsibilities statement, the Trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Turning Tides Homelessness
(A company limited by guarantee)

Independent auditors' report to the Members of Turning Tides Homelessness (continued)

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion of the effectiveness of the charitable company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Trustees.
- Conclude on the appropriateness of the Trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our Auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our Auditors' report. However, future events or conditions may cause the charitable company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Turning Tides Homelessness
(A company limited by guarantee)

Independent auditors' report to the Members of Turning Tides Homelessness (continued)

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an Auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.

A handwritten signature in black ink, appearing to read 'Kreston Reeves LLP'.

Sarah Ediss BSc FCA (Senior statutory auditor)

for and on behalf of
Kreston Reeves LLP

Chartered Accountants
Statutory Auditor

Horsham

16 July 2020

Turning Tides Homelessness
(A company limited by guarantee)

Statement of financial activities (incorporating income and expenditure account)
For the year ended 31 March 2020

	Note	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Income from:					
Donations and legacies	3	273,145	1,395	274,540	267,210
Charitable activities	4	3,435,770	427,016	3,862,786	3,250,739
Other trading activities	5	-	-	-	149,032
Investments		2,206	-	2,206	1,320
Total income		3,711,121	428,411	4,139,532	3,668,301
Expenditure on:					
Raising funds	6	-	-	-	222,693
Charitable activities	7	3,657,486	298,400	3,955,886	3,466,552
Total expenditure		3,657,486	298,400	3,955,886	3,689,245
Net losses on investments		(346)	-	(346)	(16,313)
Net movement in funds		53,289	130,011	183,300	(37,257)
Reconciliation of funds:					
Total funds brought forward		4,677,559	810,738	5,488,297	5,525,554
Net movement in funds		53,289	130,011	183,300	(37,257)
Total funds carried forward		4,730,848	940,749	5,671,597	5,488,297

The Statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 24 to 44 form part of these financial statements.


Turning Tides Homelessness
(A company limited by guarantee)
Registered number: 02708334

Balance sheet
As at 31 March 2020

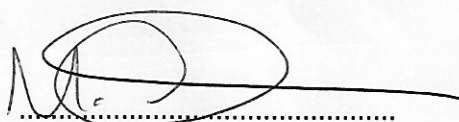
	Note	2020 £	2019 £
Fixed assets			
Tangible assets	13	4,758,918	4,942,063
		<u>4,758,918</u>	<u>4,942,063</u>
Current assets			
Debtors	14	274,149	251,166
Investments	15	128	136,128
Cash at bank and in hand		1,010,269	821,791
		<u>1,284,546</u>	<u>1,209,085</u>
Creditors: amounts falling due within one year	16	(253,812)	(211,537)
Net current assets		<u>1,030,734</u>	<u>997,548</u>
Total assets less current liabilities		<u>5,789,652</u>	<u>5,939,611</u>
Creditors: amounts falling due after more than one year	17	(118,055)	(451,314)
Net assets excluding pension asset		<u>5,671,597</u>	<u>5,488,297</u>
Total net assets		<u><u>5,671,597</u></u>	<u><u>5,488,297</u></u>
Charity funds			
Restricted funds	18	940,749	810,738
Unrestricted funds	18	4,730,848	4,677,559
Total funds		<u><u>5,671,597</u></u>	<u><u>5,488,297</u></u>

The Trustees acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

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



I Mintram
 Chair



M Hodson

Date: 7/7/2020

The notes on pages 24 to 44 form part of these financial statements.

Turning Tides Homelessness
(A company limited by guarantee)

Statement of cash flows
For the year ended 31 March 2020

	2020 £	2019 £
Cash flows from operating activities		
Net cash used in operating activities	394,714	39,909
Cash flows from investing activities		
Dividends, interests and rents from investments	2,206	1,320
Purchase of tangible fixed assets	(11,054)	(5,472)
Proceeds from sale of investments	135,655	-
Net cash provided by/(used in) investing activities	126,807	(4,152)
Cash flows from financing activities		
Repayments of borrowing	(333,043)	(33,996)
Net cash used in financing activities	(333,043)	(33,996)
Change in cash and cash equivalents in the year	188,478	1,761
Cash and cash equivalents at the beginning of the year	821,791	820,030
Cash and cash equivalents at the end of the year	1,010,269	821,791

The notes on pages 24 to 44 form part of these financial statements

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

1. General information

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. The Trustees of the company are the members of the company named on page 3. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the company.

The address of the registered office is Worthing Town Hall, Chapel Road, Worthing, West Sussex, BN11 1HA.

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

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

2.2 Going concern

The financial statements have been prepared on a going concern basis as the trustees believe that no material uncertainties exist. The trustees have considered the level of funds held and the expected level of income and expenditure for 12 months from authorising these financial statements. The budgeted income and expenditure is sufficient with the level of reserves for the charity to be able to continue as a going concern.

While the impact of the Covid-19 virus has been assessed by the Board, so far as reasonably possible, due to its unprecedented impact on the wider economy, it is difficult to evaluate with any certainty the potential outcomes on the organisation's activities. However, taking into consideration the UK Government's response and the organisation's planning, the Board have a reasonable expectation that the organisation will continue in operational existence for the foreseeable future. The financial statements have therefore been prepared on a going concern basis.

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

2. Accounting policies (continued)

2.3 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable 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.

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

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, 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 classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. 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.

All expenditure is inclusive of irrecoverable VAT.

2.5 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.

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

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 incorporating income and expenditure account.

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
Motor vehicles	- 25% straight line
Building improvements to leasehold buildings	- 33.3% straight line

2.7 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.

2.8 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.

2.9 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.10 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 risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

2. Accounting policies (continued)

2.11 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.

2.12 Pensions

The charity operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

2.13 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

2.14 Critical accounting estimates and areas of judgment

Estimates and judgments 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 and assumptions will, by definition, seldom equal the related actual results.

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

3. Income from donations and legacies

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	As restated Total funds 2019 £
Donations	265,145	1,395	266,540	224,154
Legacies	8,000	-	8,000	43,056
	<u>273,145</u>	<u>1,395</u>	<u>274,540</u>	<u>267,210</u>
Total 2019 as restated	<u>262,237</u>	<u>4,973</u>	<u>267,210</u>	

4. Income from charitable activities

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	As restated Total funds 2019 £
Bryon, Manor and Lyndhurst	1,440,355	-	1,440,355	1,261,452
Homelessness Services	583,185	286,459	869,644	760,330
Recovery Services	564,207	139,757	703,964	564,552
Fundraising & Volunteering	162,462	800	163,262	131,401
Move on Housing	681,651	-	681,651	527,539
Central	3,910	-	3,910	5,465
Total 2020	<u>3,435,770</u>	<u>427,016</u>	<u>3,862,786</u>	<u>3,250,739</u>
Total 2019 as restated	<u>2,849,572</u>	<u>401,167</u>	<u>3,250,739</u>	

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Retail - unit	-	-	39,884
Retail - Montague	-	-	44,230
Retail - Littlehampton	-	-	64,918
	<hr/>	<hr/>	<hr/>
	-	-	149,032
	<hr/>	<hr/>	<hr/>

In 2019 all of the income was unrestricted.

6. Expenditure on raising funds

Costs of raising voluntary income

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Establishment costs	-	-	108,275
Other	-	-	12,883
Other staff costs	-	-	1,352
Wages and salaries	-	-	93,167
Employers NI	-	-	5,299
Pension costs	-	-	1,717
	<hr/>	<hr/>	<hr/>
	-	-	222,693
	<hr/>	<hr/>	<hr/>

In 2019 all of the expenditure was unrestricted.

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £	As restated Total funds 2019 £
Bryon, Manor and Lyndhurst	1,135,578	-	1,135,578	1,035,312
Homelessness Services	575,982	294,800	870,782	651,645
Recovery Services	549,359	3,600	552,959	561,083
Fundraising & Volunteering	327,583	-	327,583	312,134
Retail & Donations	-	-	-	2,372
Move on Housing	664,236	-	664,236	442,549
Central	404,748	-	404,748	461,457
	<u>3,657,486</u>	<u>298,400</u>	<u>3,955,886</u>	<u>3,466,552</u>
Total 2019 as restated	<u>3,042,202</u>	<u>424,350</u>	<u>3,466,552</u>	

8. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £	As restated Total funds 2019 £
Bryon, Manor and Lyndhurst	1,086,016	49,562	1,135,578	1,035,312
Homelessness Services	846,002	24,780	870,782	651,645
Recovery Services	519,503	33,456	552,959	561,083
Fundraising & Volunteering	312,226	15,357	327,583	312,134
Retail & Donations	-	-	-	2,372
Move on Housing	664,236	-	664,236	442,549
Central	403,998	750	404,748	461,457
	<u>3,831,981</u>	<u>123,905</u>	<u>3,955,886</u>	<u>3,466,552</u>
Total 2019 as restated	<u>3,357,808</u>	<u>108,744</u>	<u>3,466,552</u>	

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

8. Analysis of expenditure by activities (continued)

Analysis of direct costs

	Bryon, Manor and Lyndhurst 2020 £	Homelessness Services 2020 £	Recovery Services 2020 £	Fundraising & Volunteering 2020 £	Move on Housing 2020 £
Staff costs	744,948	704,441	351,396	224,855	197,629
Depreciation	103,591	3,959	10,500	3,356	63,552
Establishment	142,132	55,951	80,650	60,967	337,038
Other	94,762	71,759	76,729	18,797	65,972
Other staff costs	583	9,892	228	4,251	45
	<u>1,086,016</u>	<u>846,002</u>	<u>519,503</u>	<u>312,226</u>	<u>664,236</u>
Total 2019 as restated	<u>991,815</u>	<u>629,896</u>	<u>531,722</u>	<u>297,997</u>	<u>442,549</u>

	Central 2020 £	Retail & Donations 2020 £	Total funds 2020 £	As restated Total funds 2019 £
Staff costs	399,007	-	2,622,276	2,255,566
Depreciation	4,498	-	189,456	179,855
Establishment	-	-	676,738	560,264
Other	493	-	328,512	348,272
Other staff costs	-	-	14,999	13,851
	<u>403,998</u>	<u>-</u>	<u>3,831,981</u>	<u>3,357,808</u>
Total 2019 as restated	<u>352,713</u>	<u>2,372</u>	<u>3,357,808</u>	

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Bryon, Manor and Lyndhurst 2020 £	Homelessness Services 2020 £	Recovery Services 2020 £	Fundraising & Volunteering 2020 £
Other	45,108	22,553	30,448	13,910
Governance	4,454	2,227	3,008	1,447
	<u>49,562</u>	<u>24,780</u>	<u>33,456</u>	<u>15,357</u>
	<u><u>43,497</u></u>	<u><u>21,749</u></u>	<u><u>29,361</u></u>	<u><u>14,137</u></u>
Total 2019				

	Retail & Donations 2020 £	Total funds 2020 £	Total funds 2019 £
Other	750	112,769	95,186
Governance	-	11,136	13,558
	<u>750</u>	<u>123,905</u>	<u>108,744</u>
	<u><u>108,744</u></u>	<u><u>108,744</u></u>	
Total 2019			

9. Net income/(expenditure)

	2020 £	2019 £
This is stated after charging:		
Depreciation of tangible fixed assets owned by the charity	189,456	179,854
	<u>189,456</u>	<u>179,854</u>

Turning Tides Homelessness
(A company limited by guarantee)

Notes to the financial statements
For the year ended 31 March 2020

10. Auditors' remuneration

	2020	2019
	£	£
Fees payable to the charity's auditor for the audit of the charity's annual accounts	10,080	9,600

11. Staff costs

	2020	2019
	£	£
Wages and salaries	2,373,336	2,130,476
Social security costs	192,537	179,700
Other pension costs	56,403	45,573
	2,622,276	2,355,749

The average number of persons employed by the charity during the year was as follows:

	2020	2019
	No.	No.
Total	116	109

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

	2020	2019
	No.	No.
In the band £60,001 - £70,000	1	1

Remuneration and benefits received by key management personnel amounted to £112,909 (2019-£111,685).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits (2019 - £NIL).

During the year ended 31 March 2020, no Trustee expenses have been incurred (2019 - £NIL).

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13. Tangible fixed assets

	Freehold property £	Motor vehicles £	Building improvements to Leasehold buildings £	Total £
Cost or valuation				
At 1 April 2019	5,625,471	39,443	256,703	5,921,617
Additions	-	11,054	-	11,054
Disposals	-	(19,081)	-	(19,081)
At 31 March 2020	5,625,471	31,416	256,703	5,913,590
Depreciation				
At 1 April 2019	875,447	23,429	80,678	979,554
Charge for the year	91,714	7,854	89,888	189,456
On disposals	-	(14,338)	-	(14,338)
At 31 March 2020	967,161	16,945	170,566	1,154,672
Net book value				
At 31 March 2020	4,658,310	14,471	86,137	4,758,918
At 31 March 2019	4,750,024	16,014	176,025	4,942,063

14. Debtors

	2020 £	2019 £
Due within one year		
Trade debtors	178,038	164,623
Other debtors	2,606	-
Prepayments and accrued income	93,505	86,543
	274,149	251,166

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15. Current asset investments

	2020	2019
	£	£
Listed investments	128	136,128

The market value of the listed investments at 31 March 2020 was £128.

16. Creditors: Amounts falling due within one year

	2020	2019
	£	£
Bank loans	21,767	21,551
Trade creditors	30,695	12,850
Other creditors	22,163	9,600
Accruals and deferred income	179,187	167,536
	253,812	211,537

	2020	2019
	£	£
Deferred income		
Deferred income at 1 April	108,284	179,683
Resources deferred during the year	647,280	256,303
Amounts released from previous periods	(594,677)	(327,702)
Deferred income as at 31 March	160,887	108,284

Deferred income arises from grants received in the financial year that also relate to subsequent financial years.

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

	2020 £	2019 £
Bank loans	118,055	451,314

Included within the above are amounts falling due as follows:

Between two and five years

Bank loans	87,067	397,480
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Over five years

Bank loans	30,988	53,834
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The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2020 £	2019 £
Payable or repayable by instalments	30,988	53,834
	30,988	53,834

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

The flexible loan which was paid off in the year, was repayable over a 20 year term, at an interest rate of 2.65% over the bank's rate. No additional security was provided to the bank in respect of this loan

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18. Statement of funds

Statement of funds - current year

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Unrestricted funds						
Designated funds						
Designated Funds - West Hill, East Grinstead	217,282	-	(32,209)	-	-	185,073
Designated Fund - PRS and Personalisation budget 19/20	16,437	-	-	(5,050)	-	11,387
	<u>233,719</u>	<u>-</u>	<u>(32,209)</u>	<u>(5,050)</u>	<u>-</u>	<u>196,460</u>
General funds						
General Funds	4,257,840	3,711,121	(3,625,277)	5,050	(346)	4,348,388
Other general funds	186,000	-	-	-	-	186,000
	<u>4,443,840</u>	<u>3,711,121</u>	<u>(3,625,277)</u>	<u>5,050</u>	<u>(346)</u>	<u>4,534,388</u>
Total Unrestricted funds	<u>4,677,559</u>	<u>3,711,121</u>	<u>(3,657,486)</u>	<u>-</u>	<u>(346)</u>	<u>4,730,848</u>

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Notes to the financial statements
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18. Statement of funds (continued)

Statement of funds - current year (continued)

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Restricted funds						
WSCC PHE Capital Funding Scheme	480,000	-	-	-	-	480,000
YMCA	120,000	-	-	-	-	120,000
Meam	7,651	67,950	(75,601)	-	-	-
Worthing Borough Council	48,000	-	-	-	-	48,000
Adur Furniture Network	154,387	-	-	-	-	154,387
The Big Lottery funding	-	186,655	(186,655)	-	-	-
Dr Chesters Charity	700	800	(700)	-	-	800
Compass bus grant	-	750	-	-	-	750
Pier Window	-	655	-	-	-	655
Ravenscourt	-	139,757	(3,600)	-	-	136,157
Tampon tax fund	-	31,844	(31,844)	-	-	-
	<u>810,738</u>	<u>428,411</u>	<u>(298,400)</u>	<u>-</u>	<u>-</u>	<u>940,749</u>
Total of funds	<u><u>5,488,297</u></u>	<u><u>4,139,532</u></u>	<u><u>(3,955,886)</u></u>	<u><u>-</u></u>	<u><u>(346)</u></u>	<u><u>5,671,597</u></u>

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18. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2019 £
Unrestricted funds						
Designated funds						
Designated Funds - West Hill, East Grinstead	252,852	-	(25,570)	(10,000)	-	217,282
Designated Fund - PRS and Personalisation budget 19/20	-	-	-	16,437	-	16,437
	<u>252,852</u>	<u>-</u>	<u>(25,570)</u>	<u>6,437</u>	<u>-</u>	<u>233,719</u>
General funds						
General Funds	4,257,754	3,262,161	(3,239,325)	(6,437)	(16,313)	4,257,840
Other general funds	186,000	-	-	-	-	186,000
	<u>4,443,754</u>	<u>3,262,161</u>	<u>(3,239,325)</u>	<u>(6,437)</u>	<u>(16,313)</u>	<u>4,443,840</u>
Total Unrestricted funds	<u>4,696,606</u>	<u>3,262,161</u>	<u>(3,264,895)</u>	<u>-</u>	<u>(16,313)</u>	<u>4,677,559</u>

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18. Statement of funds (continued)

Statement of funds - prior year (continued)

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2019 £
Restricted funds						
WSCC PHE Capital Funding Scheme	480,000	-	-	-	-	480,000
YMCA	120,000	-	-	-	-	120,000
Meam	26,667	168,372	(187,388)	-	-	7,651
Masonic Charity Foundation	4,167	-	(4,167)	-	-	-
Worthing Borough Council	48,000	-	-	-	-	48,000
Adur Furniture Network	150,114	4,273	-	-	-	154,387
Henry Smith Charity	-	13,578	(13,578)	-	-	-
The Big Lottery funding	-	219,217	(219,217)	-	-	-
Dr Chesters Charity	-	700	-	-	-	700
	<u>828,948</u>	<u>406,140</u>	<u>(424,350)</u>	<u>-</u>	<u>-</u>	<u>810,738</u>
Total of funds	<u><u>5,525,554</u></u>	<u><u>3,668,301</u></u>	<u><u>(3,689,245)</u></u>	<u><u>-</u></u>	<u><u>(16,313)</u></u>	<u><u>5,488,297</u></u>

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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.

PRS and Personalisation Budget

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

Other general funds

This amount relates to the value of the Social Housing Grant that would be payable should the charity decide to sell the property at West Hill, East Grinstead.

Restricted funds

WSCC PHE Capital Funding Scheme

West Sussex County Council Public Health England Capital Funding - To assist in the purchase of a property in Littlehampton for clients to live in a shared abstinence based environment.

YMCA Downslink Group

Provision of capital funding for the conversion of a property to shared accommodation.

MEAM

Funding from Sussex Police, WSCC, WBC and Sussex Partnership NHS to improve policy and services for people facing multiple needs.

Masonic Charitable Foundation

Funding for a Community Inclusion Lead.

Henry Smith Charity

To provide funding for a Substance Misuse Social Work Co-ordinator at the Recovery project.

The Big Lottery fund

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

Worthing Borough Council

Empty Homes Grant Funding – To assist with the refurbishment of a property in Worthing for clients to live in shared accommodation.

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.

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Dr Chester's Charity

The Trustees shall apply the income of the charity in relieving either generally or individually persons resident in the 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.

Compass bus grant

A fund to enable client travel.

Pier Window fund

To commission a window design on Worthing pier.

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

Tampon Tax Fund

In partnership with Brighton Women's Centre and Safe in Sussex, a one year grant from The Tampon Tax Fund enabled more focused and much needed work with women, helping them to move beyond trauma and build safe lives.

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19. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Restricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	4,110,918	648,000	4,758,918
Current assets	991,797	292,749	1,284,546
Creditors due within one year	(253,812)	-	(253,812)
Creditors due in more than one year	(118,055)	-	(118,055)
Total	4,730,848	940,749	5,671,597

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £	Restricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	4,294,063	648,000	4,942,063
Current assets	1,046,347	162,738	1,209,085
Creditors due within one year	(211,537)	-	(211,537)
Creditors due in more than one year	(451,314)	-	(451,314)
Total	4,677,559	810,738	5,488,297

20. Reconciliation of net movement in funds to net cash flow from operating activities

	2020 £	2019 £
Net income for the period (as per Statement of Financial Activities)	183,300	(37,257)
Adjustments for:		
Depreciation charges	189,456	179,854
Loss on investments	345	16,313
Interest from investments	(2,206)	(1,320)
Loss on the sale of fixed assets	4,743	-
Decrease/(increase) in debtors	(22,983)	179,031
Increase/(decrease) in creditors	42,059	(296,712)
Net cash provided by operating activities	394,714	39,909

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21. Analysis of cash and cash equivalents

	2020	2019
	£	£
Cash in hand	1,010,269	821,791
Total cash and cash equivalents	1,010,269	821,791

22. Analysis of Net Debt

	At 1 April	Cash flows	At 31 March
	2019	£	2020
	£		£
Cash at bank and in hand	821,791	188,478	1,010,269
Debt due after 1 year	(451,314)	333,259	(118,055)
Debt due within 1 year	(21,551)	(216)	(21,767)
Liquid investments	136,128	(136,000)	128
	485,054	385,521	870,575

23. Operating lease commitments

At 31 March 2020 the charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	2020	2019
	£	£
Not later than 1 year	120,375	78,235
Later than 1 year and not later than 5 years	201,532	50,296
	321,907	128,531

24. Related party transactions

John Holmstrom is a Director/Trustee in YMCA Downslink Group. In 2016 the charity received a grant from YMCA Downslink Group of £120,000 for use in the redevelopment of 13 Grafton Road. As part of the grant conditions a lease was agreed between Turning Tides and YMCA Downslink Group for the property. During the year Turning Tides received £39,000 in rental income from YMCA Downslink Group (2019: £39,000) and paid £39,000 in rent to YMCA Downslink Group (2019: £39,000). There are no amounts due to or from YMCA Downslink Group at the balance sheet date.