
ST MARTINS HOUSING TRUST
(A company limited by guarantee)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

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**REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS TRUSTEES AND ADVISERS
FOR THE YEAR ENDED 31 MARCH 2014**

Trustees

Mr C Bland, Treasurer (until January 2014, thereafter Chair)
Ms K Daynes, Vice Chair (from January 2014)
Mr K Long, Chair (until January 2014)
Dr J Blyth, Vice Chair (until January 2014)
Mrs C Ward
Mr D Hoy, Treasurer (from February 2014)
His Hon Judge P Downes
His Hon Judge J Richards
Mr B Walker
Mr N Williams

Company registered number

02390375

Charity registered number

802013

Registered office

35 Bishopgate, Norwich, Norfolk, NR1 4AA

Company secretary

Ms T Yates

Eversheds LLP, Kett House, Station Road, Cambridge, CB12 2JY

General Manager

Mr D Player

Independent auditor

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

Bankers

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

Solicitors

Eversheds LLP, Kett House, Station Road, Cambridge, CB1 2JY

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TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2014

The Trustees, who are also the directors of the charity for the purposes of the Companies Act, submit their Annual Activities Report and the audited Financial Statements for the year ended 31 March 2013. The Trustees have adopted the provisions of the *Statement of Recommended Practice (SORP) Accounting and Reporting by Charities*, issued in 2005 and updated in 2008, in preparing this Annual Activities Report and the Financial Statements of the charity.

STRUCTURE, GOVERNANCE AND MANAGEMENT

a. CONSTITUTION

St. Martins Housing Trust is a charitable company, limited by guarantee, which was incorporated on 30 May 1989. The Trust was initially established under a Trust Deed dated 6 November 1974 with the objectives of “providing shelter and food for the poor persons in the City of Norwich”. In 2004 the Trust Deed was amended in order to extend our remit to the County of Norfolk. The Trust Deed was further amended in March 2013.

The Amended Articles of Association were filed at Companies House and the Charity Commission in April 2013.

The Trust's principal activity during the year remained the “provision of food, shelter and accommodation in the City of Norwich and the County of Norfolk for poor, homeless persons” (male and female).

b. POLICIES ADOPTED FOR THE INDUCTION AND TRAINING OF TRUSTEES

The Trust has a clear policy for the recruitment of new Trustees. Nominations are considered from any source but any potential Trustees are expected to bring specific skills and/or experience to the Trust. They are expected to take an active part in the running of the organisation and to give freely the necessary time and commitment to their roles. There is a Role Specification for Trustees and a selection procedure based upon the guidance provided by the Charities Commission. The Trust has an induction programme for new Trustees.

c. ORGANISATIONAL STRUCTURE AND DECISION MAKING

The Trustees are ultimately responsible for the management of the Trust but the day-to-day operations are carried out by paid staff. The governing body of the Trust is the Executive Committee which is composed of Trustees, plus the company secretary (who is not a Trustee). They meet 10 times a year to receive reports on the operation of the Trust, monitor its financial stability and to approve policy. The General Manager, who reports to the Trustees via the Chair and the Executive Committee, is the most senior employee of the Trust and is responsible for managing the Trust's services, advising the Trustees on all matters related to the operation of the Trust and its future direction, and ensuring that all relevant matters are brought to the attention of the Trustees. Reporting to the General Manager are the managers of the various services and the support functions.

d. RELATED PARTY RELATIONSHIPS

The Trust continues to derive benefit from membership of Homeless Link (the national body who support homelessness agencies), and the National Housing Federation (who support social housing organisations). The Trust is also represented at a range of local strategic and operational planning meetings including the Greater Norwich Homelessness Forum (part of the Greater Norwich Housing Partnership).

The Trust plays a full part in the implementation of the Action Plan of the Greater Norwich Rough Sleeping Strategy 2010 – 13. This document is currently being refreshed by the City Council.

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e. RISK MANAGEMENT

The Trustees are aware of the requirement to identify the major risks to which the Trust is exposed and to establish systems to mitigate those risks. A Risk Register is updated and approved on an annual basis by the Trustees, prior to the adoption of this Annual Report and Financial Statement. In the Register the Trustees have identified the following areas of the Trust's activities where there may be exposure to risk.

- Governance and Management
- Operational
- Financial
- External Relations
- Compliance

OBJECTIVES AND ACTIVITIES

a. POLICIES AND OBJECTIVES

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit. Key publications by the Commission are considered periodically by the Trustees; for example *CC3 Essential Trustee and CC10 Hallmarks of an Effective Charity*.

The strategic objectives of the charity, as detailed in the amended Trust Deed (March 2013) are:

- i. To provide shelter and accommodation in the County of Norfolk for poor persons aged eighteen and over having no other residence or place to sleep;
- ii. To provide social housing and any other purposes connected with or incidental to the provision and management of housing, social housing and accommodation for persons aged eighteen and over; and
- iii. To carry out such other charitable activities as the trustees may determine.

In 1972 a group of volunteers began to provide services to people sleeping rough on the streets of Norwich. In 1973 St. Martins (St. Martins Housing Trust as it became) opened the doors of the first Norwich Night Shelter – in a garage in Norwich Cathedral Close provided by the Bishop. Four decades on there are still people sleeping rough on the streets of the city - but the Trust now provides a far more speedy and comprehensive range of services to meet their needs. This includes "on the streets" advice from the CAPS (Contact, Assessment and Prevention) team who are dedicated to engaging with, and providing a service to, all rough sleepers and people in extreme housing stress in the city. In addition to this frontline service the Trust manages a 30-bed direct access hostel (Bishopbridge House), two residential care homes (Highwater House and Carrow Hill Home), and a number of group homes and temporary accommodation projects.

The Trust helps many people with their search for suitable accommodation. Typically this accommodation is in the form of tenancies offered by Norwich City Council, or one of the housing associations operating in Greater Norwich (the local authority areas of Norwich, Broadland Council and South Norfolk Council), but the tenancies may be with private landlords too.

The Trust also provides a training and education facility for vulnerable adults – known as the Under One Roof project. Several agencies deliver programmes in partnership with the Trust at Under One Roof. On the same site as this project the Trust has developed, in partnership with NHS Norfolk, a base for City Reach, a team of

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health professionals who provide primary care services for homeless people and other vulnerable adults in Greater Norwich.

The Trust has co-managed, since 2011, with Norwich City Council, the LEAP project (Learning, Education, and Accommodation Project).

Finally, during the year under review the Trust participated in the Government's Empty Homes Community Grants programme.

In sum the Trust provided accommodation for 157 people in its hostel, care homes and various project houses in the community every night but estimates that it also provided at least one service to over 1,000 people during the 12 months under review. These were people who were rough sleeping or on the verge of homelessness, or who were accommodated by the Trust, or who were living independently but continued to rely on the services of the Trust (for example by attending the Under One Roof project).

The Trust's objective, encapsulated in its Mission Statement, is to:

.....strive to address the needs of homeless people, in Norwich and Norfolk, by offering emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence.

Trustees have developed, and constantly review, a number of organisational and operational policies that are consistent with their objectives and their responsibilities as a registered charity, a provider of care and support to very vulnerable adults, and an employer of 99 staff.

b. STRATEGIES FOR ACHIEVING OBJECTIVES

The policies and strategies adopted by Trustees for the period under review in pursuit of the Trust's mission to meet the needs of homeless people have been to:

- provide an advice and accommodation service to homeless people on the streets of Norwich;
- manage the Trust's three residential sites and other properties in Norwich thereby providing an excellent quality of accommodation, care services and other services for all residents and tenants. Particular attention is paid to compliance with the appropriate regulatory and health and safety standards. In respect specifically of the Group Homes leased from Norwich City Council and rented to homeless people, the Trustees have sought to improve the facilities in these properties (e.g. bathrooms and kitchens upgrades and the installation of energy-efficient boilers) in order to improve the living standards of its tenants;
- provide a wide range of informal learning opportunities for all of the Trust's service users at the Under One Roof facility;
- continue to work in partnership with those agencies who, like the Trust, are dedicated to providing vulnerable adults in our community with the personal resources that will enable them to achieve a greater level of independence in the community;
- enhance the Trust's position in the county of Norfolk; and
- investigate the possibility of developing some specialist accommodation for the Trust's older and frail service users who have nowhere else to go.

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c. ACTIVITIES FOR ACHIEVING OBJECTIVES

The Trust is contracted by Norfolk County Council (Norfolk Adult Services) to provide care and support services to residents at Highwater House and Carrow Hill Home. The Trust is also contracted by Norfolk Adult Services to provide tenancy support to residents at Bishopbridge House, at the Bracondale Project, the Magdalene Road Project and at our Group Homes. Norwich City Council contracts with the Trust to provide a range of services to rough sleepers and other homeless people via our CAPS team. In 2011 the Trust successfully tendered to Norwich City Council to continue to provide this latter service until 2015. Financial support to the CAPS team is also received from Broadland Council and South Norfolk Council (in recognition of the fact that people from those local authority areas occasionally turn up homeless on the streets of Norwich). Trustees gratefully acknowledge the invaluable financial support of Norwich City Council, Broadland Council and South Norfolk Councils.

During the period under review the Trust applied to The Big Lottery Fund to enable the continuation of the LEAP project beyond August 2014; we have been informed that the project has been shortlisted.

Housing management and other services to residents and tenants, including the Under One Roof project, are funded by rent income and donations; in other words by the Trust itself.

Bishopbridge House, the Trust's 30-bed direct access hostel for rough sleepers and homeless people is always full; in other words there are no void bed nights. The building, owned by Broadland Housing Association and opened in 2002, continues to perform well and provides a good, temporary living environment for residents and a good working environment for staff. Staff work a shift system at the hostel providing round-the-clock support to residents 365 days a year.

During their stay at Bishopbridge House residents are prepared for moves to their own independent accommodation - or perhaps to another placement within the Trust network of projects, or to a specialist hostel managed by another provider agency. The average length of stay for residents at Bishopbridge House has, in the past, been a cause for concern to Trustees. However the adoption of the Hostel Move-On Agreement by Norwich City Council and other specialist housing providers in Greater Norwich means that other supported housing providers offer a proportion of their vacancies to Bishopbridge House residents. For example 43 people went to placements at Genesis Housing and 10 were re-located to Broadland Housing Association's hostel at Dibden Road, Norwich during the period under review.

In total, despite the difficulties associated with finding the next suitable placement for residents who are living at Bishopbridge House, 194 people left the hostel in 2013/14 – 172 men and 22 women - the total for the previous 12 months was 184 and for 2011/12 it was 135. In other words the Trust has been able to accommodate 59 more people at Bishopbridge House during the 12 months under review than it did two years ago (2011/12). In the period under review we were, on average, making a bed available at Bishopbridge House every other night – a very significant achievement for a direct access hostel where there is always a strong demand for beds. The Trust always has to balance the needs of Bishopbridge House residents (some of whom need a longer period of stabilisation after a period of homelessness than others) with the demand for beds from people who have nowhere else to go. The report on the activities of the CAPS team (below) indicates that this demand is growing at present.

80 people (41%) stayed at Bishopbridge House for under 1 month; 58 (30%) between 1 and 2 months; 28 (14%) between 2 and 3 months; 19 (10%) between 3 and 6 months and 9 (5%) stayed over 6 months at the hostel.

132 or 69% of these 194 departures were planned (124 and 67% were the corresponding figures for 2012/13). 58 of these move-on placements were provided by the Trust itself. 62 moves were unplanned; in other words they were not part of a resettlement plan. 15 went to prison, 10 licences were terminated due to non-occupation of room, 2 died, 10 left for their own preferred housing option and 25 were evicted for serious breach of their licence agreement with the hostel.

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The resettlement process at Bishopbridge House is assisted by a programme of social and recreational activities aimed at providing residents with the skills and confidence they need when they leave. Residents at Bishopbridge House took part in almost 900 activity/learning sessions during 2013/14. Some of these activity sessions are delivered away from Bishopbridge House at the Trust's Under One Roof project. A measure of the success of the resettlement process continues to be the fact that very few of the residents re-appear at Bishopbridge House asking for accommodation.

Finally, the steady and significant demographic shift towards a younger age group requiring the services of Bishopbridge House is worth recording. The number of 18 – 24 year olds staying at the hostel has risen from 17 (2010), to 21 (2011), to 37 (2012) to 39 (2013). Staff at the hostel have adjusted their care and support strategies accordingly.

The Contact, Assessment and Prevention (CAPS) team. The team is based at Bishopbridge House from where it has continued its regular street surveys (during the day and at least once a week during the night or early morning) in Norwich to find and assist rough sleepers. Being based at Bishopbridge House enables the team daily interactions with colleagues and discussions about likely bed vacancies at the hostel.

147 "new" people were found bedded down on the streets of Norwich in the 12 months to 31.3.14 by the team - 24 more than the previous 12 months (a worrying 20% increase but in line with national trends). 40% had either drugs dependency or alcohol abuse issues.

However, the team took a total of 501 referrals during the period. 25% of this larger group of CAPS clients reported they had become homeless due to being evicted from a Council or housing association tenancy. Many more were in imminent danger of becoming homeless.

166 service users self-referred themselves to CAPS (151 in 2012/13). 130 people were referred to the team from Norwich City Council (148 in 2012/13). 31 people were referred by the Probation Service.

The top two reasons supplied by the people using the service who said they were homeless were "relationship breakdown [non-violent]" (124 people), and "eviction" [either for rent arrears or anti-social behaviour] (141).

The places where the 501 CAPS service users said they had stayed the previous night included "a friend/family/partner" (172); private rented accommodation (127) and either a Norwich City Council or housing association tenancy (93).

67% of all service users had a Norwich connection.

The principal outcomes of the CAPs service in 2013/14 were as follows:

- 136 people were found beds in Bishopbridge House;
- 44 people were found other supported housing accommodation;
- 47 people had their homelessness prevented as a result of intervention by the team;
- 17 people were found private rented accommodation;
- 16 people were provided with temporary local authority accommodation whilst their homeless status was investigated; and
- 23 people were reconnected to their home area outside Greater Norwich

The winter of 2013/14 was mild – certainly in comparison to the previous two; consequently Norwich City

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Council's Severe Weather Protocol was not activated during the period under review.

Highwater House, the Trust's 22-bed (18 long-term and 4 move-on) registered care home in Westwick Street, adjacent to Under One Roof, caters for people who have experienced homelessness and who have a "dual diagnosis". In other words people who have both a mental health issue and a substance abuse (alcohol or drugs) issue. Uniquely in Norfolk Highwater House has a "managed drinking policy" enabling the Home to manage the alcohol addictions of some residents. This policy helps to prevent street drinking with its associated issues for city centre retailers, Norfolk Police, Norfolk Probation and the Courts. Highwater House is the only community-based residential care resource dedicated to meeting the needs of the dual diagnosis group in Norfolk and remains one of the very few establishments of its kind in the UK. Allocation processes and revenue support arrangements are in place with Norfolk and Waveney Mental Health NHS Trust and Norfolk Adult Services. Nominations for placements at the home are made from across the county by health and social care professionals. A cross-agency panel carefully assesses these nominations and offers places in the Home.

The Home had 20 referral enquires during the period under review and admitted 6 new residents – 4 long-term and 2 short-term. Three residents moved on during the year. One went to a care home, one resident died, and one moved into a local authority tenancy. An eviction is a rare occurrence with most anti-social episodes being managed by short-term bans from the property. Two hour bans were used on thirty occasions, 24 hour bans on twelve occasions, 48 hour bans on one occasion and 7 day bans three occasions. The staff team is very stable and experienced in dealing with this specialist client group. Nevertheless Norfolk Police were called to the home on twenty occasions.

Activities and the pursuit of hobbies is an important feature of life at Highwater House. There were 1,164 activity sessions during the period under review. Activities ranged from tai-chi to acupuncture, and from music sessions to discussion groups. They included 450 activity sessions at Under One Roof and many outings to the Projects mobile home on the coast.

The Home continues to make extensive use of the "outcome star" – an assessment methodology for measuring mental health recovery (or decline). Ten areas are measured:- managing mental health; physical health and self care; living skills; social networks; work; relationships; addictive behaviour; responsibilities; identity and self-esteem; and trust and hope. Residents enjoy using the system to record their progress and achievements.

Carrow Hill Home, the Trust's other (and oldest) residential project, continues to provide a settled home for 16 single homeless people who need continuing care and support. Carrow Hill Home accepts referrals from across the county of Norfolk via an arrangement with Norfolk and Waveney Mental Health NHS Trust

There is also a 6-bed unit within the Home specifically for people – from throughout the county - intent on overcoming their alcohol addiction. This project accepts nominations from the Norfolk Recovery Partnership of service users who have been through a medically supervised de-toxification programme. The project continues to flourish within the Home and 31 people completed the course during the year (6 failed to complete and 12 were evicted).

The average length of stay for people participating in the specialist programme is six weeks. This relapse prevention programme has become an important facet of our work in this care home. The participants on the programme co-exist happily with the long-stay residents.

As at Highwater House activities and the pursuit of hobbies are an important feature of life at Carrow Hill Home. There were four thousand service user activity sessions during the period under review. Activities ranged from teaching basic living skills to a wide range of outings and social activities. They included 728 basic living skills sessions, 1,620 social activity sessions, 422 music sessions and 62 activity sessions at Under One Roof.

Trustees are concerned that some residents at both Highwater House and Carrow Hill Home are older than the 65 year age limit shown on the registration certificate issued by the regulatory authority – the Commission for Quality Care. There are older tenants too living in other Trust accommodation and the Trust has experienced

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difficulties in relocating them to specialist accommodation managed by other providers. As a consequence the Trust has been pursuing the possibility of leasing a large sheltered scheme for older people from Norwich City Council. The plan is to close Carrow Hill Home, return it to Norwich City Council, and re-locate those older residents continuing to need specialist care and support to a "fit-for-purpose" unit within the sheltered scheme. A building re-modelling programme requiring substantial investment from the Trust would be required – see "Plans for the Future" below.

Note: Full Annual Reports on both Bishopbridge House, Highwater House and Carrow Hill House are available upon request and are also accessible on the Trust's website.

The Trust's **Community Services** team provides a range of accommodation and support services to supplement the Trust's three residential sites (above) and the activities of the CAPS team. At 31.3.14 the Community Services team managed 89 beds in 23 properties with a team of 11 staff

The projects within this part of the Trust include:

- 14 "Group Homes" (12 leased from Norwich City Council, 1 from Broadland Housing Association and one owned by the Trust);
- 6 "temporary accommodation" houses (27 beds) - project managed on behalf of Norwich City Council;
- The "Intensive Settlement" project for those service users who have complex needs and generally live a chaotic lifestyle;
- the LEAP project – Learning, Employment, Accommodation Project (jointly managed with Norwich City Council);
- the Magdalen Road project (10 self-contained homes plus open "crash pad" in three adjacent terraced houses); and
- the "Making a House a Home" project – funded by the Government's Empty Homes (Community Grants) programme.

The Trust's 14 **Group Homes** provide 51 beds generally used as "move-on" beds from Bishopbridge House. Eleven of these houses are leased from Norwich City Council; one is leased from Broadland Housing Association; and one is owned by the Trust. Although there is a relatively speedy decision-making process when it comes to allocating long-term Norwich City Council and housing association tenancies to applicants from these temporary tenancies (applicants can bid on-line) there is a widening gulf between supply and demand. This has been compounded by the Government's withdrawal of the spare room subsidy (the so-called "bedroom tax") and the lack of new-build one-bedroomed properties in Greater Norwich.

57 people left their tenancy in one of the Trust's Group Homes 1 April 2013 – 31 March 2014 (34 in 2012/13). Of these departures 40 had lived in the Trust's Group Homes for less than 12 months (21 in 2012/13). 43 (73%) of the departures were planned (29 in 2012/13). 22 of the 57 departures resulted in a social housing tenancy, 11 moved into supported housing, 3 into private rented, 7 with friends/family, 3 abandoned, 1 was taken into custody, 9 were evicted and one person died.

During the period under review the Trust has continued to invest in the maintenance and decor of several Group Homes in order to improve the standard of accommodation for tenants. This has included the refurbishment of several kitchens and bathrooms and the installation of energy-efficient boilers by our in-house operatives.

The Trust manages an additional 6 **Temporary Accommodation** houses (27 beds) in partnership with Norwich City Council. These bed spaces offer the Housing Options team in Norwich City Council an alternative to bed and breakfast for people who are owed a duty of care by the local authority whilst their homelessness status is

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being assessed. 74 people used the service in the 12 months ending 31.3.14 (66 in 2012/12) and the beds were occupied for 86% of the time. Only 7 people had their homelessness application accepted (26 in 2011/12 and 29 in 2012/13); in other words Norwich City Council accepted they had a statutory duty to re-house them. 36 people were found to be either "intentionally homeless" or in "no priority need" (26 in 2012/13). In other words Norwich City Council declared that they had no statutory duty to re-house them. The Trust attempts to find some accommodation solution for this group (although some drift away having had their application declined). As with the Group Homes the Trust has continued to invest in maintaining the standard of accommodation at these houses. Given the hard use of the three houses by many people this is a large task.

The **Intensive Settlement** Project (formally known as the Bracondale Project) is a team of two full-time workers dedicated to meeting the needs of service users with complex needs generally living a chaotic lifestyle. They work in partnership with the mental health team of the Norfolk and Suffolk NHS Foundation Trust, the local Drug and Alcohol Service and GP services to ensure that their service users are receiving the correct treatment. During the period under review the workers supported 17 service users, 11 of whom were living in local authority tenancies, 3 in our own Magdalen Road project and 3 in our Group Homes.

LEAP, The Trust's co-management with Norwich City Council (through a Project Board) of the LEAP (Learning, Education and Accommodation Project) initiative continues to contribute to the Trust's overall mission. The main objectives of LEAP are to reduce homelessness, to make better use of private rented accommodation for homeless people, and to empower people affected by homelessness.

The LEAP project endeavors to offer a holistic service tailored to individual needs. In other words the project addresses the multiple needs and clients and focusses in particular on attitudinal change in order to develop resilience and long-term behavior changes. The project aims to improve the employability of people, particularly those living in supported accommodation, who want to make a positive change to their lives and move into independent living in the community. Being able to work with clients for as long as they need it is seen as a critical element of the project's success.

Over the 2 years up to 31.3.14 LEAP:

- assessed 203 people for Support Packages;
- arranged volunteering or education 163 people;
- moved 57 people into employment; and
- moved 44 people into independent accommodation

30 LEAP clients undertook mentoring training and are now acting as mentors to new clients and 68 clients have completed the two-day Stage 1 GOALS motivational course.

Magdalen Road, the Trust is leasing from Norwich City Council three adjacent terraced properties. After refurbishment ten self-contained tenancies have been created plus one "crash pad" and office space for visiting staff. Six tenancies are converted studio flats, with en-suite bathroom and four tenancies are bed-sits with en-suite bathrooms. The project as a whole represents move-on opportunities for people who require support to develop a semi-independent community lifestyle.

Finally, the Community Services team continued to implement the **Make a House a Home** project, funded by the Government's Empty Homes Community Grants programme. It is a partnership project between the Trust, Norwich City Council and local training company Construction Training Specialists (CTS). The aim of the project was to persuade owners of long-term empty properties in Norwich to lease us their houses. In exchange for refurbishing the properties to a good, "let-able" standard the owners agree to a sub-market lease arrangement for 5 years.

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The project originally aimed to lease and re-furbish 10 long-term empty properties from owners in Norwich on 5 year + leases. In January 2014 the Trust decided to withdraw from the national scheme having completed four properties. It had become apparent that the local housing market had strengthened and owners of long-term empty properties no longer found the lease terms offered by the project to be attractive. In other words the project could find no further properties to work on and was therefore unable to fulfil the conditions of its grant award. Nevertheless, the tri-partite steering group – comprising the Trust, Norwich City Council and local training agency Construction Training Specialists – were pleased with their achievements and remain optimistic that further opportunities may present themselves outside the confines of the Government's scheme.

Under One Roof, Under One Roof started operations in January 2010. The period under review therefore covers the fourth year of the life of this centre for informal education and personal development for all our service users. Facilities include a teaching/meeting room that can also be used as a dance and exercise area, an I.T. suite, three seminar rooms and a fully-equipped training kitchen.

Under One Roof was designed to supplement the Trust's other services – to provide for the first time in the Trust's history a safe environment where service users can learn new skills and knowledge that encourages them to express themselves creatively but also helps them with their resettlement process after a period of homelessness. Some of the activities have the formality of "a course" led by a Tutor whereas other learning activities are one-off events that respond to the expressed needs of service users.

Activities are many and varied and have included: - a wide range of keep-fit and well-being classes; a wide range of IT tuition (for beginners through to specialist training for people keen embark on a career in IT); literacy and numeracy; photography and digital media; growing, preparing, cooking and serving food; yoga and relaxation; money management; keep fit; music making; local history; and specialist craft tuition. Several courses and sessions are specifically devoted to the knowledge and skills required to establish and sustain oneself in a new tenancy. A significant event in the life of the centre in the summer of 2013 was a music festival – the Fairweather Festival. It is hoped that this will become an annual event.

Under One Roof receives no government grant and has been funded by the charitable resources of the Trust. Many agencies working in the field of social exclusion have joined with us to develop and deliver the learning syllabus at Under One Roof. The project represents excellent value for the agencies that commission projects from us – because the service users from those projects are regular users of Under One Roof. For example the care plans of residents at our two care homes can now specify which learning activities they would like to see delivered at Under One Roof. Up to 30 people can use the centre at one time and it is often used to its maximum. Under One Roof is not a drop-in or "day centre" because everyone attending Under One Roof is engaged in a purposeful learning activity.

The Trust leases the ground floor to the **City Reach** primary care health team. In exchange for a capital grant from Norfolk NHS (now the Norfolk and Suffolk NHS Foundation Trust) towards the cost of refurbishment the City Reach team enjoys a rent-free period until 2018. This arrangement provides the Trust's service users, as well as a wide range of other vulnerable adults in Greater Norwich, with easy access to primary health care.

City Reach provides everything the homeless, vulnerable and hard to reach groups (such as the travelling community) might expect to receive from a GP (if they had one) – chronic disease management, immunisations, medical certificates and referrals to local secondary care services. The team also has a specialist interest and expertise in mental health, problematic substance misuse, blood-borne viruses, sexual health and dual diagnosis. They deal with 40 – 50 new referrals each month.

Referrals are made from each of the Trust's projects to Under One Roof from City Reach and vice versa. A good example of Under One Roof's signposting role to other services occurs when political refugees arrive in the city under the Government's Gateway programme and find their way to the project.

With its combination of dual diagnosis care home, primary care services and training and education facilities Trustees feel they have developed at Westwick Street an innovative project for single homeless people.

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The Trust's **catering services** continues to provide a full, daily meals service to newly-arrived residents of Bishopbridge House and to all residents of Carrow Hill House and Highwater House. The **Caretaking and Maintenance Team** provide in-house site security, a day-to-day repairs service, and a cyclical repairs service. They also undertake some major repairs to the Trust's properties and during the growing months try to maintain the gardens in the Group Homes (although residents are encouraged to do so too). Finally, the small **Finance and Administration Team** undertake a range of organisational support services including financial planning and accountancy services, payroll, IT support, Human Resources, Committee services, public relations (including website and social media) and fund-raising support. This team has introduced important IT innovations designed to improve the administration efficiency of the Trust. Firstly an integrated client data base (called "In-Form") allows staff to record in a consistent manner client details, including those client's journey towards an independent tenancy. Secondly, an integrated HR software package, securely stores personnel records. Thirdly a document scanning process ensures all incoming paperwork is stored on computers.

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FOR THE YEAR ENDED 31 MARCH 2014

Strategic report

ACHIEVEMENTS AND PERFORMANCE

a. GOING CONCERN

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

b. REVIEW OF ACTIVITIES

Firstly, Trustees take their governance responsibilities very seriously and review all aspects of the organisation on a rolling programme thereby scrutinising all the activities of the organisation at least once a year. They are keen to make efficient, economical and effective use of the resources at their disposal and to ensure that all performance measure targets agreed with commissioners are met.

Secondly, the Trust demonstrates that it reviews its activities by maintaining its own website, Facebook page and twitter account. It also publishes a donor/supporter Newsletter which is mailed once a year (in December) to almost 2,000 contacts.

Thirdly, staff (sometimes accompanied by residents and service users) regularly undertake various promotional activities about the work of the Trust. These include a range of talks to schools, sixth forms, local clubs, societies and church and other faith congregations throughout the city and the county.

c. FUNDRAISING ACTIVITIES/INCOME GENERATION

Once again the Harvest season in autumn 2013 brought forth a wide range of donated produce and dry foodstuffs mainly from churches and schools (but also from individuals and companies). This was quickly made available to our service users and was gratefully received. The non-perishable foodstuffs were made available to the Norwich Foodbank who are able to make-up nutritionally-balanced foodpacks for people in need – including service users of the Trust. Non-harvest donations to the Trust from churches, schools, community groups, companies and other local charities throughout the year are too numerous to mention. The details of these donations are regularly reported on, in detail, to the Trustees and all donations are carefully acknowledged and receipted.

Turning to cash donations and the Trust's fund-raising activities special mention must once again be made of Mr. Michael Bartlett, who organised various supermarket collections on behalf of the Trust, particularly pre-Christmas. He was once again the focus of various fund-raising efforts and non-cash donations in South Norfolk and Breckland on the Trust's behalf. Trustees are extremely grateful to Mr Bartlett and to volunteers from the community of Old Buckenham for the support they have given to St. Martins over many years.

The 2013 Christmas Street collection in central Norwich was co-ordinated for the seventh time by Trustee Nick Williams. Trustees wish to record their appreciation to Mr. Williams for this considerable seasonal task. Thanks are also once again due to a stalwart group of volunteer street collectors, several of whom have turned out for the Trust in the run-up to Christmas over many years. Mercifully the December weather was rather milder than in previous years. The collection raised £24,000. During the period 1 December 2013 - 31 January 2014 the Trust also received a further £39,000 from supermarket collections and from other donors – individuals, businesses, church congregations, community groups, trust and foundations, and schools and colleges. For a local charity with no salaried fund-raisers this is a remarkable annual achievement. The Trustees are constantly heartened by the fact that the Norfolk public is so generous to the cause of homelessness. The various fund-

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2014

raising activities also affords the Trust the opportunity to explain to the general public that homelessness is an enduring and complex social problem that can engulf anyone whatever their age or social background.

The Christmas season was also marked by a range of generous non-cash donations. Some of these donations were in the form of presents for our service users (and in many cases represented the only Christmas presents they received). Other donations were made up into "Tenancy Start-up Kits" for use throughout the year so that people re-starting their lives in new tenancies could be equipped with household essentials.

Our annual Christmas Appeal is vital to us as a charity. Every year the funds raised are used directly to provide services for homeless people. For example the open door policy at Bishopbridge House during the worst of the winter weather is part-funded by charitable donations. Charitable donations have enabled the Trust over the years to invest wisely in projects that then draw a wide range of other organisations into our work. This has been the case with the Under One Roof project at Westwick Street where we work with a wide range of organisations and volunteers who help us provide many learning opportunities for our service users. These learning opportunities undoubtedly increase the quality of life of many of our vulnerable service users giving them the skills and confidence to become active citizens and establish themselves in the community after a period of homelessness.

Trustees would like to acknowledge, in this Annual Report, the generous support of the people of Norwich and Norfolk for both their cash and their non-cash donations during 2013/14. Without this level of support the Trust would not be able to provide the many services for homeless people that it does. In particular they wish to thank three Norwich citizens who remembered the work of the Trust in their wills – Daphne Doreen Bishop, Lorna Evelyn Allen and John Geoffrey Bakewell. Trustees intend to use these generous legacies to help fund the proposed project for older service users referred to in "Future Plans".

Trustees make a point of keeping their wide range of stakeholder agencies and donors up to date with all their activities – mainly via a pre-Christmas newsletter with wide distribution throughout Norfolk and then another newsletter directed specifically at donors in January each year. During the year we made increased use of our website. We also now have a Facebook page and a Twitter account. These social media outlets enable us to keep in contact with our donors, supporters and stakeholders.

d. INVESTMENT POLICY AND PERFORMANCE

It is the policy of Trustees to invest surplus cash in low-risk, interest-bearing accounts managed by financial institutions with ethical policies. The Trustee-approved investment policy is designed to arrange for the investment of those "...funds that are not immediately needed for the current activities of the Trust; (and to manage)... the effective control of Risks associated with the management of those funds; and the pursuit of optimum performance consistent with those funds".

FINANCIAL REVIEW

a. RESERVES POLICY

The Trust needs reserves to carry out/plan for:

- Building Maintenance and Improvements - to carry our cyclical maintenance and refurbishment programmes of the registered care homes in order to meet regulatory requirements and resident expectations. Also to make improvements to houses leased from Norwich City Council under the terms of these leases and in order to provide service users with good quality accommodation during their tenure;
- Improvement to Care Services - to facilitate changes in our care and support to homeless people; and
- Unexpected and unforeseen operating expenditure (e.g. reductions in income, project wind-up costs).

ST MARTINS HOUSING TRUST
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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2014

Trustees have decided to seek to maintain £400,000 in reserves (with a minimum level not less than £200,000 at any one time). The strategy is designed not only to meet the above eventualities but also to enable the Trust to meet all the liabilities and other costs in the event of income sources ceasing simultaneously or over a short time-span. It is a strategy that is closely monitored by Trustees by their regular scrutiny of Management Accounts during the year. In recent years the Trust's reserves have been stretched due to the funding of the refurbishment firstly of Highwater House and secondly by the adjacent Under One Roof training centre project. However, after careful stewardship the Trust's reserves available for project funding on 31 March 2014 were **£859,311**.

The running costs of Under One Roof have, once again, been provided from the Trust's charitable resources.

b. PRINCIPAL FUNDING

Most of the Trust's income for 2013/14 comprised revenue grants from various statutory bodies in payment for services provided. During the year 14% of the Trust's income was derived from Norfolk County Council's Supporting People programme and 34% was derived from the block grant we receive from Norfolk Adult Services for the long-term care services we provide for 38 residents at Highwater House and Carrow Hill Home. The balance of the Trust's income in 2013/14 came from grants from Norwich City Council, Broadland Council and South Norfolk Council for the CAPS team, rent and service charge income, donations, and investment income. Trustees are very grateful for the support they received from all the four local authorities as a contribution towards the core services that are provided by the Trust. The combined income of £3,495,356 for 2013/14 enabled the organisation to meet the various objectives of its stated Mission Statement "**...offer(ing) emergency accommodation, residential care, support and development to enable everyone to achieve their full potential and a greater level of independence**".

PLANS FOR THE FUTURE

a. FUTURE DEVELOPMENTS

Trustees wish to use their resources judiciously and, by working with their partners and funders, respond flexibly to the issue of single person homelessness in Norwich and Norfolk.

Specifically Trustees are planning to:

- exploit the opportunity that has been presented by Norwich City Council who have offered the Trust a 15 year lease on a 34-apartment de-commissioned sheltered scheme in the city. This offers the Trust a route to fulfil its priority strategic objective of developing a small, specialist unit for those residents at Highwater House, Carrow Hill Home and in other Trust accommodation who are frail and infirm due to their age. Furthermore it will enable the Trust to offer service users over the age of 50 who are unable to secure a tenancy with either the City Council or a housing association the chance of independent living in their own accommodation;
- sustain the Under One Roof project as a centre providing a diverse range of training and educational activities for the Trust's service users;
- ensure compliance with the quality assurance regime of the Care Quality Commission in respect of the Trust's two care homes. This requires compliance with the CQC's five "essential standards". These ensure:
 - o residents are fully involved in their care and support
 - o residents receive the care and support that meets their needs
 - o residents are safe
 - o residents are cared for by staff who possess the right skills

ST MARTINS HOUSING TRUST
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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2014

- o the Trust as provider routinely checks the quality of service provided
- continue to gradually improve our group homes with new heating systems, improved kitchens, bathrooms, re-wires etc; and
- continue to assess the costs and benefits of becoming a Registered Provider (a housing association) with the Homes and Communities Agency with a view to, over time, increasing the number of social housing tenancies available to the Trust's service users. Trustees noted that the registration/regulation process is currently being extensively overhauled by the Homes and Communities Agency. They agreed not to activate the registration process until they were able evaluate the extended range of their responsibilities as a Registered Provider under the new process.

ST MARTINS HOUSING TRUST
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TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 MARCH 2014

TRUSTEES' RESPONSIBILITIES STATEMENT

The Trustees (who are also directors of St Martins Housing Trust 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 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;
- state whether applicable UK Accounting Standards 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 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.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

DISCLOSURE OF INFORMATION TO AUDITOR

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 auditor is 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 information needed by the charitable company's auditor in connection with preparing its report and to establish that the charitable company's auditor is aware of that information.

This report, incorporating the Strategic report, was approved by the Trustees, in their capacity as company directors, on 26 June 2014 and signed on their behalf by:

Mr C Bland, Chair

ST MARTINS HOUSING TRUST
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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST

We have audited the financial statements of St Martins Housing Trust for the year ended 31 March 2014 which comprise the Statement of financial activities, the Balance sheet, the Cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITOR

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.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Trustees' report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ST MARTINS HOUSING TRUST

QUALIFIED OPINION ON FINANCIAL STATEMENTS ARISING FROM LIMITATION OF SCOPE

As disclosed in note 13, included in tangible fixed assets is freehold property stated at valuation. The Statement of Recommended Practice (SORP), "Accounting and Reporting by Charities" published in March 2005 requires the trustees to revalue assets at least every five years where a policy of revaluation has been adopted. The properties have not been valued by a suitably qualified person in the last five years, therefore we are unable to obtain sufficient appropriate audit evidence regarding the property valuation included on the balance sheet.

Except for the financial effect of not revaluing the freehold property referred to in the previous paragraph, in our opinion the full financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2014 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.

OPINION ON OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' report, incorporating the Strategic report, for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

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

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

Iain Mawson FCA (Senior statutory auditor)

for and on behalf of

MA Partners LLP

Chartered Accountants
Statutory Auditor

7 The Close
Norwich
Norfolk
NR1 4DJ
27 June 2014

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

STATEMENT OF FINANCIAL ACTIVITIES
(incorporating income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2014

	Note	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
INCOMING RESOURCES					
Incoming resources from generated funds:					
Voluntary income	2	5,915	377,632	383,547	145,062
Investment income	3	-	1,721	1,721	4,284
Incoming resources from charitable activities	4	115,989	2,994,099	3,110,088	2,958,472
TOTAL INCOMING RESOURCES		121,904	3,373,452	3,495,356	3,107,818
RESOURCES EXPENDED					
Costs of generating funds:					
Costs of generating voluntary income	5	-	5,160	5,160	6,749
Charitable activities	6	206,900	2,983,815	3,190,715	2,966,475
Governance costs	9	-	7,599	7,599	6,730
TOTAL RESOURCES EXPENDED	10	206,900	2,996,574	3,203,474	2,979,954
NET INCOME / (EXPENDITURE) BEFORE TRANSFERS		(84,996)	376,878	291,882	127,864
Transfers between Funds	17	25,015	(25,015)	-	-
NET MOVEMENT IN FUNDS FOR THE YEAR		(59,981)	351,863	291,882	127,864
<i>Total funds at 1 April 2013</i>		<i>1,101,519</i>	<i>2,984,495</i>	<i>4,086,014</i>	<i>3,958,150</i>
TOTAL FUNDS AT 31 MARCH 2014		1,041,538	3,336,358	4,377,896	4,086,014

All activities relate to continuing operations.

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 33 form part of these financial statements.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)
REGISTERED NUMBER: 02390375

BALANCE SHEET
AS AT 31 MARCH 2014

	Note	£	2014 £	£	2013 £
FIXED ASSETS					
Tangible assets	13		3,512,626		3,622,031
CURRENT ASSETS					
Debtors	14	507,252		170,914	
Cash at bank and in hand		738,018		682,947	
		<u>1,245,270</u>		<u>853,861</u>	
CREDITORS: amounts falling due within one year	15	<u>(187,941)</u>		<u>(181,227)</u>	
NET CURRENT ASSETS			<u>1,057,329</u>		<u>672,634</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>4,569,955</u>		<u>4,294,665</u>
CREDITORS: amounts falling due after more than one year	16		<u>(192,059)</u>		<u>(208,651)</u>
NET ASSETS			<u><u>4,377,896</u></u>		<u><u>4,086,014</u></u>
CHARITY FUNDS					
Restricted funds	17		1,041,538		1,101,519
Unrestricted funds:	17				
Unrestricted income funds	17	3,240,502		2,886,761	
Revaluation reserve		95,856		97,734	
Total unrestricted funds			<u>3,336,358</u>		<u>2,984,495</u>
TOTAL FUNDS			<u><u>4,377,896</u></u>		<u><u>4,086,014</u></u>

The financial statements were approved by the Trustees on 26 June 2014 and signed on their behalf, by:

Mr C Bland, Chair

The notes on pages 22 to 33 form part of these financial statements.

ST MARTINS HOUSING TRUST
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CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2014

	Note	2014 £	2013 £
Net cash flow from operating activities	19	107,442	305,750
Capital expenditure and financial investment	20	(36,318)	(182,342)
CASH INFLOW BEFORE FINANCING		<u>71,124</u>	<u>123,408</u>
Financing	20	(16,053)	(15,514)
INCREASE IN CASH IN THE YEAR		<u><u>55,071</u></u>	<u><u>107,894</u></u>

RECONCILIATION OF NET CASH FLOW TO MOVEMENT IN NET FUNDS
FOR THE YEAR ENDED 31 MARCH 2014

	2014 £	2013 £
Increase in cash in the year	55,071	107,894
Cash outflow from decrease in debt and lease financing	16,053	15,514
MOVEMENT IN NET FUNDS IN THE YEAR	<u>71,124</u>	<u>123,408</u>
Net funds at 1 April 2013	458,782	335,374
NET FUNDS AT 31 MARCH 2014	<u><u>529,906</u></u>	<u><u>458,782</u></u>

The notes on pages 22 to 33 form part of these financial statements.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

1. ACCOUNTING POLICIES

1.1 Basis of preparation of financial statements

The financial statements have been prepared under the historical cost convention, with the exception of investments which are included at market value. The financial statements have been prepared in accordance with the Statement of Recommended Practice (SORP), 'Accounting and Reporting by Charities' published in March 2005, applicable accounting standards and the Companies Act 2006.

1.2 Company status

The company is a company limited by guarantee. The members of the company are the Trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

1.3 Fund accounting

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

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

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

Investment income, gains and losses are allocated to the appropriate fund.

1.4 Incoming resources

All incoming resources are included in the Statement of financial activities when the company has entitlement to the funds, certainty of receipt and the amount can be measured with sufficient reliability. For legacies, entitlement is the earlier of the company being notified of an impending distribution or the legacy being received.

Donated services or facilities, which comprise donated services, are included in income at a valuation which is an estimate of the financial cost borne by the donor where such a cost is quantifiable and measurable. No income is recognised where there is no financial cost borne by a third party.

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.

ST MARTINS HOUSING TRUST
(A company limited by guarantee)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

1. ACCOUNTING POLICIES (continued)

1.5 Resources expended

All expenditure is accounted for on an accruals basis and has been included under expense categories that aggregate all costs for allocation to activities. Where costs cannot be directly attributed to particular activities they have been allocated on a basis consistent with the use of the resources.

Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

1.6 Tangible fixed assets and depreciation

All assets costing more than £500 are capitalised.

Tangible fixed assets are stated at cost or valuation less depreciation. Depreciation is not charged on freehold land. Depreciation on other tangible fixed assets is provided at rates calculated to write off the cost or valuation of those assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold property	-	2% reducing balance
S/Term leasehold property	-	10% straight line or over period of lease
Motor vehicles	-	25% straight line
Furniture, fittings and equipment	-	20-33% straight line
Other fixed assets	-	25% straight line

1.7 Operating leases

Rentals under operating leases are charged to the Statement of financial activities on a straight line basis over the lease term.

1.8 Pensions

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

1.9 Repair and replacement

Expenditure on refurbishment is capitalised and depreciated using the relevant depreciation policy. Expenditure on the replacement of furniture, fixtures and fittings due to wear and tear is written off in the year the cost is incurred.

ST MARTINS HOUSING TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014**

2. VOLUNTARY INCOME

	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	<i>Total funds 2013 £</i>
Donations	5,915	163,856	169,771	139,111
Legacies	-	207,442	207,442	444
Similar incoming resources	-	6,334	6,334	5,507
	<u>5,915</u>	<u>377,632</u>	<u>383,547</u>	<u>145,062</u>

3. INVESTMENT INCOME

	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	<i>Total funds 2013 £</i>
Bank interest	-	1,721	1,721	4,284
	<u>-</u>	<u>1,721</u>	<u>1,721</u>	<u>4,284</u>

4. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	<i>Total funds 2013 £</i>
Rents and services	-	2,298,417	2,298,417	2,141,198
Grants	115,989	695,682	811,671	817,274
	<u>115,989</u>	<u>2,994,099</u>	<u>3,110,088</u>	<u>2,958,472</u>

5. COSTS OF GENERATING VOLUNTARY INCOME

	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	<i>Total funds 2013 £</i>
Legal, professional and other	-	1,006	1,006	1,384
Staff costs	-	4,154	4,154	5,365
	<u>-</u>	<u>5,160</u>	<u>5,160</u>	<u>6,749</u>

ST MARTINS HOUSING TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

6. ANALYSIS OF RESOURCES EXPENDED BY ACTIVITIES

	Activities undertaken directly 2014 £	Support costs 2014 £	Total 2014 £	<i>Total</i> 2013 £
Direct costs	<u>2,904,975</u>	<u>285,740</u>	<u>3,190,715</u>	<u>2,966,475</u>

7. DIRECT COSTS

	Total 2014	<i>Total</i> 2013
Residents welfare	5,605	3,595
Rent and rates	300,430	278,951
Light and heat	92,642	75,140
Laundry, cleaning and catering	144,777	144,059
Maintenance and repairs	270,176	174,923
Unpaid accommodation fees	(1,203)	15,664
Legal and professional	7,109	8,690
Other	146,038	163,200
Wages and salaries	1,682,669	1,621,521
Pension cost	122,763	111,439
Depreciation	133,969	99,860
	<u>2,904,975</u>	<u>2,697,042</u>

8. SUPPORT COSTS

	Total 2014	<i>Total</i> 2013
Rent and rates	14,630	13,813
Light and heat	985	2,755
Laundry, cleaning and catering	3,096	2,618
Legal and professional	16,913	9,012
Other	57,687	48,620
Wages and salaries	180,675	184,156
Depreciation	11,754	8,459
	<u>285,740</u>	<u>269,433</u>

ST MARTINS HOUSING TRUST
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**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014**

9. GOVERNANCE COSTS

	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
Governance Auditors' remuneration	-	7,599	7,599	6,730

10. ANALYSIS OF RESOURCES EXPENDED BY EXPENDITURE TYPE

	Staff costs 2014 £	Depreciation 2014 £	Other costs 2014 £	Total 2014 £	Total 2013 £
Costs of generating voluntary income	4,154	-	1,006	5,160	6,749
Costs of generating funds	4,154	-	1,006	5,160	6,749
Direct costs	1,986,107	145,723	1,058,885	3,190,715	2,966,475
Governance	-	-	7,599	7,599	6,730
	1,990,261	145,723	1,067,490	3,203,474	2,979,954

11. NET INCOME / (EXPENDITURE)

This is stated after charging:

	2014 £	2013 £
Depreciation of tangible fixed assets:		
- owned by the charity	145,723	108,319
Auditor's remuneration	7,599	6,730

During the year, no Trustees received any remuneration (2013 - £NIL).
During the year, no Trustees received any benefits in kind (2013 - £NIL).
During the year, no Trustees received any reimbursement of expenses (2013 - £NIL).

ST MARTINS HOUSING TRUST
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

12. STAFF COSTS

Staff costs were as follows:

	2014	2013
	£	£
Wages and salaries	1,867,498	1,811,042
Other pension costs	122,763	111,439
	<hr/> 1,990,261 <hr/>	<hr/> 1,922,481 <hr/>

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

	2014	2013
	No.	No.
Direct charitable	76	69
Management and administration	7	8
	<hr/> 83 <hr/>	<hr/> 77 <hr/>

No employee received remuneration amounting to more than £60,000 in either year.

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**NOTES TO THE FINANCIAL STATEMENTS
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13. TANGIBLE FIXED ASSETS

	Land and buildings £	Motor vehicles £	Fixtures & fittings £	Other fixed assets £	Total £
Cost or valuation					
At 1 April 2013	3,907,764	80,200	393,142	36,822	4,417,928
Additions	16,109	-	20,209	-	36,318
At 31 March 2014	<u>3,923,873</u>	<u>80,200</u>	<u>413,351</u>	<u>36,822</u>	<u>4,454,246</u>
Depreciation					
At 1 April 2013	417,936	48,967	296,957	32,037	795,897
Charge for the year	78,633	13,301	51,806	1,983	145,723
At 31 March 2014	<u>496,569</u>	<u>62,268</u>	<u>348,763</u>	<u>34,020</u>	<u>941,620</u>
Net book value					
At 31 March 2014	<u>3,427,304</u>	<u>17,932</u>	<u>64,588</u>	<u>2,802</u>	<u>3,512,626</u>
At 31 March 2013	<u>3,489,828</u>	<u>31,233</u>	<u>96,185</u>	<u>4,785</u>	<u>3,622,031</u>

Included in land and buildings is freehold land at cost of **£1,000,000** (2013 - £1,000,000), which is not depreciated.

Valuation at 31 March 2013 is as follows:

	Land and buildings £
Valuation	<u>3,923,873</u>
	<u>3,923,873</u>

If the land and buildings had not been included at valuation they would have been included under the historical cost convention as follows:

	2014 £	2013 £
Cost	3,827,873	3,811,764
Accumulated depreciation	(481,414)	(419,670)
Net book value	<u>3,346,459</u>	<u>3,392,094</u>

Freehold property with a cost of £104,000 was revalued by Aldridge Lansdell Chartered Surveyors in February 2004 at an open market value of £200,000. The trustees have not undertaken a subsequent revaluation.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

14. DEBTORS

	2014 £	2013 £
Trade debtors	438,593	103,930
Other debtors	14,732	14,711
Prepayments and accrued income	53,927	52,273
	507,252	170,914

15. CREDITORS:

Amounts falling due within one year

	2014 £	2013 £
Bank loan	16,053	15,514
Trade creditors	92,170	95,802
Social security and other taxes	31,026	34,702
Other creditors	12,185	12,879
Accruals and deferred income	36,507	22,330
	187,941	181,227

The bank loan is secured by a legal charge over the property known as Highwater House.

16. CREDITORS:

Amounts falling due after more than one year

	2014 £	2013 £
Bank loans	192,059	208,651

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

	2014 £	2013 £
Repayable by instalments	127,848	146,593

The bank loan is due to be repaid by 26 October 2024 and interest is charged at 2.5% over the bank's base rate.

The bank loan is secured by a legal charge over the property known as Highwater House.

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**NOTES TO THE FINANCIAL STATEMENTS
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17. STATEMENT OF FUNDS

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Designated funds					
Innovation Fund	7,492	-	(7,492)	-	-
External repairs	21,902	-	(21,902)	-	-
	<u>29,394</u>	<u>-</u>	<u>(29,394)</u>	<u>-</u>	<u>-</u>
General funds					
General Fund	2,857,367	3,373,452	(2,967,180)	(23,137)	3,240,502
Revaluation Reserve	97,734	-	-	(1,878)	95,856
	<u>2,955,101</u>	<u>3,373,452</u>	<u>(2,967,180)</u>	<u>(25,015)</u>	<u>3,336,358</u>
Total Unrestricted funds	<u>2,984,495</u>	<u>3,373,452</u>	<u>(2,996,574)</u>	<u>(25,015)</u>	<u>3,336,358</u>
Restricted funds					
Donations Fund	1,794	5,915	(1,750)	-	5,959
Highwater House Building Fund	1,078,201	-	(42,622)	-	1,035,579
Empty Homes Fund	21,524	30,564	(77,103)	25,015	-
LEAP Fund	-	85,425	(85,425)	-	-
	<u>1,101,519</u>	<u>121,904</u>	<u>(206,900)</u>	<u>25,015</u>	<u>1,041,538</u>
Total of funds	<u>4,086,014</u>	<u>3,495,356</u>	<u>(3,203,474)</u>	<u>-</u>	<u>4,377,896</u>

Designated Funds:-

The **Innovation Fund** is a fund established by the Trustees for small projects that will enable service users to participate in a range of leisure and sports activities in the community.

Restricted Funds:-

The **Donations Funds** relate to general donations for specific areas of the charity, which are subsequently expended.

The **Highwater House Building Fund** contains all the donations that have been received toward the rebuilding of Highwater House and the costs of this rebuild. Restricted funds amounting to £672,000 from Norwich City Council, Norfolk County Council and Norfolk County Council - Drug and Alcohol Team are repayable on a reducing scale over a 15 year period if the Trust ceases to operate for any reason or fails to materially comply with any of the terms of the grant agreement.

The **Empty Homes Fund** represents a grant received from the Government's Empty Homes (Community Projects) Grant Fund towards a project to lease and refurbish 10 long term empty houses or flats in Norwich, creating tenancies for homeless people. This fund was fully expended during the year. A transfer was made from general funds in respect of the amount overspent on this restricted fund.

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

17. STATEMENT OF FUNDS (continued)

The **LEAP Fund** represents funding received from the Big Lottery for the learning employment accomodation project, a specialist service seeking to incorporate employment, education and training with accomodation opportunities in the private rented sector. The main objectives of LEAP are to reduce homelessness, make better use of the private rented sector and to empower people affected by homelessness.

SUMMARY OF FUNDS

	Brought Forward £	Incoming resources £	Resources Expended £	Transfers in/out £	Carried Forward £
Designated funds	29,394	-	(29,394)	-	-
General funds	2,955,101	3,373,452	(2,967,180)	(25,015)	3,336,358
	<u>2,984,495</u>	<u>3,373,452</u>	<u>(2,996,574)</u>	<u>(25,015)</u>	<u>3,336,358</u>
Restricted funds	1,101,519	121,904	(206,900)	25,015	1,041,538
	<u>4,086,014</u>	<u>3,495,356</u>	<u>(3,203,474)</u>	<u>-</u>	<u>4,377,896</u>

18. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Restricted funds 2014 £	Unrestricted funds 2014 £	Total funds 2014 £	Total funds 2013 £
Tangible fixed assets	1,035,579	2,477,047	3,512,626	3,622,030
Current assets	5,959	1,239,311	1,245,270	853,863
Creditors due within one year	-	(187,941)	(187,941)	(181,228)
Creditors due in more than one year	-	(192,059)	(192,059)	(208,651)
	<u>1,041,538</u>	<u>3,336,358</u>	<u>4,377,896</u>	<u>4,086,014</u>

19. NET CASH FLOW FROM OPERATING ACTIVITIES

	2014 £	2013 £
Net incoming resources before revaluations	291,882	127,864
Depreciation of tangible fixed assets	145,723	109,199
(Increase)/decrease in debtors	(336,338)	55,028
Increase in creditors	6,175	13,659
Net cash inflow from operations	<u>107,442</u>	<u>305,750</u>

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20. ANALYSIS OF CASH FLOWS FOR HEADINGS NETTED IN CASH FLOW STATEMENT

	2014 £	2013 £
Capital expenditure and financial investment		
Purchase of tangible fixed assets	<u>(36,318)</u>	<u>(182,342)</u>
	2014 £	2013 £
Financing		
Repayment of loans	<u>(16,053)</u>	<u>(15,514)</u>

21. ANALYSIS OF CHANGES IN NET FUNDS

	1 April 2013 £	Cash flow £	Other non-cash changes £	31 March 2014 £
Cash at bank and in hand:	682,947	55,071	-	738,018
Debt:				
Debts due within one year	(15,514)	(687)	148	(16,053)
Debts falling due after more than one year	(208,651)	-	16,592	(192,059)
Net funds	<u>458,782</u>	<u>54,384</u>	<u>16,740</u>	<u>529,906</u>

22. PENSION COMMITMENTS

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the company to the fund and amounted to **£122,763** (2013 - £111,439).

Contributions totalling **£7,254** (2013 - £9,444) were payable to the fund at the balance sheet date and are included in creditors."

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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2014

23. OPERATING LEASE COMMITMENTS

At 31 March 2014 the company had annual commitments under non-cancellable operating leases as follows:

	Land and buildings	
	2014	2013
	£	£
Expiry date:		
Within 1 year	23,391	161,421
Between 2 and 5 years	28,307	24,471
After more than 5 years	23,578	20,458
	=====	=====

24. CONTROLLING PARTY

There is no one controlling party.