

# Annual Report

Report and financial statements  
for the year ended 31 March 2022



**Homeless Link**

Registered charity number: 1089173

Registered company number: 04313826

# Annual Report & Accounts

## Report & financial statements for year ended 31 March 2022

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## Chair's introduction

2021-22 was a year of successes for Homeless Link.

We secured 3-year government grant funding which enables us to continue providing the sector with vital partnership, practice and development support. We took over the management of CHAIN, the UK's most detailed and comprehensive source of information about rough sleeping. Our social enterprise services - In-Form, training, events and consultancy - helped homeless organisations to develop their workforce and services which also supported our campaigning and influencing activities.

As the pandemic continued, our members faced the challenges of new COVID variants, the vaccine roll-out and the end of pandemic measures – all while bearing the risks and uncertainty of extremely short-term funding streams. They continue to inspire us all with their innovative responses.

Armed with evidence and intelligence from our members, Homeless Link was able to influence government on behalf of the sector with key wins such as the 3-year Rough Sleeping Initiative (RSI) settlement, the £3.8m Homelessness Transformation Fund and the £28m Protect & Vaccinate emergency accommodation and vaccine support funding boost.

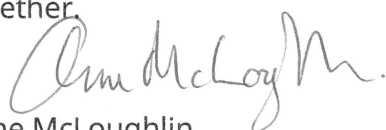
Alongside this we provided timely practice assistance to our members via our partnerships support, practice resources, webinars and podcasts, including advice on winter provision and supporting EU/EEA nationals, systems leadership training and supporting the co-production of RSI bids.

The year also saw us make a very welcome, return to face-to-face meetings, events and training. We continue to experiment with formats, aiming to find the right blend between opportunities for in-person connection and the accessibility and reach of online events.

As I start my tenure as Chair of Trustees at Homeless Link, I would like to warmly thank my predecessor, Piers Feilden, for his stewardship over the past six years which has left a lasting legacy.

In representing such a broad array of members, Homeless Link is in a unique position to be the voice of the sector, as well as influencing and improving homelessness practice across the country. Our power comes through respect, collaboration and common cause.

The astounding work of homelessness organisations, public health and government to bring Everyone In during the pandemic showed that rough sleeping is not an inevitable part of society. With the right resources, focus and commitment, everyone can have a safe and secure place to live. We aim to build on that in the coming years to shape the future together.



Anne McLoughlin  
14 September 2022

## Shaping the Future Together

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

We are in a unique position to see both the scale and nature of the tragedy of homelessness. We see the data gaps; the national policy barriers; the constraints of both funding and expertise; the system blocks and attitudinal obstacles. But, crucially, we also see – and are instrumental in developing – the positive practice and ‘what works’ solutions. In April 2021 we launched Shaping the Future Together, our strategic plan for 2021-2024.

### Our vision

Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.

### Our mission

Our mission is to develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.

### Our values

**Committed:** We work tirelessly to drive social change to end homelessness for good

**Compassionate:** We believe in the value and potential of people. We champion justice, humanity and compassion for all

**Credible:** We speak the truth based on evidence. We listen and learn, ask questions and respond with honesty and integrity

**Collaborative:** We believe in the power of partnership, working together for better results - with our members, our partners and people experiencing homelessness

### Our Strategic Plan Priorities

1. Home Safe
2. People First
3. Prevention into Action
4. A Stronger Voice

## Our activities and impact in 2021-22

### 1. Home Safe

We believe everyone should have the right to open and close their own front door and feel safe and secure in their own accommodation. Sadly, for many people this isn't the case.

#### Promoting the scale up of high-quality Housing First

Housing First is one of the important solutions to homelessness. Homeless Link is driving the scale up of high-fidelity Housing First as a solution for people who are facing multiple disadvantage.

This year our work included:

- Running two programmes of practice forums for staff working in Housing First support teams, local authorities and housing associations, creating peer networks and promoting positive practice.
- Releasing the Housing First Module in In-Form and rolling it out to multiple Homeless Link members.
- Coordinating a joint letter to the Secretary of State, co-signed by providers and authorities within the three regional pilot areas calling for ongoing funding.
- Publishing research exploring the reduction, changing and ending of Housing First support.
- Producing an animation to demonstrate the principles of Housing First in practice.
- Continuing to provide support to both the England and Scotland pilot programmes.
- Encouraging and supporting local areas to include Housing First in their RSI bids.

#### Supporting the development of data-informed housing and homelessness strategies

Homeless Link delivers a range of data and information products and projects seeking to enhance understanding and inform strategies to end homelessness.

A key development for Homeless Link during 2021-22 was our success in winning the contract to deliver the Combined Homelessness and Information Network (CHAIN) on behalf of the Mayor of London. CHAIN is the UK's most detailed and comprehensive source of information about rough sleeping.

It has been running since 1999 and was originally part of Link (our predecessor to In-Form). Since 2010 it has been commissioned by the GLA and delivered by Broadway and then St Mungo's following their merger in 2014. It is a 1,300-user system built on the Salesforce platform.

The team of 8 staff were transferred from St Mungo's on 1st April 2022. The feedback we have had from Homeless Link members, funders and other stakeholders about us hosting and managing CHAIN has been very positive. The contract is worth £400k+ per annum.

We have also continued to successfully deliver

- **In-Form:** we implemented 60 new In-Form systems around the country. In-Form continues to be the leading client recording system in the sector, used by 280 organisations with 18,500+ users.
- **Rough sleeping snapshots:** we are funded by government to support and independently verify local authorities in England as they undertake their annual



snapshot count or intelligence-led estimate of the number of people rough sleeping. The project went well, and all local authorities submitted their figure by the deadline.

- **StreetLink:** 59,833 alerts were made through our StreetLink service. StreetLink allows the public to connect someone who is sleeping rough with outreach services in their local area. 22% of the alerts are now being made by people who are sleeping rough themselves. 43,407 alerts were passed to local authorities and in total 12,000 people were found by the outreach services.
- **Homeless England:** the most comprehensive database of Homelessness services with over a million page views in 2021-22. It is constantly updated and lists 1,500 projects up and down the country with contact details and service descriptions.
- **Atlas of London's Homelessness Services:** an interactive website developed by Homeless Link and the London Housing Foundation, it provides a unique overview of the volume and composition of homelessness services in London. Commissioners, policy makers and others working in the homelessness sector use the website to quickly access information about available services and the latest statistics on rough sleeping. The 2022 data refresh went live on the 8th March. Over the last year on average over 150 people visit the site each month.

### Supporting the sector to increase the availability of high quality, affordable accommodation

The Homelessness Winter Transformation Fund (HWTF) 2021/22, funded by DLUHC, aims to enable faith, community and voluntary sector organisations to provide better quality, dignified provision for individuals experiencing rough sleeping, offering more sustainable routes off the streets.

The fund places an emphasis on transformation from the pre-Covid era and is explicitly not for dormitory style projects with communal sleeping space and shared air space.

Homeless Link led the grant management process for this fund, in partnership with Housing Justice.

HWTF was initially a £3million fund, but due to demand and evidenced need shown by the applications, we were able to make the case to DLUHC for additional revenue funding, taking the fund total to £3.8million.

The total capital fund allocation to grantees was £924,375 across 12 funding awards. 51 revenue grants were awarded with a total allocation of £2,781,501.

*"The service developed drastically as a result of the Homelessness Winter Transformation Fund [capital] grant. As well as more than doubling the number of available Hospital Discharge beds, we used the grant as leverage for another grant application for a Clinically Extremely Vulnerable (CEV) Grant."*

*"The application process was good, and keeping in touch from time-to-time during the project with the Grant Manager helped us to explain our progress and keep us focussed. Overall, it is very engaging and encouraging to work with Homeless Link / Housing Justice as a grantee and we have*

*really enjoyed the whole process, despite the challenge of getting the facility ready in a short space of time."*

### **Campaigning for adequate and long-term secure funding**

'Everyone In' showed how effective universal, unconditional support is in tackling homelessness, uniting organisations and driving innovation. But the temporary housing solutions offered to many were, by definition, temporary.

The Spending Review in October 2021 provided an opportunity to ensure long term sufficient funding was found for our members' work and to enable us to keep everyone in for good.

Using our research and member intelligence, Homeless Link made an evidence-based call for government to:

- Match enhanced investment in rough sleeping services during COVID-19 with a £132.5 million annual boost to the Rough Sleeping Initiative (RSI) through to 2024/25, compared to 2021/22 levels. Deliver this through a simplified and long-term, guaranteed grant programme to local authorities.
- Commit £150.3 million annually for an initial three years for a national Housing First programme, led by the DLUHC but with cross-departmental investment and stewardship. Extend the funding commitment to the regional Housing First Pilots for a further three years.
- Commit to a ten-year investment plan to realise the 90,000 social rent homes that England needs per year.
- Unfreeze the Local Housing Allowance (LHA) so that it continues to cover at least the 30th percentile of local rents.

We asked our members to contact their MPs by email and Twitter, asking for them to write to the Chancellor to back these calls and ensure the budget provided sufficient long-term funding for the sector.

The government announced plans to spend £2 billion to tackle homelessness and rough sleeping over the next three years, amounting to an investment of approx. £630m per year in 2022/23 and 2023/24 before rising to £639m in 2024/25. This 2024/25 figure represents an 85% increase when compared to 2019/20 levels (pre-pandemic), but a £110m reduction in spend on the current financial year.

This falls short of our calls; however, we remain hopeful that the marked increase on pre-pandemic investment and clear emphasis on cross-departmental working represent a reaffirmation of commitments to end rough sleeping.

We will continue to call on Government to ensure that the three-year funding commitment translates through to long-term grants to local areas under the RSI, bringing much-needed stability to services currently struggling to plan or retain staff on short-term contracts.

## 2. People First

We believe that homelessness is a temporary state rather than a permanent condition. It is vital that individuals experiencing homelessness are given the right support to meet their needs and aspirations and improve wellbeing.

### **Supporting employment, volunteering and training projects**

In September 2021 the Enterprise Development Programme Phase 2 came to an end and Homeless Link were successful in achieving an additional £250,000 in funding from Access - The Foundation for Social Investment, for continuation of the programme via an Alumni Network.

Phase Two of the programme provided grants to support trading model development. This includes exploring initiatives such as addressing gaps in service provision e.g., recruitment agencies, using donated items and upcycling them to make a profit, and production of items for sale.

As part of the Alumni Network, Homeless Link are hosting a range of engagement and development activities for the Enterprise Development Cohort to continue. These include:

- Workshops with the cohort to further develop enterprising models and enable networking and shared learning.
- The 'This Much We Know' podcast, which shares stories of enterprise development and has frequently ranked in the top 10 charity podcasts.
- Commissioning and overseeing a research project that explores fairness in employment and volunteering practices in trading models..

### **Supporting wellbeing, self-expression and empowerment**

Strengths-Based Practice (SBP) focuses on the positive qualities of the people we work alongside, the organisation and the local community. Rather than addressing the 'problems' of the individual, they look to get to know the person as a whole to identify strengths and goals that the person wishes to work towards.

To support our members to employ strengths-based practice we:

- Published a toolkit and set of principles.
- Worked with two partners to explore embedding SBP in different contexts:
  - Leeds City Council looking at commissioning a strengths-based outreach service which resulted in the development of a new framework, and
  - Concrete to develop a strengths-based monitoring system.
- Produced an animation demonstrating the key principles of SBP in practice.

### **Supporting voluntary, community and faith sector organisations to play a key role locally and nationally**

Ending homelessness requires coordination between many different agencies, including charities and housing associations, community and faith groups, local authorities and other public services, as well as people with lived experience.



We provided regional support from Partnership Managers to strengthen local partnerships. This includes the creation and delivery of local and regional homeless forums to improve collaborative working, information sharing and building local partnerships, for example between statutory/commissioned services and non-commissioned community and faith groups.

### In Basildon

- 90% of attendees state that local partnership working has significantly improved since the forum was established.
- 100% of attendees state that they feel more informed about the local system and service provision and have a person they can now contact directly.
- 100% of attendees report that they are using the Directory of Local Homeless Services written and distributed by those attending the forum. This is handed out to those using service and helps provide a more cohesive signposting, information advice and guidance system locally.

### In East Sussex

- 89% of attendees said that they have connected with colleagues from across the sector, not connected with before as a result of the Forum.
- 84% said that the Forum has enhanced Partnership Work.
- 95% said that the Forum had raised awareness of their service.

Our Partnerships team have been involved in supporting coproduction of local RSI bids by ensuring engagement with the voluntary, community and faith sectors. Regional partnership managers led on the organisation and facilitation of consultation events across the country, for example in Croydon, Reading, Stoke, Liverpool and Hull. The learning has been used to shape local approaches and has also led to our further involvement in these areas, such as the development of a homelessness charter and utilising the intelligence from grass roots organisations to design commissioning, pathways and communications in Hull.

At the end of the financial year, we successfully bid for the DLUHC Voluntary and Community Sector Grant fund, and this has led to a continued funding for our national partnerships work.

### Meeting diverse needs

People facing homelessness come from diverse backgrounds and have different needs. We recognise difference and take a holistic approach to gathering practice and promoting inclusivity.

This year our Ending Women's Homelessness Grant programme came to an end and an insights and impact report was published to coincide with 16 days of activism against domestic abuse. Over the course of the fund, grantees supported over 2,000 women and over 1,700 staff were provided specialist training.

We fed intelligence from this work into a number of consultations including: perpetrator housing, women's health strategy, and the Mayor of London's Office for Policing and Crime Violence Against Women and Girls (VAWG) strategy on women's safety in public spaces. The project has achieved profile, for example we were invited to write an article for Inside Housing about women's homelessness and domestic abuse and to present to the Local Government Association.

Development of a women's homelessness toolkit is underway, and a number of organisations responded to an expression of interest to be part of a pilot testing out the new resources.

This year we have also continued our work on youth homelessness. We published guidance and learning events on supporting 16–17-year-olds, supporting young women and supporting young trans people.

The Youth Homelessness Project Advisory Group membership was increased and an offer to act as a sub-group of the Government's Rough Sleeping Advisory Group was well received.

We have identified two key areas of work that the project will focus on next year; improving access to services/local authority gatekeeping and improving support within youth homelessness services to enable young people to move towards independence.

### **Making Every Adult Matter (MEAM)**

We have continued our work as part of the Making Every Adult Matter (MEAM) coalition to improve the way that services across different sectors support people facing multiple disadvantage and create long-term changes to local and national systems.

During the year, the coalition has provided ongoing support to the MEAM Approach network, enabling local areas to transform services and systems. MEAM Approach areas have supported 1,944 people, reduced rough sleeping by 82% and are reporting statistically significant reductions in the use of A&E and non-elective hospital admissions.

We developed and launched the MEAM Systems Intervention Tool to provide focused support to a sub-set of the MEAM Approach network on specific system challenges and a systems leadership for multiple disadvantage training programme to support this work.

We continued to support the Fulfilling Lives programme, now completing its work, supporting the eleven local areas to ensure that legacy learning can be shared.

Our work with the MEAM Approach and Fulfilling Lives networks ensures that learning about cross-cutting issues relating to multiple disadvantage can be shared with local and national audiences, including reports on health reform and the development of Integrated Care Systems, safeguarding and multiple disadvantage, mental health discharge, and alcohol and multiple disadvantage.

Most recently we published a report on funding, which explores how government funding streams could be better coordinated to support people and incentivise systemic change at a

local level. We discussed this report with civil servants and are hosting spaces for cross-departmental discussion and debate.

We have published our strategy for the next four years, and secured funding from the National Lottery Community Fund to continue support to the MEAM Approach network and create a vibrant eco-system of local areas across the country that are working to tackle multiple disadvantage. We have restructured the MEAM team for this next phase, allowing us to focus on network support, system intervention support and workforce training and development.

### 3. Prevention into Action

If we are to truly end homelessness, we must find ways of targeting our efforts and resources further upstream to prevent homelessness from occurring in the first place. But it is important to focus on what is actually within our gift to change, both as an organisation and a sector, alongside our campaigning efforts in this space.

#### **Enhanced advice and advocacy for non-UK nationals experiencing or at risk of homelessness**

The gaps in basic safety nets for non-UK nationals with immigration-based restrictions are among the most urgent and prominent issues that Homeless Link members raise with us. For many years, solutions to this challenge have felt like missing pieces of the puzzle in national plans to end rough sleeping. Policy choices that allow immigration control to overshadow and undermine good social policy have compounded this, making it even harder for local homelessness systems to deliver the change we need.

Non-UK nationals are more vulnerable to homelessness than people with UK citizenship, and those with restricted or undetermined eligibility for public funds even more so. However, Everyone In prompted new ways of doing things and, in some areas, a greater willingness to explore new approaches and truly exhaust all options.

Over the last year Homeless Link has taken a leading role in the sector on these issues. Homeless Link and NACCOM – The No Accommodation Network conducted research with local authorities, homelessness and immigration stakeholders and people with lived experience of homelessness and restricted eligibility across England. With the support of partner areas Bedford, Haringey and Manchester, the research captured practice and policy lessons from the pandemic and tried to identify an achievable, long-term approach to better supporting this group.

Based on this research, we published a report in June 2022 putting forward an ambitious but achievable roadmap for change for local authorities and Government to sustainably tackle homelessness among non-UK nationals with restricted eligibility. We have secured a second year of funding to support dissemination and policy influencing work.

This year we have also led the #SupportDontDeport campaign calling on local authorities not to make use of new immigration rules which made rough sleeping grounds for deportation.

Our work has seen us gain a seat at the table on behalf of our members. We were invited by the Home Office to join the Advisory Group for the review of the Rough Sleeping Support Service (RSSS), a service intended to facilitate the resolution of immigration cases for people facing homelessness, which met with limited success.

Homeless Link represented the views of members collected through targeted engagement in late 2021. Given its broad remit, we hope it can produce a redesigned service that delivers a transparent, accountable and safe mechanism for immigration cases to be prioritised and for immigration information to be requested.

We are eagerly awaiting the outcome of the review. Our key asks include:

- RSSS should sit outside immigration enforcement.
- Publish and disseminate clear guidelines, policies and procedures that govern the operation of the RSSS.
- The referral rights should be limited to immigration advisors only.
- Objective, regular outcomes monitoring and reporting.

We have also updated our guidance for members on supporting non-UK nationals, people from the EU and refugees and people seeking asylum, and we gathered and produced a series of case studies about local area responses to people who are homeless with restricted eligibility. We provided a policy briefing on new immigration rules introduced in May 2021 and hosted a well-attended webinar promoting the opportunity for local areas to include services and advice for non-UK nationals within RSI bids.

### **Immigration advice for rough sleepers fund**

Homeless Link, on behalf of the GLA, managed the Immigration Advice for Rough Sleepers Fund (IARSF). In early 2021, the Homeless Link team opened applications to the fund and in March of that year awarded seven grants to organisations across London.

The IARSF has provided funding and capacity for these organisations to work in collaboration by linking up immigration and homelessness services. Homeless Link are supporting grantees via management of the fund and delivery of a peer network to collaboratively problem solve and share learning and expertise. Grant holder delivery commenced in April 2021 and ran until June 2022.

The programme seeks to:

- enable services to support people to prove or obtain secure immigration status and enable a positive move-on from the streets or from emergency accommodation,
- to reach migrant rough sleepers to reduce their vulnerability to rough sleeping again or becoming entrenched rough sleepers,
- as well as reducing their risk of falling victim to exploitation or crimes such as modern slavery.

Over the course of 2021-22 we have worked closely with grantees, understanding their insights from developing work of this nature and sharing with the sector.

The innovative fund has shown the need for both the immigration sector and homelessness sector to work together to ensure that the needs of every rough sleeper can be met. We are already seeing interesting learning coming out of the monitoring from this fund, in particular around the need for homelessness services to be involved as Non-UK National rough sleepers access immigration advice, the complexity of the cases, and the importance of emergency accommodation for rough sleepers accessing such advice.

*“For Micro Rainbow the project has been transformational as we are now OISC registered. The number of clients reached has been consistent over the life of the project. The re-purposing of some of the budget to emergency accommodation (which will be better reflected in Q5 expenditure) has been crucial to avoid rough sleeping and potential violence, especially of trans migrants.”*

We published a briefing paper sharing insights from the fund in March 2022.

### **Collaborating between public sector bodies, in particular health, to promote a holistic approach to prevention and improve health outcomes**

We were also successful in gaining a new commission for the Health and Wellbeing Alliance (HWA) from the Department for Health and Social Care to continue our ability to play a leading role in the emerging collaboration between health bodies, local authorities and the homelessness sector. Working with our partners Groundswell and Pathway, we formed the Homeless Health Coalition (HHC).

As part of our 2021-22 work programme, we have completed two reports that have now been published.

The first report explores the continuing barriers to GP registration of people experiencing homelessness from the perspective of people with lived experience, primary care administrative staff and clinicians. We held a series of multi-stakeholder focus groups with representatives from all the above groups to co-produce solutions to identified barriers.

The second report looks at the experiences of frontline homelessness workers in having health conversations with the people they are supporting, the types of conversations they have and their confidence in doing so. We held 2 workshops with frontline workers, and a workshop with people with lived experience of homelessness to inform the research. The report, Bridging the Gap, has highlighted training and support needs for both the sector and health care professionals in this space and will inform the next year's HWA work through a series of co-production workshops.

The coalition co-authored a policy paper to inform the upcoming Inclusion Health White Paper. This work is now moved beyond the HWA to explore cross-sector engagement in developing shared inclusion health asks.

Our London PLUS project, in partnership with Groundswell, ran events related to inclusion health bringing together the homelessness and health sectors. Themes included mental health and homelessness, Integrated Care Systems (with representatives from all 5 London



ICSs in attendance) and access to healthcare for non-UK nationals experiencing homelessness.

We continue to increase our presence in the strategic and influencing space relating to social care and homelessness. This includes attending expert advisory groups and delivering presentations on three safeguarding and homelessness webinars hosted by the Care and Health Improvement Partnership.

## 4. A Stronger Voice

Our strength lies in our members: their skills, experience, resources and passion. They know better than anyone the true nature and scale of the challenge to end homelessness. We want to give voice to their experience and, in so doing, create opportunities for shared learning and celebration and give challenge to systems that are not working for people.

### Campaigning and influencing

Responding to member feedback we have strengthened our campaigning capacity which enabled us to deliver 3 campaigns this year.

- Local government and Mayoral election. 4 Mayoral candidates and 23 council candidates signed our Everyone In for Good pledge. Many members wrote to candidates and two organisations organised a local hustings event.
- “Support Don’t Deport” enabled members and local authorities to take a stance on new Home Office rules, which made rough sleeping grounds for deportation, and agree not to pass information on to the immigration authorities. 13 Local Authorities and 120 Organisations signed the pledge, and to date we believe that the rules have not been used.
- Funding for the sector. Ahead of the Budget we made a full submission to the Treasury and encouraged our members to contact local MPs. We were successful and the Government agreed 3-year funding for homelessness, which is now being passed on to local areas and services.

Proactive research and gathering of intelligence and evidence from members via our Partnerships team, MEAM network, member forums and surveys has led to the identification of key trends and emerging themes impacting the sector. This intelligence has led to opportunities to influence and shape policy, programmes, practice and partnerships.

- Ensuring people experiencing homelessness and staff supporting them maintained priority for the roll out of COVID booster vaccinations
- Securing additional funding and support for rough sleepers in response to the new Omicron variant via Protect and Vaccinate programme
- Shaping Winter Transformation funding and models of winter provision
- Representing the sector and advising government on the Rough Sleeping Advisory Panel, Changing Futures programme, Everyone In step down & recovery and review of the Rough Sleeping Support Service
- Making evidence submissions to a range of government consultations, select committee and APPG reviews on topics such as women's health, exempt

accommodation, Housing First and standards for provision for 16- and 17-year-old children in care and care leavers.

- Influencing new work in London on sector workforce challenges as part of the Life Off the Streets programme

### **Embedding practice through workforce training & development**

We have seen a growth in demand for training and a return to face to face delivery, alongside continuing our online offer. This blended approach enables us to provide affordable training for all members regardless of size or location.

To help members embed improved practice we are developing enhanced offers of support that draw upon our training and consultancy services in a combined offer. This model of support has proved particularly popular in helping organisations to become trauma informed, through upskilling staff, embedding good practice, and reassessing organisational policies and procedures.

To support the professionalisation of the homelessness workforce we have worked in partnership with CIH Housing Academy to develop and pilot a level 3 Certificate in supporting people experiencing homelessness. This is the first accredited course specifically for the homelessness sector and the feedback has been very positive.

We ran a programme of national conferences on women experiencing homelessness, rough sleeping, leadership and accommodation solutions. This programme included a return to face-to-face delivery which was welcomed by attendees, specifically because of the improved networking it allows.

In addition to the two-day leadership summit, we ran a programme of leadership masterclasses including ones on 'how to stay motivated as a leader', 'leading locally through collaboration rather than competition', 'how to work better with our boards' and 'how to embed an organisational culture and values'.

Since the launch of the new specialist jobs board in 2021, we have introduced further resources to the site to support our members with their recruitment including a series of template job descriptions that are strength based and reflect EDI values.

The consultancy service has continued to grow throughout 2021, with the team providing specialist support to both homelessness charities and local authorities. The work that we are being asked to undertake is varied and includes service reviews, support to develop policies or to become a Registered Provider, facilitation of board away days, options appraisals, supporting organisations to become trauma informed or more inclusive as well as supporting the development of homelessness pathways or strategies for a local area.

With a growing team and a growing bank of associate consultants we are able to respond to the specialist requests and provide tailored responses.

### **Making In-Form an essential tool for managing data about our members' work**

Our business development team sold 54 systems, lifting In-Form use to 280 organisations with 18,500+ users, 20% and 11% annual growth respectively. 12 of the new systems we

implemented were for smaller organisations supported by our successful partnership with the Lloyds Bank Foundation.

We continued to develop our website and our marketing channels progressed substantially, with customer engagement on social media increasing by 5% on Twitter and 19% on LinkedIn so more of our social audience are in contact with us and can access events, training, videos and articles to improve their In-Form experience.

Our events included formal training sessions as well as customer user groups, monthly webinars and conferences for new, potential, and existing customers. These gave users the chance to learn from In-Form staff, discover new system features, network and to learn from peers.

50 customers benefited from review meetings as part of In-Form's customer success strategy that seeks to retain customers and ensure In-Form continues to meet their data needs. Feedback has been extremely positive and has led to a number of customers developing their In-Form systems.

Our annual survey found 80% of users would recommend In-Form to other organisations, which is important for In-Form as a high proportion of leads come from word of mouth.

As the sector market leader, the In-Form product continues to go from strength to strength, offering organisations a client management solution that fits their needs, helping them tell service users' stories and challenges, improve their practice and increase their impact.

### **Supporting practice development and the frontline**

We published new practice resources for the sector on a range of topics including Debt Relief, Speech, Language and Communication Needs, Learning from Safeguarding Adults Reviews, COVID-19 vaccinations, severe weather emergency protocol (SWEP) and winter provision. Documents in our resource library were viewed over 14,000 times in the year. We delivered a series of webinars promoting positive practice and our first podcast, Going Beyond, providing information to support the delivery of psychologically informed support work.

We continued to support frontline workers through our Communities of Practice programme in more than 20 localities. In partnership with City Bridge Trust and Oak Foundation we ran the Responding to the Resilience Risk 2 programme of activities for frontline workers aiming to improve access to and understanding of resilience tools. The activities included one-to-one coaching and group training. Altogether 12 organisations were awarded £25,000 over a six-month period to allow them to release staff to participate in activities.

### **Growing our movement**

Over the last year our membership base has grown to over 900 members, helping to ensure we represent the widest possible range of homelessness organisations in England, and are as collectively influential as we can be.

We have introduced a new, free membership band for small, community groups with a turnover less than £50K. This enables them to be part of our movement of organisations working to end homelessness.

According to our latest membership survey

- 95% of heads of organisations agreed that Homeless Link is an effective advocate for the sector
- 96% are likely to recommend Homeless Link membership
- 98% said they will renew their membership

*"Homeless Link are definitely the voice of the sector."*

## Commitment to Change

### Our EDI strategy

After extensive consultation with our staff the Homeless Link 3-year Equalities, Diversity and Inclusion (EDI) plan 'Commitment to Change' was published in July 2021.

We are committed to EDI because, for maximum performance as an organisation and as a corporate citizen, we know we must:

- Recognise and value difference and
- Recognise and redress inequality and disadvantage.

Our strategy and related policies are not limited to only meeting legal compliance; they are intended to cover all unfair discrimination and promote the principles of equality, diversity and inclusion.

Our strategy sets out 5 thematic areas for action: Our Governance; Our Team; Our Members; People Experiencing Homelessness; and Government and Society.

Action is underway across all five strands including:

- **Our governance:** we have completed a baseline EDI survey and audit of our board and identified priorities for future board member recruitment and succession planning.
- **Our team:** well attended "Resonance" peer support groups are now operating for People of Colour and LGBTQ+ staff.
- **Our members:** we commissioned a series of facilitated reflective spaces for People of Colour working in London's homelessness services.
- **People experiencing homelessness:** we have established a project group examining how we can better ensure our work is actively informed by the voice of lived experience.
- **Government and society:** We have moved away from the use of stock images, that rarely represent the full diversity of society, and replaced these with a range of illustrations.

Delivery of the strategy will continue in 2022-23 with strategic oversight by the board and support from a new EDI Programme Manager.



## Financial review

### Results for the year

Homeless Link's income for the year reduced from £21.79million in 2020/21 to £11.47million, a reduction of £10.32million. The main factor in this decrease in income was the one-off Covid-19 homelessness response funding in 2020/21 that was not repeated in 2021/22. Although income for grant-making reduced from £15.31million to £4.25million and income from Trusts and Foundations reduced from £779k to £315k we saw a growth in other income including a 31% increase in In-Form income to £2.72million and a 53% increase in Membership services income to £1.37million as income from training and events recovered following the pandemic lockdowns.

Expenditure decreased from £21.65million to £11.87million (a 45% reduction). Again, the most important factor here was the decrease in grants awarded and paid to other charities from £15.34million to £4.65million. Non-grant making expenditure increased by 14% from £6.31million to £7.22million.

We incurred a deficit for the year of £400,690. Of this deficit, £263,916 was spending of brought forward restricted funds, leaving £139,774 as an unrestricted deficit. Our total funds reduced to £1,418,104. This was represented by Restricted Funds of £341,698 and Unrestricted Funds of £1,076,406, including designated funds of £108,977.

### Reserves policy

Homeless Link holds reserves primarily in order to maintain an adequate level of resilience against financial risks, and to be able to take advantage of new opportunities as they arise.

The trustees determine a minimum level of reserves to be held on the basis of risk-weighted financial forecasts for possible future adverse events. Examples include:

- Ability to maintain adequate working capital in the event of a significant delay in receipt of income, or a requirement to incur significant additional expenditure;
- Ability to maintain service levels in the event of loss of a funding source, until the funding can be replaced, or the charity can be appropriately restructured;
- In the last resort, ability to wind up the charity on a solvent basis.

On the above basis, the trustees require the charity to hold reserves that represent at least 3 months' spending excluding grant-making and other payments to partners, MEAM and In-Form.

At the year-end, the charity's reserves (defined as general unrestricted funds less the net book value of fixed assets) amounted to £814,208. This figure is £13,367 above the target level of reserves. The reserves policy is reviewed annually by the board of trustees, and they have resolved to retain this reserves policy as a target. All reserves were represented by cash deposits or short-term investments on call within 7 days.

## Future Plans

In 2022-23 we will continue to deliver Shaping the Future Together, our 3-year strategic plan. A full and detailed business plan has been agreed which includes the following areas of work.

### Home Safe

We will expand capital capacity of the sector by delivering on the existing Transformation Fund and securing new funding towards capital capacity development and capital project delivery via grant funding for our members.

We will produce an options appraisal for the CHAIN system and deliver agreed developments. As a result, an improved system will be in place, which more closely meets stakeholder needs.

We will continue to develop and extend the usage of In-Form across the sector, making it the system of choice for managing homelessness services across the UK.

We will fundraise and commence a comprehensive review of the full range of supported accommodation options. This work will be used to inform policy and practice development, influencing and campaigning.

### People First

We will champion, promote and influence for involvement of people with lived experience in the local and national strategy, policy, and the design and delivery of services. We will work with local areas to embed co-production approaches at all levels.

The Make Every Adult Matter (MEAM) coalition is committed to diversifying income, through the development of commercial offers around systems support consultancy, workforce development and training.

### Prevention into Action

In June 2022 we published our roadmap for supporting non-UK nationals facing homelessness. We will undertake a programme of stakeholder engagement to influence national and local policy makers to adopt our recommendation.

We will expand and raise profile of our Homeless Health Needs Audit tool and research to develop greater insight and support greater collaboration between health bodies, local authorities and the homelessness sector.

We will seek funding for a prevention-based project to support the sector to develop community led approaches to prevention, to move the focus of organisations upstream from crisis to prevention and to amplify good practice and approaches.

### **Stronger Voice**

We will take a bolder campaigning approach by increasing member engagement to inform policy work and building a network of members who are engaged with campaigning actions that deliver real social change.

We will support our members to improve their practice by developing new In-Form features and modules, improving customers' use of In-Form and Salesforce and implementing systems for new customers. We aim to achieve £3m of revenue which will also help to support our charitable activities.

We will enhance our sector leadership development via training and coaching, empowering and professionalising the frontline underpinned by good practice resources and Communities of Practice.

### **New government funded programmes**

We will ensure our work across all DLUHC funded activity meets agreed outcomes and outputs, delivering a successful first year with new ways of working embedded and progressing.

### **Organisational development**

We will continue to invest in our central services functions to ensure we have the financial, HR, IT and administrative support appropriate for a charity of our size and scope. This will include a review of our office space requirements post- pandemic.

# Administrative details of the charity, its trustees and advisors

Charity Number	1089173
Company Number	04313826
Registered Office	Minories House, 2-5 Minories, London EC3N 1BJ
Statutory Auditor	Moore Kingston Smith LLP 9 Appold Street London EC2A 2AP
Principal Banker	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
Solicitor	Russell Cooke 2 Putney Hill London SW15 6AB

## Trustees and Directors

Anne McLoughlin, Chair	appointed 12 November 2021
Michael Egan, Treasurer	
Steve Benson	
Harish Bhayani	
Amanda Dubarry	
Maria Iglesias	
Angela Lennox	
Ellie McNeil	
Mark Simms	
David Smith	
Ross Watkins	appointed 12 October 2021
Jamie Whysall	
Piers Feilden	resigned 12 November 2021
Susannah Gorgeous	resigned 6 August 2021
Jeff Marsh	resigned 12 November 2021

## Company Secretary

Fiona Colley	appointed 1 July 2021
Matt Harrison	resigned 1 July 2021

### Senior Staff

Rick Henderson	Chief Executive
Matt Harrison	Deputy Chief Executive
Fiona Colley	Director of Social Change
Peter Smith	Director of Sector Development

## Structure, governance and management

### Structure

- Homeless Link is a charitable company limited by guarantee and is governed by its Articles of Association.
- Homeless Link Social Investment Limited is a wholly owned trading subsidiary of Homeless Link.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.

### Governance and management

The Board of Trustees of Homeless Link comprises a minimum of 5 and a maximum of 17 trustees, who are also directors of Homeless Link. In addition to up to 10 trustees elected from the membership, the Board may appoint up to 7 independent trustees including up to 2 trustees with personal experience of homelessness and use of homelessness services. Trustees are elected or appointed for an initial term of 3 years and may be elected or appointed for further periods of 3 years. No trustee may serve for more than 9 years continuously.

Whilst the trustees have ultimate responsibility for the governance and direction of Homeless Link, the operations of Homeless Link are managed by the Chief Executive and the Senior Management Team. The Senior Management Team comprises of the Chief Executive, the Deputy CEO, Director of Social Change and Director of Sector Development.

### Charity Governance Code

The Charity Governance Code is a practical tool to help charities and their trustees develop high standards of governance. The Code sets out aspirational principles and recommended practice for good governance and is intended to be a tool for continuous improvement towards the highest standard.

In June 2021 we received the finding of an independent review to appraise ourselves against the Code and to provide a governance action plan.

The review found that “Homeless Link’s Board demonstrates many features of good governance as set out in the Code and there is evidence of ongoing review and development. However, as with most charities a review has identified scope for improvement in systems and processes to align arrangements with recommended practice.”



Over the year we have been acting to implement the review's recommendations. This has included formalising:

- a comprehensive scheme of reservation and delegation of authority;
- a framework for review of organisational policies;
- a role description for the Treasurer;
- a formal framework for the CEO's appraisal;
- policies for Trustee induction and appraisal and ongoing governance review and development.

In 2022-23 our governance improvement work will continue with review of

- our Articles of Association;
- our board size and sub-committee structure.

### Trustee recruitment and training

Homeless Link's trustees are recruited by a combination of membership election and board appointment. In 2021-22 two new board members were appointed, Anne McLoughlin and Ross Watkins. In 2022-23 we will be holding member elections for two trustees.

Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. We have implemented an annual trustee appraisal process and skills audits, and support trustees to develop their governance skills.

### Key management personnel remuneration

The salaries and benefits are set based on the market rates for the sector in which Homeless Link operates.

## Risk management

The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing. A risk review is undertaken every year and we maintain a key risk register. The board considers the following to be the key risks currently faced by Homeless Link and has also identified mitigation for those risks as follows:

### Cyber attack

- CyberEssentials accreditation
- Multi-Factor Authentication
- Staff training and awareness
- Review of IT Support services

### Fraud & Corruption

- Internal Audit of financial controls
- Robust systems and processes
- Staff training
- Insurance

### Dependence on a small number of major grants

- Financial strategy approved by board
- Securing multi-year funding from key statutory funders
- Diversification of income
- Fundraising from trusts, companies, and individuals
- Sustainable and growing social enterprises

### Safeguarding

- Robust and up-to-date organisational safeguarding policy
- Safeguarding training for all staff

### Board and governance

- Effective induction and training for trustees;
- Board and Senior Management strategy sessions; and
- Appraisals of Chair, Board and CEO

### Personnel

- Increase in size and capacity of SMT
- Succession planning for key staff
- Review of recruitment processes

### Cost of Living

- Low energy costs and reduction in office space
- Inflation built into recent statutory funding agreements
- Ability to increase prices for In-Form and Membership Services
- Positive relationship with staff team and union

## Trustees' responsibilities in relation to the financial statements

The trustees of Homeless Link are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). 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 income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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.

### Statement as to disclosure to our auditors

In so far as the trustees are aware:

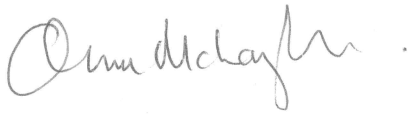
- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

### Auditor appointment

As part of the regular review of our governance, we carried out a review of our audit provider and decided to re-appoint Moore Kingston Smith LLP.

## Approval

The Trustees' Report was approved on 11 October 2022 and is signed on their behalf by

A handwritten signature in black ink, appearing to read 'Anne McLoughlin', followed by a period.

**Anne McLoughlin, Chair of Trustees**

# Independent auditors' report to the members of Homeless Link

## Opinion

We have audited the financial statements of Homeless Link (the 'company') for the year ended 31 March 2022 which comprise the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheets, the Group Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 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 group's and the parent charitable company's affairs as at 31 March 2022 and of the group's 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 and the Charities Act 2011.

## 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 Auditor's Responsibilities for the audit of the financial statements section of our report. We are independent of the charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.



## **Independent auditors' report to the members of Homeless Link**

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. 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.

### **Opinions on other matters prescribed by the Companies Act 2006**

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

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

### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and parent charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Act 2011 require us to report to you if, in our opinion:

## Independent auditors' report to the members of Homeless Link

- the parent charitable company has not kept adequate and sufficient accounting records, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report and from preparing a strategic report.

### Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement set out on page 26, 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 group and parent 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 group or parent charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under the Companies Act 2006 and section 151 of the Charities Act 2011 and report in accordance with those Acts.

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 auditor's 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 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 judgement and maintain professional scepticism throughout the audit. We also:

## Independent auditors' report to the members of Homeless Link

- 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 purposes of expressing an opinion on the effectiveness of the group and parent 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 group and parent 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 auditor's 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 auditor's report. However, future events or conditions may cause the group or parent 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.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit report.

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.

## Independent auditors' report to the members of Homeless Link

### Explanation as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below.

The objectives of our audit in respect of fraud, are; to identify and assess the risks of material misstatement of the financial statements due to fraud; to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses to those assessed risks; and to respond appropriately to instances of fraud or suspected fraud identified during the audit. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the charitable company.

Our approach was as follows:

- We obtained an understanding of the legal and regulatory requirements applicable to the charitable company and considered that the most significant are the Companies Act 2006, the Charities Act 2011, the Charity SORP, and UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We obtained an understanding of how the charitable company complies with these requirements by discussions with management and those charged with governance.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We inquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance and obtaining additional corroborative evidence as required.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one

## Independent auditors' report to the members of Homeless Link

resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

### 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 and, in respect of the consolidated financial statements, to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011. Our audit work has been undertaken so that we might state to the charitable company's members and trustees those matters which 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 any party other than the charitable company, the charitable company's members, as a body, and the charity's trustees, as a body, for our audit work, for this report, or for the opinion we have formed.



James Saunders (Senior Statutory Auditor)

for and on behalf of Moore Kingston Smith LLP, Statutory Auditor, 9 Appold Street, London EC1A 2AP

Date: 6/12/2022

Moore Kingston Smith LLP is eligible to act as auditor in terms of Section 1212 of the Companies Act 2006.

# Consolidated statement of financial activities

## Incorporating income and expenditure account

For the year ended 31 March 2022

				restated	
				2022	2021
				Total	Total
				Funds	Funds
INCOME	Notes	Unrestricted Funds £	Restricted Funds £	£	£
<b>Income from charitable activities</b>					
Statutory income	2	901,786	670,776	1,572,562	1,413,217
Trust and Foundations	3	17,750	297,301	315,051	778,518
MEAM Services	4	125,014	571,892	696,906	720,862
In-Form	5	2,717,404	-	2,717,404	2,080,685
Membership Services	6	1,374,275	-	1,374,275	895,788
Grants Programme	7	-	4,254,693	4,254,693	15,314,246
<b>Other income</b>					
Other income	8	538,984	-	538,984	585,044
<b>Total income</b>		<b>5,675,213</b>	<b>5,794,662</b>	<b>11,469,875</b>	<b>21,788,360</b>
<b>EXPENDITURE</b>					
<b>Expenditure on raising funds</b>					
Fundraising		25,329	-	25,329	26,629
<b>Expenditure on charitable activities</b>					
Ending Homelessness		893,398	680,904	1,574,302	1,607,789
Research and Development		345,145	133,669	478,814	579,837
MEAM		143,044	590,483	733,527	814,914
In-Form		2,769,570	-	2,769,570	2,176,849
Membership Services		1,419,171	-	1,419,171	974,353
Grants Programme		-	4,653,522	4,653,522	15,339,255
Other expenditure		216,330	-	216,330	129,125
<b>Total expenditure</b>	<b>9 - 10</b>	<b>5,811,987</b>	<b>6,058,578</b>	<b>11,870,565</b>	<b>21,648,751</b>
<b>Net movement in funds for the year</b>		<b>(136,774)</b>	<b>(263,916)</b>	<b>(400,690)</b>	<b>139,609</b>
<b>Reconciliation of funds:</b>					
<b>Total funds brought forward</b>		1,213,180	605,614	1,818,794	1,679,185
<b>Total funds carried forward</b>	<b>20</b>	<b>1,076,406</b>	<b>341,698</b>	<b>1,418,104</b>	<b>1,818,794</b>

All income and expenditure are derived from continuing activities.

There were no other recognised gains or losses other than those stated above.

The notes on pages 38 to 62 form an integral part of the financial statements.

A comparative of the Statement of Financial Activities for the year ended 31 March 2021 is on page 63.

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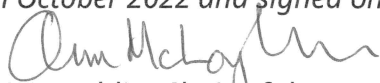


# Consolidated and charity balance sheets

As at 31 March 2022

		restated			
		Group	Charity	Group	Charity
		2022	2022	2021	2021
		£	£	£	£
Notes					
<b>Fixed Assets</b>					
Intangible fixed assets	13	79,111	79,111	-	-
Tangible fixed assets	13	74,109	74,109	136,422	136,422
Investments	14	1	2	2	3
		<b>153,221</b>	<b>153,222</b>	<b>136,424</b>	<b>136,425</b>
<b>Debtors:</b>					
amounts falling due after one year	15	361,137	-	1,024,955	-
<b>Current Assets</b>					
Debtors & prepayments	15	3,004,597	2,555,081	1,930,461	1,564,681
Cash at bank		1,410,353	1,282,780	1,548,656	1,342,343
Short term investments	16	125,537	125,537	112,240	112,240
		<b>4,540,487</b>	<b>3,963,398</b>	<b>3,591,357</b>	<b>3,019,264</b>
<b>Creditors :</b>					
amounts falling due within one year	17	(3,185,453)	(2,698,515)	(1,784,242)	(1,336,894)
<b>Net current assets</b>		<b>1,355,034</b>	<b>1,264,883</b>	<b>1,807,115</b>	<b>1,682,370</b>
<b>Total assets less current liabilities</b>		<b>1,869,392</b>	<b>1,418,105</b>	<b>2,968,494</b>	<b>1,818,795</b>
<b>Creditors :</b>					
amounts falling due after one year	18	(451,288)	-	(1,149,700)	-
<b>Net assets</b>		<b>1,418,104</b>	<b>1,418,105</b>	<b>1,818,794</b>	<b>1,818,795</b>
<b>Represented by</b>					
		<b>2022</b>	<b>2022</b>	<b>2021</b>	<b>2021</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Funds</b>					
Unrestricted funds: general	19	967,429	967,430	1,106,764	1,106,765
Unrestricted funds: designated	19	108,977	108,977	106,416	106,416
Restricted funds	20	341,698	341,698	605,614	605,614
<b>Total Funds</b>		<b>1,418,104</b>	<b>1,418,105</b>	<b>1,818,794</b>	<b>1,818,795</b>

The accounts were approved and authorised for issue by the Board of Trustees on 11th October 2022 and signed on their behalf by:



Anne McLoughlin, Chair of the Board of Trustees



# Consolidated statement of cash flows

For the year ended 31 March 2022

	Group 2022 £	Group 2021 £
<b>Cash flows from operating activities:</b>		
Net (expenditure) / income (as per the Statement of Financial Activities)	(400,690)	139,609
Depreciation	101,040	62,345
Increase in short-term debtors	(1,074,136)	(406,723)
Decrease in Homeless Link Social Investment Ltd; Long-term debtors	663,818	56,459
Increase in short-term creditors	1,401,212	274,520
Decrease in Homeless Link Social Investment Ltd: Long-term creditors	(698,412)	(95,795)
<b>Net Cash inflow/(outflow) from operating activities</b>	<b>(7,168)</b>	<b>30,415</b>
Purchase of intangible assets	(85,325)	-
Purchase of fixed assets	(32,513)	(14,311)
Net Cash outflow from capital expenditure and investments	(117,838)	(14,311)
<b>Change in cash and cash equivalents in the reporting period</b>	<b>(125,006)</b>	<b>16,104</b>
Cash and cash equivalents at the beginning of the reporting period	1,660,896	1,644,792
<b>Cash and cash equivalents at the end of reporting period</b>	<b>1,535,890</b>	<b>1,660,896</b>
<b>Analysis of cash and cash equivalents</b>	<b>£</b>	<b>£</b>
Cash in hand	1,410,353	1,548,656
Short term investments	125,537	112,240
<b>Total cash and cash equivalents</b>	<b>1,535,890</b>	<b>1,660,896</b>

# Consolidated statement of cash flows

For the year ended 31 March 2022

## Analysis of changes in net debt

	At start of year	Cash Flows	Other non-cash charges	At end of year
	£	£	£	£
Cash in hand	1,548,656	(138,303)	-	1,410,353
Short term investment	112,240	13,297	-	125,537
	1,660,896	(125,006)	-	1,535,890
Loans falling due within one year	(447,349)	-	(48,154)	(495,503)
Loans falling due after more than one year	(1,149,700)	-	698,412	(451,288)
<b>Changes in net debt</b>	<b>63,847</b>	<b>(125,006)</b>	<b>650,258</b>	<b>589,099</b>

# Notes to the financial statements

For the year ended 31 March 2022

## 1. ACCOUNTING POLICIES

### Basis of preparation

Homeless Link constitutes a public benefit entity as defined by FRS102. The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) including update bulletin 2, the Charities Act 2011, the Companies Act 2006 and United Kingdom Generally Accepted Practice.

The financial statements have been prepared in Sterling, which the functional currency of Homeless Link. Monetary amounts in the financial statements are rounded to the nearest Pound.

The charity has restated its Income and Expenditure into different categories in the current financial year to better describe the charitable activities of the entity. As a result of this, the 2021 comparatives have also been restated on the Statement on Financial Activities.

The charity has restated the balance sheet split between short term investments and cash to better reflect those assets held within short term investments.

### Consolidated financial statements

The financial statements consolidate the results of Homeless Link and its wholly owned subsidiary, Homeless Link Social Investment Ltd on a line-by-line basis. The subsidiary company has the same year end date of 31 March 2022.

### Going Concern

The trustees have assessed whether the use of Going Concern is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the group to continue as a Going Concern. The trustees have given due consideration to the longer-term impact of the Covid-19 pandemic on the charity's operations and the current cost of living crisis. In 2021/22 the charity secured long-term funding arrangements with its key statutory funders and the continued growth of In-Form and the recovery of Membership Services income give the trustees confidence in the future.

Having reviewed forecasts prepared by management, the trustees are confident that the charity and group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

### Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The

## Notes to the financial statements

For the year ended 31 March 2022

### 1. ACCOUNTING POLICIES (continued)

following judgements and estimates are considered by the trustees to have the most significant effect on the amounts recognised in the financial statements:

- Depreciation and amortisation charges are based on the estimated useful life of the assets held.

#### Investments

Unlisted investment comprises investments in subsidiaries which are measured at cost less impairment.

#### Income

Grants, donations and legacies are recognised as income when they are receivable.

Membership fees are apportioned over the period of membership.

Income from social enterprise activities is spread evenly over the period to which the services relate.

Fees from training and events are treated as income on the date the goods or services are supplied.

#### Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- Expenditure on raising funds; and
- Expenditure on charitable activities.

#### Allocation of support costs

Expenditure that cannot be directly attributed to specific activities and services are pooled together as central overheads and are apportioned across activities and services using staff full time equivalents.

#### Grants payable

Grants payable are payments made to third parties in the furtherance of the charitable objectives of the Charitable Company. The grants are included in the Statement of Financial Activities in the period in which the awards are made.

## Notes to the financial statements

For the year ended 31 March 2022

### 1. ACCOUNTING POLICIES (continued)

#### Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the charitable objectives of Homeless Link. Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.

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

Further details on each fund are disclosed in Notes 18 and 20.

#### Depreciation of Tangible and Intangible Fixed Assets

It is Homeless Link's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of Intangible and Tangible Fixed Assets on a straight-line basis over their expected life.

Rates of Depreciation:

Computer Equipment and systems	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Remaining length of lease

Intangible assets are capitalised when the aggregate costs are over £10,000 and are not annual recurring costs. The Intangible assets in the accounts will be amortised over three years.

#### Pensions

Homeless Link pays defined contributions into a stakeholder pension scheme set up in 2008. Contributions are charged to the Statement of Financial Activities as they occur.

#### Leased assets

Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the Statement of Financial Activities as they occur.

#### Short term investments

The trustees, having regard to the liquidity requirements of operating the charity, have invested surplus funds in short-term units, COIF Charities Investment Fund Accumulation Units, managed by CCLA.

Short term investments are included on the balance sheet at their market value at the end of the financial year. Realised and unrealised gains/(losses) are credited/(debited) to the Statement of Financial Activities in the year in which they arise.

## Notes to the financial statements

### For the year ended 31 March 2022

#### 2 STATUTORY INCOME

	Unrestricted Funds £	Restricted Funds £	2022 Total £
Department for Levelling Up, Housing and Communities	860,836	350,000	1,210,836
Greater London Authority (GLA)	40,950	72,520	113,470
London Councils	-	106,765	106,765
Department of Health and Social Care	-	132,491	132,491
Welsh Government	-	9,000	9,000
	<u>901,786</u>	<u>670,776</u>	<u>1,572,562</u>

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Department for Levelling Up, Housing and Communities	806,294	350,000	1,156,294
Greater London Authority (GLA)	10,000	72,000	82,000
London Councils	-	114,923	114,923
Department of Health and Social Care	-	51,000	51,000
Welsh Government	-	9,000	9,000
	<u>816,294</u>	<u>596,923</u>	<u>1,413,217</u>

#### 3 TRUSTS AND FOUNDATIONS

	Unrestricted Funds £	Restricted Funds £	2022 Total £
Access - The Foundation for Social Investment	-	50,000	50,000
Comic Relief	-	100,000	100,000
Nationwide Foundation	-	55,699	55,699
John Laing Charitable Trust	-	26,605	26,605
Land Aid	-	15,300	15,300
Lloyds Bank Foundation	-	49,697	49,697
London Housing Foundation	17,750	-	17,750
	<u>17,750</u>	<u>297,301</u>	<u>315,051</u>

## Notes to the financial statements

For the year ended 31 March 2022

### 3 TRUSTS AND FOUNDATIONS (continued)

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Access-The Foundation for Social Investment	-	141,250	141,250
Lankelly Chase Foundation	-	75,281	75,281
Henry Smith Charity	-	25,000	25,000
Garfield Weston Foundation	-	210,000	210,000
Gwyneth Forrester Trust	14,583	-	14,583
Nationwide Foundation	-	45,000	45,000
Crisis	-	50,000	50,000
John Laing Charitable Trust	-	24,979	24,979
Blagrave Trust	-	20,000	20,000
London Housing Foundation	20,425	-	20,425
Trust for London	-	42,000	42,000
Comic Relief	-	110,000	110,000
	35,008	743,510	778,518

### 4 MEAM

	Unrestricted Funds £	Restricted Funds £	2022 Total £
National Lottery Community Fund	120,324	420,681	541,005
Lankelly Chase Foundation	-	121,736	121,736
Manchester City Council	-	29,475	29,475
Other income	4,690	-	4,690
	125,014	571,892	696,906

	Unrestricted Funds £	Restricted Funds £	2021 Total £
National Lottery Community Fund	103,673	550,000	653,673
Manchester City Council	48,987	-	48,987
Other income	18,202	-	18,202
	170,862	550,000	720,862



## Notes to the financial statements

For the year ended 31 March 2022

### 5 IN-FORM

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Annual Licence fees	2,147,165	-	2,147,165	1,608,334
Implementations & professional services	570,239	-	570,239	472,351
	2,717,404	-	2,717,404	2,080,685

*All In-Form income is unrestricted.*

### 6 MEMBERSHIP SERVICES

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Training	570,739	-	570,739	309,848
Consultancy services	405,244	-	405,244	283,371
Membership fees	247,185	-	247,185	226,436
Events and conferences	81,702	-	81,702	55,512
Job advertising	44,405	-	44,405	20,621
Campaigning	25,000	-	25,000	-
	1,374,275	-	1,374,275	895,788

*All Membership Services income is unrestricted.*

## Notes to the financial statements

For the year ended 31 March 2022

### 7 GRANTS PROGRAMME

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
Department for Levelling Up, Housing and Communities	-	3,806,000	3,806,000	8,400,000
Department for Digital, Culture, Media and Sports (DCMS)	-	-	-	861,976
Comic Relief	-	51,091	51,091	964,458
City Bridge Trust	-	318,000	318,000	-
London Homeless Collective	-	79,602	79,602	85,223
National Lottery Community Fund	-	-	-	5,000,000
The World's Big Sleep Out	-	-	-	2,589
	-	4,254,693	4,254,693	15,314,246

*All funds received for our Grants Programme are restricted.*

### 8 OTHER INCOME

	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
HL Social Investment	47,929	-	47,929	129,125
Interest receivable	13,298	-	13,298	18,633
Individual and Corporate Donations	383,797	-	383,797	340,280
Other Consultancy services	24,750	-	24,750	17,780
Other income: Secondment	69,210	-	69,210	79,226
	538,984	-	538,984	585,044

## Notes to the financial statements

### For the year ended 31 March 2022

Significant Donations included in above	Unrestricted Funds £	Restricted Funds £	2022 Total £	2021 Total £
The Calypso Browning Trust	5,000	-	5,000	5,000
Taskmaster	35,459	-	35,459	76,788
The Henhurst Charity	-	-	-	1,250
Maureen Roberts (WRL Clients)	16,582	-	16,582	-
Euromonitor International	1,000	-	1,000	-
The Dischma Charitable Trust	3,000	-	3,000	-
Jongen Charitable Trust	100,000	-	100,000	-

## 9 Analysis of expenditure

	Payments to partners £	Salaries £	Direct costs £	Support costs £	2022 Total £
Ending Homelessness	504,023	872,037	164,703	33,539	1,574,302
Research & Development	6,560	334,408	101,639	36,207	478,814
MEAM	223,712	330,924	98,800	80,091	733,527
In-Form	-	1,404,257	905,832	459,481	2,769,570
Membership Services	-	658,064	606,043	155,064	1,419,171
Grants Programme	4,099,353	52,677	18,226	483,266	4,653,522
Other expenditure	-	216,330	25,329	-	241,659
	4,833,648	3,868,697	1,920,572	1,247,648	11,870,565

	Payments to partners £	Salaries £	Direct costs £	Support costs £	2021 Total £
Ending Homelessness	417,970	773,108	195,702	221,009	1,607,789
Research & Development	45,395	339,602	73,090	121,750	579,837
MEAM	201,782	406,760	93,639	112,733	814,914
In-Form	-	1,139,965	711,492	325,392	2,176,849
Membership Services	-	410,187	424,076	140,090	974,353
Grants Programme	14,966,373	224,889	40,280	107,713	15,339,255
Other expenditure	87,500	16,258	11,967	13,400	129,125
Fundraising	-	-	26,629	-	26,629
	15,719,020	3,310,769	1,576,875	1,042,087	21,648,751

## Notes to the financial statements

For the year ended 31 March 2022

### 10 Analysis of support and governance costs

	2022			2021		
	Support	Govern	Total	Support	Govern	Total
	£	£	£	£	£	£
Office management	89,081	-	89,081	75,472	-	75,472
IT Support	308,126	-	308,126	237,431	-	237,431
Maternity	28,864	-	28,864	388	-	388
Depreciation	101,040	-	101,040	62,345	-	62,345
Training	10,706	218	10,924	12,101	-	12,101
Premises	234,096	-	234,096	288,663	-	288,663
Legal & professional	33,509	6,710	40,219	6,412	4,200	10,612
Audit fees	-	12,500	12,500	-	10,830	10,830
Senior Management	23,896	39,537	63,433	46,416	31,776	78,192
Finance Support	154,762	-	154,762	109,990	-	109,990
Human Resources	113,869	-	113,869	55,923	-	55,923
Insurance	18,738	-	18,738	20,914	-	20,914
Secondment	-	-	-	79,226	-	79,226
Bad Debts	71,996	-	71,996	-	-	-
	1,188,683	58,965	1,247,648	995,281	46,806	1,042,087

These governance and support costs have been allocated to charitable activities in proportion to the amount of staff time spent on these activities.

### 11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel

	2022	2021
	Total	Total
	£	£
Wages & salaries	3,582,413	3,087,825
Social security costs	371,502	329,847
Employers pension costs	217,826	170,911
	4,171,741	3,588,583

	2022	2021
The average number of staff employed by Homeless Link (FTE) during the year	85	78

## Notes to the financial statements

For the year ended 31 March 2022

### 11 Analysis of staff costs, trustees' remuneration and expenses and the cost of key management personnel (continued)

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£60,000 -£69,999	5	3
£70,000 -£79,999	1	1
£80,000 -£89,999	-	-
£90,000-£99,999	-	-
£100,000-£109,999	1	1
	<b>2022</b>	<b>2021</b>
Employer's pension costs attributed to employees paid over £60,000 were:	£35,844	£25,410

Homeless Link has purchased indemnity insurance in respect of the trustees and officers.

No Homeless Link trustee was paid or received any other benefits from employment with Homeless Link in the year (2021: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2021:nil).

Homeless Link reimbursed 4 (2021:zero) trustees' travel and accommodation expenses for meetings in the year as follows:

<b>2022</b>	<b>2021</b>
£498	£0

The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Director of Social Change and Director of Sector Development.

The total employee benefits for the key management personnel were £381,148 (2021: £326,759).

## Notes to the financial statements

For the year ended 31 March 2022

### 12 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2022	2021
	£	£
Audit fee	12,500	10,830
Depreciation	101,040	62,345
Operating lease rentals	192,804	156,051

### 13 TANGIBLE AND INTANGIBLE FIXED ASSETS

GROUP AND CHARITY	Leasehold Improvement	Computer Equipment	Web Design and Systems	Fixtures and Equipment	Total Fixed Assets
	£	£	£	£	£
<b>Cost</b>					
At 01 April 2021	114,335	277,612	-	80,357	472,304
Additions	-	32,513	85,325	-	117,838
Disposals	-	-	-	-	-
At 31 March 2022	114,335	310,125	85,325	80,357	590,142
<b>Depreciation</b>					
At 01 April 2021	45,855	236,107	-	53,920	335,882
Charge for year	68,480	17,622	6,214	8,724	101,040
Disposals	-	-	-	-	-
At 31 March 2022	114,335	253,729	6,214	62,644	436,922
<b>Net Book Values</b>					
At 31 March 2022	-	56,396	79,111	17,713	153,220
At 31 March 2021	68,480	41,505	-	26,437	136,422

## Notes to the financial statements

### For the year ended 31 March 2022

#### 14 INVESTMENTS

	Group	Charity	Group	Charity
	2022	2022	2021	2021
	£	£	£	£
Homeless Link (Trading) Limited	1	1	1	1
Change Account Limited	-	-	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	1	2	2	3

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link and is incorporated in England and Wales. Its registered office is Minorities House, 2-5 Minorities, London, England, EC3N 1BJ . This subsidiary is not consolidated as it is not material to the group.

Change Account Limited was dissolved during the year ended 31 March 2022 with nothing realised from the investment.

Homeless Link wholly owns a Special Purpose Vehicle (SPV), Homeless Link Social Investment Ltd that provides blended finance to help homelessness organisations support homeless people. The subsidiary is incorporated in England and Wales with registered office at Minorities House, 2-5 Minorities, London, England EC3N 1BJ. Homeless Link Social Investment Ltd provides unsecured loans of between £25k and £150k repayable over a maximum of 4 years.

A summary of Homeless Link Social Investment Ltd's accounts are as follows:



## Notes to the financial statements

For the year ended 31 March 2022

### 14 INVESTMENTS (continued)

#### Homeless Link Social Investment Ltd

#### Profit and Loss Account for the year ended 31 March 2022

	2022	2021
	£	£
Total income	47,929	129,125
Total expenditure	<u>47,929</u>	<u>129,125</u>
Net Profit/(Loss)	<u>-</u>	<u>-</u>

#### Homeless Link Social Investment Ltd

#### Balance Sheet as at 31 March 2022

	2022	2021
	£	£
<b>Long-term Assets</b>		
Debtors: amount falling due after one year	361,137	1,024,955
<b>Current Assets</b>		
Debtors and prepayments	458,081	407,427
Cash and bank	<u>127,574</u>	<u>206,315</u>
<b>Total current assets</b>	<b>585,655</b>	<b>613,742</b>
<b>Creditors: Amounts falling due in one year</b>	<b><u>(495,503)</u></b>	<b><u>(488,996)</u></b>
<b>Net current assets</b>	<b>90,152</b>	<b>124,746</b>
Long term creditors	<u>(451,288)</u>	<u>(1,149,700)</u>
<b>Net Assets</b>	<b><u>£ 1</u></b>	<b><u>£ 1</u></b>
Ordinary Share Capital	<u>1</u>	<u>1</u>
<b>Owner's Equity</b>	<b><u>£ 1</u></b>	<b><u>£ 1</u></b>

## Notes to the financial statements

For the year ended 31 March 2022

## 15 DEBTORS AND PREPAYMENTS

	Group 2022	Charity 2022	Group 2021	Charity 2021
	£	£	£	£
Trade debtors	1,760,220	1,760,220	744,646	744,646
Prepayments	613,248	613,248	528,071	528,071
Other debtors	44,164	37,609	35,256	35,256
Homeless Link Social Investment Ltd Loans	458,081	-	407,427	-
Accrued income	128,884	128,884	215,061	215,061
Homeless Link Social Investment Ltd	-	15,120	-	41,647
	3,004,597	2,555,081	1,930,461	1,564,681

## Debtors: Amounts falling due after one year

	2022	2021
Homeless Link Social Investment Ltd Loans	361,137	1,024,955

This represents Homeless Link Social Investment Ltd loans made out to investees, repayment of which is due within two to three years. The loans are offered at a fixed interest of 8% p.a. There is an option for early repayment in full with no penalty charges.

## 16 SHORT TERM INVESTMENTS

	01.04.2021	Net Movement during the year	31.03.2022
	£	£	£
COIF Charities Investment Funds Accumulation Units	112,240	13,297	125,537

## Notes to the financial statements

For the year ended 31 March 2022

<b>17 CREDITORS</b>	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
<b>Amounts falling due within one year</b>	<b>2022</b>	<b>2022</b>	<b>2021</b>	<b>2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	732,615	732,615	361,896	361,896
Sundry creditors	-	8,565	24,041	24,042
Homeless Link Social Investment Ltd Loans	495,503	-	447,349	-
Deferred income	1,532,062	1,532,062	692,392	692,392
Other tax and social security	285,295	285,295	98,193	98,193
Accruals	139,978	139,978	160,371	160,371
	<b>3,185,453</b>	<b>2,698,515</b>	<b>1,784,242</b>	<b>1,336,894</b>

## Deferred income analysis

	<b>01.04.2021</b>	<b>Net Movement during the year</b>	<b>31.03.2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>
In-Form Licensing income	606,992	825,198	1,432,190
Individual donation	25,000	(25,000)	-
Consultancy	25,000	(8,613)	16,387
Training	35,400	48,085	83,485
	<b>692,392</b>	<b>839,670</b>	<b>1,532,062</b>

## 18 CREDITORS :

<b>Amounts falling due after one year</b>	<b>2022</b>	<b>2022</b>	<b>2021</b>	<b>2021</b>
<b>Homeless Link Social Investment Ltd Loans</b>	<b>451,288</b>	<b>-</b>	<b>1,149,700</b>	<b>-</b>

This represents net amounts due to Big Society Capital Limited and National Lottery Community Fund, for the loans issued.

Big Society Capital Limited has fixed and floating charge over all the assets of Homeless Link Social Investment Ltd.

## Notes to the financial statements

### For the year ended 31 March 2022

#### 19 MOVEMENT ON FUNDS

GROUP AND CHARITY	Unrestricted £	Restricted £	Total £
Opening balances as at 01 April 2021	1,213,180	605,614	1,818,794
Income	5,675,213	5,794,662	11,469,875
Expenditure	(5,811,987)	(6,058,578)	(11,870,565)
Closing balances as at 31 March 2022	1,076,406	341,698	1,418,104

See note 20 for details of restricted funds.

#### Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2021 £	Income £	Expenditure £	Transfers £	Funds at 31.03.2022 £
General fund	1,106,764	5,675,213	(5,811,987)	(2,561)	967,429
<b>Designated Funds:</b>					
MEAM Partnership fund	106,416	-	-	2,561	108,977
<b>Total</b>	<b>1,213,180</b>	<b>5,675,213</b>	<b>(5,811,987)</b>	<b>-</b>	<b>1,076,406</b>

**MEAM Partnership Fund:** This fund has been created to provide cover for cost of closure of the partnership should winding up become necessary

## Notes to the financial statements

For the year ended 31 March 2022

**20 RESTRICTED FUNDS**  
**GROUP AND CHARITY**

	<b>Funds at</b>			<b>Funds at</b>
	<b>01.04.2021</b>	<b>Income</b>	<b>Expenditure</b>	<b>31.03.2022</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
City Bridge Trust	-	318,000	318,000	-
Comic Relief Covid Grant	2,034	-	2,034	-
Ending Women's Homelessness Enterprise Development Programme	28,087	-	28,087	-
Health and Wellbeing Alliance	88,859	50,000	94,002	44,857
Homelessness Winter Transformation Fund	-	132,491	132,491	-
Housing First England	9,462	3,806,000	3,798,086	17,376
Housing First Grant	56,446	85,699	142,145	-
No Recourse Project	2,487	51,091	53,578	-
London Homeless Collective	-	49,697	41,222	8,475
London Plus Project	32,476	79,602	75,735	36,343
Making Every Adult Matter (MEAM)-Lottery	10,128	106,765	116,893	-
Making Every Adult Matter (MEAM)-Policy	73,827	420,681	488,255	6,253
MEAM Manchester Service	18,764	121,736	72,753	67,747
National Lottery Covid Relief Grant	-	29,475	29,475	-
Reboot UK	29,614	-	29,614	-
StreetLink	49,902	-	24,327	25,575
Strengths Based Toolkit	-	431,520	431,520	-
Women's Homelessness Project	3,074	26,605	29,679	-
Young and Homeless	200,454	-	65,382	135,072
Youth Homelessness	-	70,000	70,000	-
	-	15,300	15,300	-
<b>Total Restricted Funds</b>	<b>605,614</b>	<b>5,794,662</b>	<b>6,058,578</b>	<b>341,698</b>

## Notes to the financial statements

For the year ended 31 March 2022

### 20 RESTRICTED FUNDS (continued)

#### City Bridge Trust

City Bridge Trust funded a training and coaching programme for front line staff in the homelessness sector. Twelve organisations were recruited to the programme and had 8 attendees each. Each organisation was given a grant of £25,000 (£300,000 in total). Homeless Link received £18,000 to cover the cost of administering the grant programme.

#### Comic Relief Covid Grant

We received £700,000 in 2020-21 to distribute to homelessness charities across the UK in response to the Covid-19 pandemic. £680,000 was distributed in grants and the balance was used to fund grant administration and monitoring costs.

#### Ending Women's Homelessness

The Ending Women's Homelessness Fund was set up during 2020-21 to make grants of £1.85m to homelessness and women's sector organisations, to improve practice and cross-sector collaboration in supporting women who are homeless or at risk of homelessness. We continue to monitor the 29 grant-funded projects and to share learning and good practice.

#### Enterprise Development Programme

The aim of this programme is to provide a range of support for charities and social enterprises in England, helping them to build resilience by making a transition to new enterprise models or expand existing ones. Funding is provided by Access - The Foundation for Social Investment to support homelessness sector organisations to take advantage of grants and learning opportunities.

#### Health and Wellbeing Alliance

This service is funded by the Department of Health and Social Care (DHSC) to facilitate integrated working between the voluntary and statutory sectors and support a two way flow of information between communities, the Voluntary, Community and Social Enterprise ( VCSE) sector and policy leads; and to amplify the voice of the VCSE sector and people with lived experience to inform national policy, promote equality and reduce health inequalities.

#### Homelessness Winter Transformation Fund

Funds of £2,400,000 were awarded by Department for Levelling Up, Housing and Communities (DLUHC) to enable us to make grants to faith-based and community organisations to transform the supply of winter accommodation for rough sleepers in the light of the Covid-19 pandemic. Grants totalling £2,370,000 were awarded to other charities and the balance was used to cover the costs of grant administration and monitoring.

## Notes to the financial statements

For the year ended 31 March 2022

### 20 RESTRICTED FUNDS (continued)

#### **Housing First England**

We received grant funding from Comic Relief, Nationwide Foundation and Crisis to support Housing First England. Alongside continued growth of the national movement, there is a focus on fidelity of services to the principles of Housing First in England; strategic policy influencing; and securing housing supply to ensure that the model is sustainable and replicable.

#### **Housing First Grants**

Comic Relief provided a 2-year grant funding totalling £500k, including management fees to support the delivery of Housing First services in England. The grant programme aims to reach and support grassroot organisations committed to community lead development, improved access to diverse accommodation options and achieving social change.

#### **No Recourse Project**

Funded by Lloyds Bank Foundation and delivered in partnership with NACCOM, this is a strategic policy development project looking to understand the meaningful and practical solutions needed to support Non-UK Nationals with restricted eligibility experiencing homelessness. This project will produce a final roadmap report setting out policy and practice changes needed to improve support, and throughout the process will inform our ongoing engagement with government officials.

#### **London Homeless Collective (LHC)**

Homeless Link is a member of and the administrator of the London Homeless Collective (LHC), a grouping of 25 of London's homelessness charities working together to raise awareness and funds to end homelessness in London.

We received a grant from the London Community Foundation to cover the costs of running the LHC and raised funds from the public and corporate sources for onward distribution to the members of the LHC.

#### **London Plus Project**

Grant aid of £106,765 was receivable in 2021-22 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The table on page 62 illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement.

#### **MEAM Lottery Grant**

This is a five-year grant running from 2017 to 2022 from Big Lottery Fund to support the work of the coalition on the MEAM Approach.



## Notes to the financial statements

For the year ended 31 March 2022

### 20 RESTRICTED FUNDS (continued)

#### **MEAM Policy**

This is a coalition of Clinks, Homeless Link and Mind formed to improve policy and services for people facing multiple needs. Funds have been received from the Lankelly Chase Foundation to support our Voices from Frontline project, which brings the voice of people with multiple needs and those who support them into policy debate

#### **MEAM Manchester Service**

This service funds the secondment of a member of MEAM staff to Greater Manchester Combined Authority (GMCA) to support work on the MEAM Approach across the GMCA region.

#### **TNLCF Covid-19 Homelessness Response Fund**

We received £5,000,000 from the National Lottery Community Fund in 2020-21 to distribute to homelessness charities across England in response to the Covid-19 pandemic. A total of £4,820,000 was distributed in grants and the balance was used for grant administration and monitoring costs. The balance remaining from the previous year was spend in the current year.

#### **Reboot UK**

Homeless Link is a consortium partner of Good Things Foundation's Reboot project, funded by the Big Lottery. Homeless Link supported 8 delivery partners across England (Evolve Housing + Support, Connection at St Martin's, St Mungo's, Elim Connect Centre, Exeter CoLab, Seaview Project, Inspiring Change Manchester and the FoxtonCentre).

#### **StreetLink**

This was funded by grants from MHCLG (£350,000), the Greater London Authority (£72,520) and the Welsh Government (£9,000). We also received donations from members of the public to support our work on StreetLink during the year. StreetLink is a 24/7 telephone line, website and mobile phone app that enables members of the public to tell us about people sleeping rough in their communities. All reports are automatically passed on to local authorities and we then follow up on these reports and provide feedback to the person who made the report. StreetLink is a partnership project between Homeless Link and St Mungo's.

#### **Strengths Based Toolkit**

In 2021-22 we received a 2-year grant of £26,605 to develop a toolkit to help organisations in the homelessness sector to move towards a strength-based approach to working with the people they support.

## Notes to the financial statements

For the year ended 31 March 2022

### 20 RESTRICTED FUNDS (continued)

#### **Women's Homelessness Project**

We received funding of £210,000 from the Garfield Weston Foundation to support a project from Jan 2021 to March 2024 to build upon the work of our Ending Women's Homelessness Grants Fund, to strengthen the support homeless women receive, focusing on learning and training to deliver long term sector-wide change informed by the projects funded through our grants.

#### **Young and Homeless**

This is a key strategic research project, co-designed to provide a stronger voice to young people experiencing homelessness. This work contributes to national and local debates about youth homelessness and the solutions to tackle it. With nearly half of all people using homelessness services in England today under the age of 25, youth homelessness is one of this country's major challenges.

#### **Youth Homelessness**

Grant funding from Comic Relief supports Homeless Link 's work on youth homelessness in line with our strategy. We aim to increase the national representation and voice of youth homelessness organisations, in order to improve youth homelessness response and prevention. This includes an Advisory Group, regional networks and scoping reports as well as practice and policy briefings.

**All funds are used to promote the objects of Homeless Link.**

## Notes to the financial statements

For the year ended 31 March 2022

### 21 RELATED PARTY TRANSACTIONS

Steve Benson is the CEO of Two Saints Ltd. They piloted the new accredited training course we have developed and paid £29,685 to Homeless Link for this during the year. They also paid membership, event and training fees of £1,864 during the year.

Maria Iglesias is employed by Praxis. They paid membership, event and training fees of £853 during the year.

Jeff Marsh is the CEO of the Foxton Centre. They have an In-Form system provided by Homeless Link and were invoiced for £13,710 in the year. They also paid membership, event and training fees of £3,924 during the year.

Ellie McNeil is the CEO of YMCA Together. They paid membership, event and training fees of £2,407 during the year.

Mark Simms is the CEO of P3 Charity. P3 Charity paid membership, event and training fees of £11,449 during the year.

David Smith is the CEO of Oasis Community Housing. They have an In-Form system provided by Homeless Link and were invoiced £16,610 for this service in the year. They also paid membership, event and training fees of £2,264 during the year.

All of the related party transactions above were on an arms length basis, on normal commercial terms.

There were no other related party transactions that require disclosure in the year.

## Notes to the financial statements

For the year ended 31 March 2022

## 22 ANALYSIS OF GROUP NET ASSETS

	Unrestricted	Restricted	2022 Total
	£	£	£
Intangible Fixed Assets	79,111	-	79,111
Tangible Fixed Assets	74,109	-	74,109
Investments	1	-	1
Net current assets	1,013,336	341,698	1,355,034
Long term debtors	361,137	-	361,137
Long term liabilities	(451,288)	-	(451,288)
<b>Balances at 31 March 2022</b>	<b>1,076,406</b>	<b>341,698</b>	<b>1,418,104</b>

	Unrestricted	Restricted	2021 Total
	£	£	£
Tangible Fixed Assets	136,422	-	136,422
Investments	2	-	2
Net current assets	1,201,501	605,614	1,807,115
Long term debtors	1,024,955	-	1,024,955
Long term liabilities	(1,149,700)	-	(1,149,700)
<b>Balances at 31 March 2021</b>	<b>1,213,180</b>	<b>605,614</b>	<b>1,818,794</b>

## 23 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2022	2021
	£	£
Land and Building leases due:		
Within 1 year	192,804	154,150
Between 2 - 5 years	411,216	-
Office Equipment leases due:		
Within 1 year	-	1,901
Between 2 - 5 years	-	-
<b>Total</b>	<b>604,020</b>	<b>156,051</b>

## Notes to the financial statements

### For the year ended 31 March 2022

#### **24 TAX STATUS**

As a registered charity, Homeless Link falls within the definition of Charitable Company as defined in Part 1, Schedule 6 of Finance Act 2010 and is therefore potentially exempt from taxation of its income and gains.

No tax charge has arisen during the year.

#### **25 ULTIMATE CONTROLLING PARTY**

Homeless Link Social Investment Limited and Homeless Link Trading Limited are wholly owned subsidiaries of Homeless Link, which is the ultimate controlling party.

The ultimate controlling party of Homeless Link are the Trustees.

#### **26 CAPITAL COMMITMENTS**

There were no capital commitments not provided for in the financial statements (2021: None).

## Notes to the financial statements

For the year ended 31 March 2022

### 27 London Activities: London Councils Section 37 Statement

Grant aid of £106,765 was received in 2021/22 from London Councils for the Plus Project, funded under Priority 1, Strand 1.3. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement.

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	<b>£</b>	<b>£</b>
Lead Partner- Homeless Link	64,236	71,567
Delivery Partner-Shelter	42,529	45,326
	<u>106,765</u>	<u>116,893</u>

#### Breakdown for Homeless Link as Lead Partner

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	<b>£</b>	<b>£</b>
Staff costs	40,150	45,190
Beneficiary costs	15,516	18,557
Other costs	8,570	7,820
	<u>64,236</u>	<u>71,567</u>

#### Breakdown for Shelter as Delivery Partner

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	<b>£</b>	<b>£</b>
Staff costs	22,388	24,605
Beneficiary costs	19,850	19,473
Other costs	291	1,248
	<u>42,529</u>	<u>45,326</u>

Homeless Link received £106,765 from London Councils for the Plus Project during the financial year ended 31 March 2022. However, an underspend from previous year of £10,128 was also spent during the year, making total expenditure on the project £116,893.

# Consolidated statement of financial activities

## Incorporating income and expenditure account

For the year ended 31 March 2021

			2021	
		Unrestricted	Restricted	Total
		Funds	Funds	Funds
INCOME	Notes	£	£	£
<b>Income from charitable activities</b>				
Statutory income	2	816,294	596,923	1,413,217
Trust and Foundations	3	35,008	743,510	778,518
MEAM Services	4	170,862	550,000	720,862
In-Form	5	2,080,685	-	2,080,685
Membership Services	6	895,788		895,788
Grants Programme	7	-	15,314,246	15,314,246
<b>Other income</b>				
Other income	8	585,044	-	585,044
<b>Total income</b>		<b>4,583,681</b>	<b>17,204,679</b>	<b>21,788,360</b>
<b>EXPENDITURE</b>				
<b>Expenditure on raising funds</b>				
Fundraising		-	26,629	26,629
<b>Expenditure on charitable activities</b>				
Statutory income		1,016,443	591,346	1,607,789
Trust and Foundations		31,777	548,060	579,837
MEAM Services		187,807	627,107	814,914
In-Form		2,176,849	-	2,176,849
Membership Services		974,353	-	974,353
Grants Programme		-	15,339,255	15,339,255
Other expenditure		129,125	-	129,125
<b>Total expenditure</b>	<b>9 - 10</b>	<b>4,516,354</b>	<b>17,132,397</b>	<b>21,648,751</b>
<b>Net movement in funds for the year</b>		<b>67,327</b>	<b>72,282</b>	<b>139,609</b>
<b>Reconciliation of funds:</b>				
<b>Total funds brought forward</b>		1,145,853	533,332	1,679,185
<b>Total funds carried forward</b>	<b>20</b>	<b>1,213,180</b>	<b>605,614</b>	<b>1,818,794</b>

## What We Do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it.

## Homeless Link

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EC3N 1BJ

[www.homeless.org.uk](http://www.homeless.org.uk)

@HomelessLink

# Let's End Homelessness Together

