



**HOMELESS LINK**  
**INCORPORATED AS A COMPANY LIMITED BY GUARANTEE**  
**AND NOT HAVING A SHARE CAPITAL**

**REPORTS AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2017**

Charity Number	1089173
Company Number	04313826

## CHAIR'S INTRODUCTION

We are pleased to make available our Report and Accounts for the year that ended in March 2017. It describes a year in which I believe Homeless Link has given effective support to a sector that faces multiple challenges.

The homelessness sector is exposed to pressure from both increased demand and tighter funding. For the sixth successive year, there has been a significant rise in numbers of rough sleepers and we are seeing the consequences of the strains experienced by mental health and addiction services across the country. And, for organisations delivering homelessness services, the squeeze on funding is becoming acute. The budgetary difficulties of local authorities have had a direct effect on our members and the government's reforms of the benefit system threaten the viability of projects providing both long and short term accommodation.

Faced with these challenges, Homeless Link has worked hard. In particular, we have used our constructive relationship with government, seeking to mitigate the effect of welfare reforms. We have continued to offer extensive support to our members in the running of their organisations. The take-up of our training, both in-house and publicly provided, nearly doubled last year; In-Form (our performance management system) is now used by more than 100 members and is growing rapidly; and the use of our web-based resources providing information and best practice guidance is at record levels. For the future, we are developing new ways to provide support, for example the £4.5m social investment fund for use within the sector that we recently launched.

Internally, within Homeless Link, much has happened this year. We have had a significant restructuring because of the changes to our funding which had an impact on many of our staff, including some redundancies. Furthermore, we have moved offices with the minimum of disruption, providing better facilities at a slightly cheaper cost. It has been a solid year financially with substantially increased turnover and a maintained level of reserves. The Board would like to take this opportunity to thank the staff for their hard work and adaptability, without which we could not have achieved the results that we have.

Homeless Link's Annual Conference at Hinckley was a stimulating experience. The energy and professionalism on display amongst the delegates who came from right across the country were evidence of the resilience of the sector. We will be doing all that we can to support all of our members over the coming year.



Piers Feilden (Chair)

26th July 2017

Homeless Link  
Trustees' Report for the year ended 31 March 2017

**REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISORS**

<b>Charity Number</b>	1089173
<b>Company Number</b>	04313826
<b>Registered Office</b>	Minories House 2-5 Minories London EC3N 1BJ
<b>Statutory Auditor</b>	Mazars LLP Times House, Throwley Way Sutton Surrey SM1 4JQ
<b>Principal Banker</b>	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
<b>Solicitor</b>	Russell Cooke 2 Putney Hill London SW15 6AB
<b>Trustees and Directors</b>	
<i>Independent</i>	Piers Feilden: Chair Ian Watson: Treasurer Maggie Punyer Jamie Whysall (appointed 15 February 2017) Jean Sapeta (resigned 5 November 2016) Liz Rutherford (resigned 19 April 2017) Lynda Tarpey (resigned 14 September 2016) Natalie Atkinson (resigned 17 May 2017)
<i>Elected</i>	Fiona Humphrey Jeremy Swain Marie Benton Maura Jackson Steve Benson (appointed 17 May 2017) Shelagh O'Connor (appointed 17 May 2017) Amanda Dubarry (appointed 17 May 2017) Cath Gilliver (resigned 15 February 2017)
<b>Company Secretary</b>	Matt Harrison
<b>Senior Staff</b>	
Rick Henderson	Chief Executive
Matt Harrison	Director of Business & Social Enterprise
Jacqui McCluskey	Director of Policy & Communications
Mark McPherson	Director of Strategy, Partnerships and Innovation

## **OUR AIMS AND OBJECTIVES**

### **A vision we can all share**

We want a country free from homelessness, where everyone has a place to call home and has the support they need to keep it.

It is based on a definition of home as:

- Affordable and good quality accommodation;
- That you have an adequate income to maintain;
- Where you have support networks that are appropriate and available for as long as you need; and, most importantly;
- A place from where you can realise your potential.

People do, and will, continue to become homeless for a variety of reasons. Our vision sets out a clear road map of what will need to be done and maintained into the foreseeable future to reduce homelessness. The challenge is to create a service and policy environment where those who have the ability to help:

- Act faster to prevent people losing their homes;
- Ensure if you become homeless, it's for the shortest time possible;
- Provide those with complex problems with the long-term accommodation and help they need; and
- Support people to realise their potential and avoid homelessness in the future.

### **What we do**

We are the national membership charity supporting and representing homelessness organisations and supported housing providers across England.

We work to make services for homeless people and people living in supported housing better and campaign to improve the policies that affect homeless people and to change perceptions of homelessness.

### **Influencing**

We work with local and national Government to improve the policies that affect homeless people and people living in supported housing. Using our detailed knowledge of what's happening on the ground we campaign to help bring about change.

### **Advice and support**

We look for good practice throughout our members' services, share this and help others to improve the quality of their work. Our teams' offer personalised support, link up agencies, and provide consultancy and toolkits to help improve services.

### **Information, research and training**

We provide access to a wealth of up-to-date information, including good practice toolkits, the latest research, sector news and policy updates. Homeless Link also pilots new approaches to tackling homelessness and supports staff to improve their skills through training. With data about thousands of services provided by our members, we carry out research to identify trends and areas for action.

Homeless Link  
Trustees' Report for the year ended 31 March 2017

**Networking and events**

Through our national, regional and online conferences and events we provide professionals with the opportunity to network with others in the sector – sharing knowledge, experiences and solutions and learning from each other.

**Making Every Adult Matter (MEAM)**

We are part of a coalition of national membership charities working in the areas of homelessness, mental health, criminal justice and substance misuse formed to improve policy and services for people facing multiple needs.

**In-Form**

We develop, market, sell and support In-Form, an online case management application used by over 100 of our members to record the work they do in order to improve the effectiveness of their service provision and to demonstrate their impact to their stakeholders.

**StreetLink**

We lead the StreetLink project, providing a mechanism for members of the public to take action when they see people sleeping rough on our streets and to connect them to local services that can help them.

**Public Benefit Statement**

The trustees confirm that, in their opinion, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission, in the exercise of their powers and responsibilities as detailed in the Articles of Association and under charity law.

## **REVIEW OF ACTIVITIES AND ACHIEVEMENTS IN 2016/17**

### **OVERALL SUMMARY OF THE YEAR**

This was a challenging year for Homeless Link as we dealt with significant internal change whilst providing the best service we could to our members and acting on behalf of homeless people. We end the year as a stronger, more confident and larger organisation.

We started the year with the full integration of our services with Sitra, following our merger on 31<sup>st</sup> March 2016. We decided to fully integrate our separate membership, training, consultancy and events activities and teams rather than operate as separate brands. This was achieved by July and since then we have had a single offer to our members. We then made the decision to cease using the Sitra brand and to launch the Supported Housing Alliance in March 2017 to take forward their important policy work in this area.

At the start of the year we also renegotiated our core funding relationship with government. Following detailed discussions with the Department for Communities and Local Government (DCLG), we agreed a reduction to our core grant of £450,000 per annum, although we have separate funding for StreetLink and to support the annual counts and estimates process for rough sleepers. We refocused our DCLG grant-funded work to concentrate on supporting members to become more effective and sustainable through a new leadership programme, Communities of Practice to drive workforce development, supported by a programme of information and research.

Because of the above changes, we had to restructure the organisation and said goodbye to some long-standing staff, who left with our massive thanks for their work for us over the years.

Despite all this, we saw an increase in our turnover and staffing in the year as our new integrated teams helped deliver significantly more training, events and consultancy to our wider membership base. And continued growth of our In-Form case management application meant that we expanded the staff team to support this growth.

And during the year we embarked on two major pieces of new work that will bear fruit in 2017/18. As part of the MEAM Coalition, we applied to the Big Lottery Fund for funding to significantly expand the MEAM Approach to work with local authorities to deliver better services and outcomes for people with complex multiple needs in their area. We were delighted to be awarded a 5-year grant of £2.8million for this work.

And we applied to the Access Foundation for Social Investment to establish a social investment fund to end homelessness as a Growth Fund partner. After a lengthy and thorough application and due diligence process with them, we were successful. With financing from Big Society Capital and Big Lottery Fund we launched in May 2017 a £4.5 million investment fund for our sector that we will manage over the next 7 years.

And lastly, after 7 years in Kennington, in March 2017 we moved our head office in London to new premises in Aldgate in the city. This office move gives us more accessible, flexible space to deliver our work at a lower cost than our old offices. The move went as smoothly as we could have hoped for, with only one day of downtime when staff worked from home.

## MEMBERSHIP

Homeless Link is a membership organisation. During 2016/17 we increased our membership to 775 organisations and individuals. These range from some of England's largest and best-known homelessness charities, local authorities and housing associations to many small charities that also do amazing work to help end homelessness. We provide a voice to our members as well as helping them survive and thrive. The merger with Sitra has added over 200 new organisations to our long-term membership.

*"Nice to feel part of a larger body, that is raising awareness of homelessness and the needs of clients."*

### What our members think of us

In January 2017 we conducted our annual membership survey, with over 300 responses:

- 83% of members say that Homeless Link represents them quite or very well.
- 79% of members are satisfied or very satisfied with their membership
- 90% of members think our policy and campaigning work focuses on the right issues
- 79% of members value the networking opportunities we provide
- 73% rate our research reports and briefings as good or excellent
- 72% rate our advice and support as good or excellent.

*"Homeless Link hits the mark on so many fronts I don't know where to start – this reflects the scale, scope and complexity that homelessness presents us and challenges us in building stronger and more resilient communities."*

The main issues facing our members are:

- Increasing the supply and quality of accommodation (e.g. move on accommodation)
- Preventing homelessness
- Improving clients' physical and mental health
- Adopting new approaches to tackling homelessness
- Improving partnership working with other sectors.

*"The most crucial role Homeless Link needs to focus on at the moment is influencing Government to deliver the best possible outcomes for providers in relation to the Future Funding of Supported Housing."*

## POLICY AND COMMUNICATIONS

We have been a key influencer this year on the proposals for the **future funding of supported housing**, submitting a consultation response that captured the views of members, and joining two of the Task and Finish Groups convened by DCLG. We published our framework to shape the future of supported housing, *Future Focus*, in March 2017 at a **parliamentary reception** hosted by Lord Best. The report sets out five key principles we believe are critical to the future sustainability of the supported housing sector, again based

Homeless Link  
Trustees' Report for the year ended 31 March 2017

on feedback from our members. Later that month, we launched the **Supported Housing Alliance**, our new dedicated supported housing policy resource. The report of the joint select committee into the future of supported housing was published in May 2017.

The **Homelessness Reduction Act 2017** received Royal Assent on 27 April. We worked closely with Crisis and St Mungo's in support of the Bill as it made its way through Parliament, and we successfully worked with our larger members on a joint call for parties to include a commitment to a rough sleeping initiative in their General Election manifestos.

Homeless Link raised its concerns alongside our members about the changes to the welfare system and its potential impact, for example, the proposed removal of housing costs for 18-21-year-olds from Universal Credit. We were successful in developing a list of groups who would be exempt from the proposals, including young homeless people and those moving on from homeless services.

*"We are very grateful for the leadership of Homeless Link in working with the government to find lasting solutions to the challenges of benefit reform."*

We published the **2016 Annual Review into single homelessness**, and our research programme has produced three extensive reports on Outcomes, Move On and Prevention. We were delighted to be awarded funding by the Land Aid Trust and Comic Relief to carry out the annual Young and Homeless research for 2017.

We remain engaged in health and homelessness policy and research following the merger with Sitra, continuing to chair the Dementia and Housing Working Group. We are also working with national signatories of the Memorandum of Understanding to support joint action on improving health through the home. We have been successful in becoming a member of the VCSE Health and Wellbeing Alliance, led by the Department of Health, Public Health England and NHS England.

Our communications work led to increased website engagement up 92% from last year and a 22% increase in our social media following. We developed and launched the Housing First England principles and website. We also produced two Housing First films featuring clients and providers. We have had good media coverage of issues surrounding StreetLink and rough sleeping more generally. Our Chief Executive appeared on both BBC Breakfast news and the Victoria Derbyshire show speaking about the impact of cold weather on people sleeping rough.

## **PARTNERSHIPS**

2016/17 saw the creation of the Partnerships Team. The team combines our Consultancy, Events, Membership and national partnership work both inside and outside of London.

### **National Partnership Work**

We shifted the focus and scope of our regional work from supporting Local Authorities directly to developing a national network of **Communities of Practice**. The aim is to support



Homeless Link  
Trustees' Report for the year ended 31 March 2017

the sector to transform from the ground up by facilitating solution focused meetings that allow frontline workers to think creatively and design new solutions.

We started this work in July 2016 and we have developed 11 Communities of Practice across England with over 250 active participants. Some of the key themes emerging from the network were in relation to supporting clients with multiple and complex needs, welfare reform and workforce development to meet the changing demands on frontline workers.

*"The Communities of Practice that Homeless Link has launched have been very useful. The policy updates and analysis, e.g. the Homelessness Reduction Bill, the toolkit on Housing First, have all been really useful."*

Alongside this were several key strategic projects of which one was **No First Night Out** - a pilot operating across the City of London, Hackney and Tower Hamlets. Our Partnership Manager played a key role on the steering group providing independent oversight of the project to support its linkage to other initiatives both across London and nationally. Moving forward the Partnership Manager has been appointed Deputy Chair of the Steering Group acknowledging the input provided to date.

2016/17 was the final year of funding for our **London Plus Project**. Over the past 2 years, the project has reached over 600 individuals from 400 organisations in London increasing skills, awareness and sharing good practice. It has improved organisations' ability to adapt existing/introduce new services to better meet homeless people's needs. We have been successful in gaining a further 4 years funding from London Councils to continue this valuable project and develop it further.

#### Conferences & Events

As well as our major two-day residential summer conference for our members - attended by over 250 delegates - we ran three other national conferences - looking at Psychologically Informed Environments, Supported Housing and Case Management; the latter of which was linked to and designed to promote In-Form. We also ran three events on social investment, two events on behalf of the Mayday Trust on asset based provision, a parliamentary reception at the House of Lords, a leadership summit and a leadership roundtable event.

*"Brilliant conferences - always excellent content that allows me to bring back skills and knowledge to our service delivery."*

*"The Leadership Summit was excellent and helped me think more strategically."*

In addition, we ran 20 regional events: on subjects including migration, Housing First, day centre provision, commissioning, Universal Credit and the future funding of supported housing; a series of Communities of Practice events and four webinars: on subjects including the future funding of supported housing, Housing First and destitute migrants. In total, 1,995 people attended our events during 2016/17.

#### Consultancy

2016/17 was a transitional year for our consultancy services as we combined the work of Sitra with the Homeless Link offer.

Homeless Link  
Trustees' Report for the year ended 31 March 2017

The work varied from small individual projects for members helping them with their rent setting and policies to larger scale projects which evaluated new approaches being undertaken such as Asset Based Community Development. We maintained the supported housing element which Sitra possessed while gaining opportunities across both the homelessness and supported housing arena demonstrating the synergy of our offer. An example of this being a piece of work to consider the workforce needs in relation to mental health in supported accommodation and homelessness services.

We continue to manage a pool of freelance associates who in the main deliver these pieces of work with the input of both internal Homeless Link expertise and that of service users.

*"The support, advice and open door (hands-on) approach adopted by the Partnership Managers I have worked with has been excellent. They have supported initiatives at a local and regional level and sourced relevant information to assist with decision-making. If they have been able to help they have."*

#### INNOVATION AND GOOD PRACTICE

The Innovation and Good Practice team identifies what works for effective homelessness responses and prevention. We share learning and good practice, as well as supporting and celebrating innovative responses. This year saw us strengthen our approach to workforce development, with a focus on increasing the sector's understanding and application of trauma and psychologically informed approaches.

We delivered **in-house training** courses to more than 100 organisations. Essential skills courses included safeguarding, professional boundaries, welfare benefits, and housing law. We also promote strengths-based approaches and increase the capacity of teams to work with complex needs, for example, Trauma Informed Care, Homelessness Outcomes Star and Psychologically Informed Environments.

*"Brilliant training on Trauma Informed Care that has really influenced my thinking about the services we provide and how to do it better. We hope to deliver this training to all team members as it strikes to the heart of how we need to be working and understanding service users."*

*"The content and the trainer's knowledge were brilliant."  
"I came away with knowledge, understanding and thoughts of how to take this forward in my service."*

We have grown the **Housing First** movement in England, supporting operational and strategic partners and stakeholders to understand, develop and deliver Housing First services. Through the principles for Housing First in England, our events and webinars, the website and our networks, we have promoted good practice and enabled services to become sustainable and effective.

Homeless Link  
Trustees' Report for the year ended 31 March 2017

We continue to be active members of FEANTSA, the European homelessness network. Homeless Link staff attended the annual FEANTSA conference in Brussels and we also became a member of the newly formed Housing First Europe Hub. This Hub aims to develop best practice in Housing First services across Europe.

The **Strategic Alliance on Migrant Destitution** has facilitated ongoing action groups between the homelessness and refugee/migrant sectors to improve cross-sector working. We've trained frontline workers on Supporting Non-EEA Destitute Migrants, in partnership with Refugee Action, and published practical resources. We commissioned a scoping report into the scale of migrant destitution and support in Manchester, London and Newcastle that will help to inform and shape responses as the project continues.

We coordinated the **Rough Sleeping Counts and Estimates** process, to verify that local authorities in England used a consistent methodology to measure the number of rough sleepers in their area. Promotion of our Severe Weather Emergency Protocol guidance has encouraged local authorities and communities to work together to avoid deaths on the streets.

We published 12 **guidance** documents for frontline services, including supporting women, managing medication, drug policy templates, and an introduction to trauma-informed care.

*"Homeless Link is my go to for up to date on legislation and legal advice as well as innovative approaches to dealing with homelessness."*

The **Day Centres Project** regional networks share good practice and strengthen and promote the role of day centres. We've delivered training on funding, co-production, social enterprise and strategic planning. Work began on collecting case studies and practice in order to describe the role of day centres in preventing homelessness.

*"We can share our experiences and encourage each other in increasingly challenging times."*

In 2016, we worked with delivery partners Evolve Housing + Support and Cathedral Archer Project on **Reboot UK**. This test-and-learn project explored how to increase digital skills among people from digitally excluded groups, and Reboot 2 builds on the success of peer mentoring approaches in our 2017 projects.

The **Transatlantic Practice Exchange** continued this year with the 2016 participants sharing their homelessness learning via social media and a published report. Participants went on to improve their local practice by for example designing a Housing First service. We recruited the 2017 Exchange cohort to visit the US to study Critical Time Intervention, access to employment, Housing First for women, and strength-based approaches. We also found and supported UK organisations to host the participants from the US.

## **MAKING EVERY ADULT MATTER**

We continued our work with Clinks, Mind and Collective Voice as part of the **Making Every Adult Matter (MEAM)** coalition, with a focus on improving policy and services for people with multiple needs.

Fifteen local areas are now using the **MEAM Approach** to design and deliver better-coordinated services and twelve areas remain part of the Big Lottery's Fulfilling Lives programme. During the year, we have provided support and advice to these areas on issues around partnership, service development, systems change and coproduction, supporting them to develop new responses and to consider the longer-term changes needed to make these sustainable.

We have made an active contribution to MEAM's policy programme, working with colleagues to complete work on **Voices from the Frontline** and to ensure that the voice of people with multiple needs and those who support them is embedded in all our policy work. The policy teams across MEAM now meet bi-monthly to agree shared priorities and to deliver joint influencing activities. During the year, the team has engaged successfully in debates around the future of welfare, devolution, financial exclusion, health reforms and the government's social justice agenda. It has also supported an external review of MEAM communications and produced a jointly-owned communications strategy.

In February, we were delighted to announce £2.8m of funding from the Big Lottery Fund for a new five-year programme. This will expand MEAM staffing across the coalition, including a new regional team, allowing us to build on our policy and practice successes to date by:

- Significantly expanding the number of areas working on multiple needs across the country
- Bringing together data from MEAM Approach and Fulfilling Lives areas to make a stronger case to government about the impact of local interventions for people with multiple needs
- Supporting local areas to share their expertise with a much wider range of areas, creating learning opportunities across the two networks
- Ensuring that more individuals benefit as a result of the new interventions.

This programme began in April 2017 and will run alongside our policy work (supported by Lankelly Chase) ensuring that our policy activities and those of local areas continue to be driven by the experiences of people with multiple needs and those who support them.

## **IN-FORM**

**In-Form**, our cloud-based case management application built on the Salesforce platform, grew significantly in 2016/17. In-Form is a social enterprise product, generating a surplus used at Homeless Link to support our campaigning activity and increase financial sustainability. In-Form is now used by over 9,000 staff members in more than 100 organisations across homelessness, housing and other non-profit organisations in the UK. In addition, we have 40 organisations using **In-Form Community**, the free system we developed for small organisations which we launched in September 2016.

*"The main impact has been through the development and implementation of our In-Form housing management system tailored to our needs and organisational metrics."*

There were several developments to the In-Form family of applications in 2016/17, with continual improvements based on user feedback. A key area of development was the system's housing and rent management functionality. There has also been a strategic expansion for the In-Form team, with three new team members to help in delivering excellent ongoing support, greater brand awareness and expansion beneficial to Homeless Link - we now have a team of 12, including 2 apprentices.

Demand for In-Form systems across the UK grew in 2016/17, including one system successfully implemented in Wales. This expansion of services comes from the excellent reputation and expertise the team has gained from working with a range of homelessness, mental health, family support and housing organisations. Next year, we intend to further expand In-Form across our membership and into other sectors across the UK. A fruitful relationship between In-Form and the Lloyds Bank Foundation was further developed in 2016/17, helping to implement **15 In-Form Essential systems**, worth over £65,000 to small organisations with limited funds.

This year we ran the first **In-Form Conference** – "Case Management Made Easy" in October 2016. Over 130 people attended the conference to learn more about how our members use In-Form to improve their support work, outcomes management, key working and impact reporting through In-Form.

The **In-Form DataLab** project continues its research and development to combine anonymised information from across our In-Form systems to create a vital evidence base on homeless people and their needs. Over the last year, we have built the technical infrastructure of the In-Form DataLab and we have been engaging with around 20 In-Form organisations who have shown interested in sharing their data with the In-Form DataLab. We have produced the In-Form Data Sharing Agreement which explains how the In-Form DataLab works and how we handle data protection and data anonymisation. Each organisation joining the In-Form DataLab will be asked to sign this agreement.

*"In-Form Essential has helped us capture and articulate the impact of our service much more effectively, which in turn motivates staff and helps with funding applications and monitoring."*

## STREETLINK

We continued to operate the StreetLink service in partnership with St Mungo's. StreetLink enables members of the public to send us an alert when they are concerned that someone is sleeping rough and we can then help connect them to local support services. During 2016/17 we received more than 30,000 phone calls and 250,000 visits to the website. We made over 35,000 referrals of people sleeping rough to local authorities, which resulted in a positive outcome on more than 40% of occasions. The cold weather in January 2017 saw the biggest ever use of StreetLink, with over 1,500 referrals a day for the severe weather period.

Homeless Link  
Trustees' Report for the year ended 31 March 2017

During the year we embarked on a complete rebuild of the technical platform that we use to run StreetLink to cope with the increased volume of use and to update our systems to take account of the learning from the last 4 years. This work, funded by a grant from Salesforce.org will result in new, interconnected phone system, mobile apps and websites. The new phone line service provided by New Voice Media launched in March 2017.

Our StreetLink branded social media following grew 50% in 2016/17 to over 13,500 people.

#### **OUR WEBSITES**

Homeless Link	<a href="http://www.homeless.org.uk">www.homeless.org.uk</a>
MEAM	<a href="http://www.meam.org.uk">www.meam.org.uk</a>
In-Form	<a href="http://www.in-form.org.uk">www.in-form.org.uk</a>
StreetLink	<a href="http://www.streetlink.org.uk">www.streetlink.org.uk</a>
Housing First England	<a href="http://hfe.homeless.org.uk">hfe.homeless.org.uk</a>
Supported Housing Alliance	<a href="http://www.homeless.org.uk/supported-housing-alliance">www.homeless.org.uk/supported-housing-alliance</a>

## **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 a key risk register is maintained. The board considers the following to be the key risks currently faced by Homeless Link and has also identified how to mitigate those risks as follows:

### **Increase in homelessness**

- Work with government to promote policies that help end homelessness and to mitigate impact of other government policies;
- Use of data and research to highlight issues and make a case for policy changes;
- Promote our information, guidance, training events to our members to improve their practice; and
- Work on StreetLink to promote engagement with the public on rough sleeping.

### **Reductions in funding for our members**

- Work with central government on welfare reform and future funding of supported housing;
- Monitor reductions in funding and lobby government locally, regionally and nationally; and
- Work with members to build their capacity to sustain through leadership programme and workforce development.

### **Government grant funding for Homeless Link**

- Diversify Homeless Link's income stream through increased fundraising and social enterprise activity.

### **Board and governance**

- Recruit new independent trustees;
- Board induction;
- Board and Senior Management sessions; and
- Appraisals of Chair, Board and CEO

## **FUTURE PLANS**

### **Making the Difference**

At Homeless Link, we do not ask whether homelessness can be ended but what action we can take to make it happen.

This is a critical time for the homelessness and supported housing sectors. There are continued constraints on public spending alongside a broader debate about the role of the state. It remains our vision that there is no place for homelessness in the 21st century. With this as a backdrop, we are seeking to be ambitious for people who find themselves homeless. Our goals, therefore, relate to preventing homelessness before it starts and providing both responsive and long-term, sustainable solutions should it occur.

We have six strategic objectives, underpinned by our combination of influencing work at a national and local policy level and improving local practice to achieve positive change for people who find themselves homeless or in need of supported housing.

#### **1) Preventing and ending homelessness through developing an understanding of its causes and effects.**

Preventing a crisis before it occurs may sound obvious but is fraught with problems.

From a resources point of view the contract culture, with its emphasis on achieving specific outcomes, favours managing rather than preventing crisis and as such, this is how services are structured.

*In 2017/18 we will:*

- *Ensure that government at all levels commits to preventing and ending homelessness*
- *Develop our research and evidence base on causes and effects of homelessness;*
- *Promote local initiatives that contribute to preventing and ending homelessness.*

#### **2) Ensure that every local area has a personalised, rapid response for people who find themselves sleeping rough**

People do and will become homeless for many reasons and can end up on the streets.

We have developed guidance to help services develop a rapid response to rough sleeping. We operate StreetLink to enable members of the public to alert services to people sleeping rough.

However, since 2010, we have seen increasing numbers of people coming onto the streets, a population that is becoming more diverse and more complex.

*In 2017/18 we will:*

- *Work to re-focus our sector on ending rough sleeping*
- *Use data to challenge and inspire*
- *Obtain a clear government commitment to ending rough sleeping.*



**3) Champion flexible, good quality services that support people to end their homelessness**

While it is vital to move people away from homelessness as quickly as possible, we also need to ensure that people are able to stay at home and avoid coming onto the streets in the first place.

And many people need support, whether it is for health, mental health, substance misuse, offending behaviour or other issues, to move away from homelessness for good or to sustain their housing.

Like prevention, this may sound obvious, but for many of the same reasons, it is difficult to achieve. Current funding structures mean that services often work in silos that do not recognise and/or work with all of an individual's support needs.

*In 2017/18 we will:*

- *Promote best practice in the sector*
- *Contribute to workforce development through training, events and Communities of Practice*
- *Improve services and build alliances and partnerships.*

**4) Promote sustainable housing and employment as the most effective routes out of homelessness**

Part of our agenda is to ensure that there is a sufficient and accessible affordable housing supply and the employment opportunities for people to maintain that housing.

Mainstream housing policy and/or managing the economy require national mainstream policy and significant local imagination and action.

Some of these agendas are far wider than Homeless Link's scope. Rather, our role is to ensure that there are routes into these opportunities for the people we represent.

*In 2017/18 we will:*

- *Promote the principles of Housing First and build the Housing First movement*
- *Change the culture & approach to skills and employment in our sector*
- *Engage in the housing supply debate.*

**5) Enable organisations to thrive and be sustainable**

For much of the voluntary sector, the financial crisis has triggered serious structural change.

For those parts of the homelessness and supported housing sectors that are highly dependent on statutory funding, it has been particularly challenging. If our members are to thrive, they need to be able to see different ways of operating in the future.

The key to this is to understand that while voluntary sector contracts are shrinking we have also seen public giving and fundraising stabilise, and other forms of investment become available.

Homeless Link  
Trustees' Report for the year ended 31 March 2017

In addition, changes within the health, social care and criminal justice sectors present other potential opportunities and challenges.

*In 2017/18 we will:*

- *Work to help ensure sustainable future funding for supported housing*
- *Develop and launch our Social Investment offer*
- *Build & sustain the leadership of our members*
- *Develop and strengthen the Supported Housing Alliance.*

**6) Create structures and operating processes that ensure we have the right people in the right place to deliver our vision, mission and strategy**

Just like our members we also face funding and operating environment challenges. If we are to thrive and have the credibility to enable our members to do the same, we must look at our own business, structures and operating processes.

*In 2017/18 we will:*

- *Carry out a full HR review of role descriptions and salaries.*
- *Continue to develop a sustainable business through social enterprise and fundraising activity that gives us the resources that we need.*
- *Continually improve our processes to ensure that they are efficient and effective in supporting our business.*

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Structure**

- Homeless Link is a charitable company limited by guarantee and is governed by its Articles of Association.
- Homeless Link (Trading) Limited is a wholly owned, currently non-trading, subsidiary of Homeless Link.
- Sitra (Services) is a wholly owned, currently non-trading, subsidiary of Homeless Link.
- Homeless Link Social Investment Limited is a wholly owned subsidiary of Homeless Link established on 6<sup>th</sup> February 2017

### **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 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 Director of Business and Social Enterprise, the Director of Policy and Communications and the Director of Strategy, Partnership and Innovation.

### **Key management personnel remuneration**

The salary and benefits are set based on what the market rate is for the sector in which Homeless Link operates.

### **Trustee recruitment and training**

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. 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.

## FINANCIAL REVIEW

### Results for the year

Homeless Link had to deal with financial challenges during the year ended 31 March 2017. These included:

- A 18% reduction in statutory funding resulting in staff redundancies;
- Integration of Sitra activities with Homeless Link's; and
- Office relocation costs.

Despite these challenges, Homeless Link continued to achieve positive financial results due to sound financial management and support of both its staff and volunteer board of trustees.

A summary of the financial results for the year ended 31 March 2017 with comparatives are as follows:

Homeless Link's income for the year 2016/17 was £4,436,492 (2015/16 £4,110,787). Income has been analysed into the four main headings around which Homeless Link is managed:

- Ending Homelessness: Income, mainly from the DCLG for Ending Homelessness, was £1,342,125 (2015/16: £1,644,028);
- Research and Development: Grant income from trusts, foundations and statutory bodies towards research and development into policy development and innovation in good practice. Income of £1,121,674 (2015/16: £1,016,332) was achieved thanks to good performance by our fundraising team as well as the generous support from our funding partners;
- Social Enterprise: We achieved a significant increase in income of £384,705 resulting in overall Social Enterprise income of £1,559,191 (2015/16: £1,174,486). These were from the sale of In-Form systems, consultancy services, events and training; and
- Membership and Campaigning: membership subscriptions and annual conference income of £324,244 (2015/16: £227,768) come from the 770-plus member organisations that Homeless Link serves.

Homeless Link's total expenditure for the year was £4,333,443 (2015/16: £4,009,091).

A surplus of £51,328 was achieved in the year on unrestricted funds (2015/16 surplus of £57,680) and restricted funds increased by £51,721 to £387,134 compared to funds level of £335,413 in 2015/16. Total funds at 31 March 2017 were £1,403,837 (2016: £1,300,788).

### Policy on reserves

The trustees of Homeless Link adopt a risk-based approach to reserves, which require the charity to hold unrestricted reserves to the sum of 25% of non-grant annual expenditure, (three months of operating expenditure).

Homeless Link has reached this level of expected reserves and the trustees aim to sustain this, although as the organisation continues to grow, this is challenging. The reserves policy is reviewed annually by the board of trustees.

### Funding and fundraising

The DCLG continues to support our work to end homelessness under a grant funding agreement for our core work plus specific additional grant support for StreetLink. We continue to attract funds for multi-year research and development projects from charitable trusts. Notes 2 and 3 of the financial statements detail the funding bodies providing income to Homeless Link in the period.

Homeless Link  
Trustees' Report for the year ended 31 March 2017

#### AUDITORS

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

#### TRUSTEES' RESPONSIBILITIES

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.

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.

The Trustees' Report was approved on 26<sup>th</sup> July 2017 and is signed on their behalf by:

  
-----  
Piers Feilden, Chair of Trustees

## **Independent auditor's report to the members of Homeless Link**

We have audited the financial statements of Homeless Link for the year ended 31 March 2017 which comprise Consolidated Statement of Financial Activities, the Consolidated and Parent Balance Sheet, the Consolidated Statement of Cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

## **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 20, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors. This report is made solely to the charity's members as a body in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members as a body for our audit work, for this report, or for the opinions we have formed.

## **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

## **Opinion on the financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent charity's affairs as at 31 March 2017 and of the group's surplus (deficit) for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

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

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

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

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

In light of the knowledge and understanding of the group and the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns;
- 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.



Nicola Wakefield (Senior Statutory Auditor)

for and on behalf of Mazars LLP

Chartered Accountants and Statutory Auditor

Times House, Throwley Way, Sutton, Surrey,

SM1 4JQ Date:

19th October 2017

**HOMELESS LINK**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
Incorporating Income and Expenditure Account  
for the year ended 31 March 2017

		Unrestricted Funds £	Restricted Funds £	2017 Total Funds £	2016 Total Funds £
<b>INCOME</b>	<b>Notes</b>				
<b>Income from charitable activities</b>					
Ending Homelessness	2	982,125	360,000	1,342,125	1,644,028
Research and Development	3	196,398	925,276	1,121,674	1,016,332
Social Enterprise	4	1,559,191	-	1,559,191	1,174,486
Membership and Campaigning	5	324,244	-	324,244	227,768
<b>Other Income</b>					
Other income	6	89,258	-	89,258	48,173
<b>Total Income</b>		<b>3,151,216</b>	<b>1,285,276</b>	<b>4,436,492</b>	<b>4,110,787</b>
<b>EXPENDITURE</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure on raising funds</b>					
Fundraising		-	37,351	37,351	41,283
<b>Expenditure on charitable activities</b>					
Ending Homelessness		1,046,291	360,000	1,406,291	1,631,202
Research and Development		258,762	836,204	1,094,966	1,139,350
Social Enterprise		1,507,715	-	1,507,715	995,418
Membership and Campaigning		287,120	-	287,120	201,838
<b>Total expenditure</b>	<b>7 - 9</b>	<b>3,099,888</b>	<b>1,233,555</b>	<b>4,333,443</b>	<b>4,009,091</b>
<b>Net income and net movement in funds for the year</b>		<b>51,328</b>	<b>51,721</b>	<b>103,049</b>	<b>101,696</b>
		<b>51,328</b>	<b>51,721</b>	<b>103,049</b>	<b>101,696</b>
<b>Reconciliation of funds:</b>					
<b>Total Funds brought forward</b>		<b>965,375</b>	<b>335,413</b>	<b>1,300,788</b>	<b>1,199,092</b>
<b>Total funds carried forward</b>	<b>16</b>	<b>1,016,703</b>	<b>387,134</b>	<b>1,403,837</b>	<b>1,300,788</b>

A breakdown of the comparative of the Statement of Financial Activities for the year ended 31 March 2016 is on page 37.

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 26 to 37 form an integral part of the financial statements.



**HOMELESS LINK  
BALANCE SHEET  
As at 31 March 2017**

		Charity 2017 £	Group 2016 £	Charity 2016 £
<b>Fixed Assets</b>				
Tangible fixed assets	11	140,814	16,876	9,201
Investments	12	2	20,000	20,001
		<b>140,816</b>	<b>36,876</b>	<b>29,202</b>
<b>Current Assets</b>				
Debtors & prepayments	13	738,667	699,491	516,629
Cash at bank		1,382,110	374,092	286,868
Current Asset Investments		-	1,203,544	1,203,544
		<b>2,120,777</b>	<b>2,277,127</b>	<b>2,007,041</b>
<b>Creditors : amounts falling due within one year</b>	14	(857,756)	(1,013,215)	(726,904)
<b>Net current assets</b>		<b>1,263,021</b>	<b>1,263,912</b>	<b>1,280,137</b>
<b>Total assets less current liabilities</b>		<b>1,403,837</b>	<b>1,300,788</b>	<b>1,309,339</b>
<b>Net assets</b>		<b>1,403,837</b>	<b>1,300,788</b>	<b>1,309,339</b>
<b>Represented by</b>				
<b>Funds</b>		<b>2017 £</b>	<b>2016 £</b>	<b>2016 £</b>
Unrestricted	15	941,543	965,375	973,926
Designated	15	75,160	-	-
Restricted	15,16	387,134	335,413	335,413
<b>Total Funds</b>		<b>1,403,837</b>	<b>1,300,788</b>	<b>1,309,339</b>

All assets and liabilities of the subsidiary charity, Sitra, were transferred to the parent charity, Homeless Link at 31 March 2016.

The accounts were approved and authorised for issue by the Board of Trustees on.....2017 and signed on their behalf by:

Piers Feilden  
Chair of the Board of Trustees

Date:

26 July 2017

Charity number: 1089173

HOMELESS LINK  
STATEMENT OF CASH FLOWS  
For the year ended 31 March 2017

	2017 £	2016 £
<b>Cash flows from operating activities:</b>		
Net income	103,049	101,696
Depreciation	10,704	46,184
Increase in debtors	(39,176)	(191,211)
Decrease in creditors	(155,459)	(61,999)
<b>Net Cash outflow from operating activities</b>	<u>(80,882)</u>	<u>(105,330)</u>
Additional investment in Change Account	-	(10,000)
Purchase of fixed assets	(134,643)	(25,179)
Investment impaired	19,999	-
<b>Net Cash outflow from capital expenditure and investments</b>	<u>(114,644)</u>	<u>(35,179)</u>
<b>Decrease in Cash in the year</b>	<u>(195,526)</u>	<u>(140,509)</u>
Opening Cash and Current Assets Investment	1,577,636	1,718,145
Decrease in Cash in the year	(195,526)	(140,509)
<b>Closing Cash and Current Assets Investment</b>	<u>£1,382,110</u>	<u>£1,577,636</u>

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**1 ACCOUNTING POLICIES**

**Basis of preparation**

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 UK and Republic of Ireland (FRS 102) (effective 1 January 2015)-(Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.  
Homeless Link meets the definition of public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**Consolidated financial statements**

All activities, assets and liabilities of SITRA were transferred on 31 March 2016 and SITRA is now dormant.

**Going Concern**

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

**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**

Charitable expenditure comprises direct expenditure, which includes direct staff costs attributable to the activity and grant payments, together with apportioned central support costs.  
Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of the resources. Fundraising costs are those incurred in generating statutory funding, trust grants and donations.

**Fund accounting**

General funds comprise the accumulated surplus on the Statement of Financial Activities. They are available for use at the discretion of the trustees in furtherance of the general objectives of Homeless Link.  
Restricted funds are subject to specific restrictive conditions imposed by donors or by the purpose of the appeal. Balances of unspent restricted funds are held as restricted fund balances at the end of the accounting period.  
Unrestricted funds include designated funds where the trustees, at their discretion, have created a fund for a specific purpose.  
Further details on each fund are disclosed in Notes 15 and 16.

**Depreciation of 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 tangible fixed assets on a straight line basis over their expected life.  
Rates of Depreciation:

Computer Equipment	Three years
Furniture and other equipment	Five years
Leasehold Improvements	Life of Lease

**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.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**2 ENDING HOMELESSNESS**

	Unrestricted Funds £	Restricted Funds £	2017 Total £	2016 Total £
DCLG Grant for ending homelessness	972,760	300,000	1,272,760	1,569,028
GLA	-	50,000	50,000	50,000
Other	9,365	10,000	19,365	25,000
	<u>982,125</u>	<u>360,000</u>	<u>1,342,125</u>	<u>1,644,028</u>

**3 RESEARCH AND DEVELOPMENT**

	Unrestricted Funds £	Restricted Funds £	2017 Total £	2016 Total £
Big Lottery Fund	124,477	-	124,477	87,265
Calouste Gulbenkian Foundation	-	30,000	30,000	60,000
City Bridge Trust	-	36,700	36,700	37,050
Garfield Weston Foundation	30,000	-	30,000	30,000
John Ellerman Trust	-	29,000	29,000	29,000
John Laing Charitable Trust	-	25,000	25,000	25,000
Lankelly Chase Foundation	-	275,168	275,168	262,861
London Councils	-	144,233	144,233	149,535
Northern Rock Foundation	-	-	-	71,738
Oak Foundation	-	67,731	67,731	74,572
Joseph Rowntree Foundation	-	-	-	25,000
Metropolitan Migration Foundation	-	25,985	25,985	33,600
Samuel Sebba	-	28,000	28,000	23,000
Reboot UK	-	61,355	61,355	25,105
Trust for London	-	-	-	15,000
Comic Relief	-	70,000	70,000	-
Salesforce Foundation	-	70,932	70,932	-
Tudor Trust	-	41,000	41,000	39,000
Other	41,921	20,172	62,093	28,606
	<u>196,398</u>	<u>925,276</u>	<u>1,121,674</u>	<u>1,016,332</u>

**4 SOCIAL ENTERPRISE**

	Unrestricted Funds £	Restricted Funds £	2017 Total £	2016 Total £
In-Form	794,625	-	794,625	658,267
Training	487,284	-	487,284	246,607
Consultancy services	207,323	-	207,323	147,952
Information	824	-	824	13,342
Events and seminars	69,135	-	69,135	108,318
	<u>1,559,191</u>	<u>-</u>	<u>1,559,191</u>	<u>1,174,486</u>

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**5 MEMBERSHIP AND CAMPAIGNING**

	Unrestricted Funds £	Restricted Funds £	2017 Total £	2016 Total £
Membership income	252,671	-	252,671	155,961
Annual conference	59,238	-	59,238	60,393
Job advertising	12,335	-	12,335	11,414
	<b>324,244</b>	<b>-</b>	<b>324,244</b>	<b>227,768</b>

**6 OTHER INCOME**

	Unrestricted Funds £	Restricted Funds £	2017 Total £	2016 Total £
Interest receivable	5,861	-	5,861	9,838
Donations and Other income	83,397	-	83,397	38,335
	<b>89,258</b>	<b>-</b>	<b>89,258</b>	<b>48,173</b>

7 Analysis of expenditure on charitable activities	Payments to Partners	Salaries	Direct Costs	Support/Gov. Costs	2017 Total	2016 Total
		£	£	£	£	£
Ending Homelessness	265,000	571,021	311,166	259,103	1,406,291	1,631,202
Research and Development	214,518	455,205	219,481	205,763	1,094,967	1,139,350
Social Enterprise	-	508,382	698,324	301,009	1,507,715	995,418
Membership and Campaigning	-	155,438	69,085	62,597	287,120	201,838
<b>Fundraising</b>	<b>-</b>	<b>36,099</b>	<b>1,250</b>	<b>-</b>	<b>37,350</b>	<b>41,283</b>
	<b>479,518</b>	<b>1,726,147</b>	<b>1,299,307</b>	<b>828,472</b>	<b>4,333,443</b>	<b>4,009,091</b>

**8 Analysis of Support and Governance costs**

	Support £	2017 Governance £	Total £	Support £	2016 Governance £	Total £
Office management	105,451	-	105,451	112,727	-	112,727
IT Support	142,428	-	142,428	96,291	-	96,291
Maternity	33,394	-	33,394	18,585	-	18,585
Depreciation	10,704	-	10,704	46,184	-	46,184
Training	12,174	-	12,174	14,533	-	14,533
Premises	144,796	-	144,796	85,959	-	85,959
Legal and professional fees	28,202	-	28,202	43,234	20,748	63,982
Audit fees	-	17,138	17,138	-	8,750	8,750
Senior Management	29,140	26,261	55,401	26,378	1,798	28,176
Finance	129,308	-	129,308	71,886	-	71,886
HR	116,584	-	116,584	64,254	-	64,254
Insurance	12,893	-	12,893	5,416	-	5,416
Exceptional item	-	19,999	19,999	-	-	-
	<b>765,073</b>	<b>63,398</b>	<b>828,472</b>	<b>585,447</b>	<b>31,296</b>	<b>616,743</b>

These costs have been allocated across Expenditure on the basis of staff time.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**9 Analysis of staff costs, trustees remuneration and expenses and the cost of key management personnel**

	<b>2017 Total £</b>	<b>2016 Total £</b>
Wages & salaries	1,595,118	1,729,799
Social security costs	188,760	183,042
Employers pension costs	101,187	96,051
Redundancy costs	53,690	140,000
	<b>1,938,755</b>	<b>2,148,892</b>

	<b>2017</b>	<b>2016</b>
The average number of staff employed by Homeless Link per head count during the year	<b>47</b>	<b>56</b>
The number of employees whose emoluments amounted to over £60,000 in the year were as follows:		
£60,001 -£70,000	-	-
£70,001 -£80,000	-	-
£80,001 -£90,000	<b>1</b>	<b>1</b>

Employer's pension costs attributed to employee paid between £80,001-£90,000 were: **£5,972** **£5,740**

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 (2016: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2016:nil).

Homeless Link reimbursed four trustees' travel and accommodation expenses for meetings in the year as follows: **£2,045** **£1,011**

The number of trustees who claimed during 2016 was three.

The key management personnel of the Homeless Link comprise of the trustees, the Chief Executive Officer, the Director of Business and Social Enterprise, the Director of Policy and Communications and the Director of Strategy, Partnership and Innovation.

The total employee benefits for the key management personnel were £313,943 (2016: £278,547).

Homeless Link estimates the value of trustees' travel expenses not claimed during the year was £1,918 (2016: £1,505).

**10 NET MOVEMENT IN FUNDS**

<b>Net income for the year is stated after charging</b>	<b>2017</b>	<b>2016</b>
Audit fee	17,138	8,750
Depreciation	10,704	46,184
Operating lease rentals	107,056	60,000
Investment impairment	<b>19,999</b>	<b>-</b>

Audit fee: The fee reported under 2017 includes an under-provision of £7,438 relating to work done in 2016. This related to audit work carried out on the SITRA accounts.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**11 TANGIBLE FIXED ASSETS**

	<b>Leasehold Improvements</b>	<b>Computer Equipment</b>	<b>Fixtures and Equipment</b>	<b>Total Fixed Assets</b>
<b>Cost</b>				
At 01 April 2016	16,988	242,175	13,481	272,644
Additions	74,007	14,713	45,923	134,643
Disposals	(16,988)	(29,291)	(13,481)	(59,760)
At 31 March 2017	74,007	227,597	45,923	347,527
<b>Depreciation</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 01 April 2016	16,988	225,300	13,480	255,768
Charge for year	1,463	8,164	1,077	10,704
Disposals	(16,988)	(29,291)	(13,480)	(59,759)
At 31 March 2017	1,463	204,173	1,077	206,713
<b>Net Book Values</b>				
At 31 March 2017	72,544	23,424	44,846	140,814
At 31 March 2016	-	16,875	1	16,876

Included in net book value of Fixed Assets at 31 March 2016 is £7,675 of assets transferred from Sitra on merger.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**12 INVESTMENTS**

	2017 £	Group 2016 £	Charity 2016 £
Investment in subsidiary undertaking	1	-	1
Investment in Change Account Partnership	20,000	20,000	20,000
Change Account investment impairment	(19,999)	-	-
	<u>2</u>	<u>20,000</u>	<u>20,001</u>

Homeless Link (Trading) Limited is a wholly owned, currently dormant subsidiary of Homeless Link & is incorporated in England. Consolidated accounts are not prepared as the trading subsidiary is not material.

Homeless Link invested in a partnership with like-minded organisations to develop the Changed Account. Following disappointing early trading results, the ownership structure of was changed. The partnership was dissolved in 2016 and Changed Account Ltd was formed to take over the Change Account. Homeless Link retains a nominal shareholding in Change Account Ltd following the restructure. An impairment loss of £19,999 has therefore been recognised in these accounts.

**13 DEBTORS AND PREPAYMENTS**

	2017 £	Group 2016 £	Charity 2016 £
Trade debtors	442,692	521,284	387,742
Prepayments	118,327	126,937	117,406
Other debtors	77,086	9,122	11,481
Accrued income	100,562	42,148	-
	<u>738,667</u>	<u>699,491</u>	<u>516,629</u>

**14 CREDITORS : Amounts falling due within one year**

	2017 £	Group 2016 £	Charity 2016 £
Trade creditors	402,876	109,768	67,757
Sundry creditors	36,623	24,675	23,765
Deferred grant and other income	331,144	474,861	330,884
Provisions	20,000	190,000	190,000
Other tax and social security	37,194	78,612	53,069
Accruals	29,919	135,299	61,429
	<u>857,756</u>	<u>1,013,215</u>	<u>726,904</u>

**15 RESERVES/FUNDS**

	General Unrestricted £	Restricted £	Total £
Opening balances as at 01 April 2016	965,375	335,413	1,300,788
Income	3,151,216	1,285,276	4,436,492
Expenditure	(3,099,888)	(1,233,555)	(4,333,443)
	<u>1,016,703</u>	<u>387,134</u>	<u>1,403,837</u>

Closing balances as at 31 March 2017

See note 16 for details of restricted funds.



**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**15 RESERVES/FUNDS (CONTD)**

**Analysis of movements in Unrestricted Funds:**

	<b>Funds at 01.04.2016</b>	<b>Income</b>	<b>Expenditure</b>	<b>Transfers</b>	<b>Funds at 31.03.2017</b>
General fund	965,375	3,151,216	(3,099,888)	(75,160)	941,543
<b>Designated Funds:</b>					
MEAM Partnership Fund	-	-	-	75,160	75,160
<b>Total</b>	<b>965,375</b>	<b>3,151,216</b>	<b>(3,099,888)</b>	<b>-</b>	<b>1,016,703</b>

**MEAM Partnership Fund:** This fund has been created to continue the MEAM partnership work outstanding from 2016/17 that needs completing in 2017/18 financial year.

**16 STATEMENT OF FUNDS**  
**Restricted Funds**

	<b>Funds at April 2016 £</b>	<b>Income £</b>	<b>Expenditure £</b>	<b>Funds at March 2017 £</b>
Capacity building in the North East	57,929	-	17,094	40,835
City Bridge Trust	13,985	36,700	40,497	10,188
Day Centres Project	44,132	66,000	57,680	52,452
Expert Link	43,567	90,000	64,904	68,663
Girdlers Company Charitable Trust	-	10,000	10,000	-
Housing First Project	61,341	88,635	124,080	25,896
London Activities	4,121	144,233	148,354	-
Making Every Adult Matter (MEAM)-Core	-	50,172	43,125	7,047
Making Every Adult Matter (MEAM)-Network	19,000	29,000	29,000	19,000
Making Every Adult Matter (MEAM)-Policy	25,159	166,533	153,688	38,004
Migrant Destitution Service	42,621	53,985	68,376	28,230
Reboot UK	558	61,355	32,950	28,963
Salesforce Foundation	-	70,932	22,455	48,477
StreetLink	-	350,000	350,000	-
Transatlantic Practice Exchange	23,000	67,731	71,352	19,379
<b>Total Restricted Funds</b>	<b>335,413</b>	<b>1,285,276</b>	<b>1,233,555</b>	<b>387,134</b>
<b>Total Unrestricted Funds</b>	<b>965,375</b>	<b>3,151,216</b>	<b>3,099,888</b>	<b>1,016,703</b>
<b>Total Funds</b>	<b>1,300,788</b>	<b>4,436,492</b>	<b>4,333,443</b>	<b>1,403,837</b>

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**Capacity building in the North East**

The Northern Rock Foundation awarded a grant towards a bursary programme to support training to frontline staff working with homeless people, to encourage homelessness organisations to develop new ways of engaging their clients, and to highlight and share good practice.

**City Bridge Trust**

This grant has been awarded to support capacity building in the homelessness sector. Support will be targeted at 20 small organisations over a 3-year period with the view that it will enable these organisations to become more self-sufficient and sustainable in the future. Homeless Link is working with about 7 organisations each year, supporting them to improve data collection through our data recording system (In-Form) and offer group and individual support with their general work programmes.

**Day Centres Project**

The Day Centres project, jointly funded by the John Laing Charitable Trust and the Tudor Trust, supports day centres to develop strategic alliances that will respond to and prevent homelessness in their local communities more effectively by drawing on the assets and experience of a range of partners.

**Expert Link**

This is a new initiative funded by Lankelly Chase to support a network of people with lived experience of multiple needs. Expert Link seeks to influence national and local policy and work to improve practice by providing smart solutions to problems experienced by people who use services. It is delivered by a group of experts themselves, with support from Homeless Link around its operations, communications activities and setup.

**Girdlers Company Charitable Trust**

Girdlers Company Charitable Trust made a donation of £10,000 to publicise the work of StreetLink. StreetLink is a 24/7 telephone line, website and mobile phone App that enables members of the public to tell Homeless Link about people sleeping rough in their communities. All reports are automatically passed on to local authorities and Homeless Link then follows up on these reports and provides feedback to the person who made the report.

**Housing First Project**

Funding was received from Lankelly Chase and Comic Relief to deliver Housing First England, a 3-year project that will create and support the national movement of Housing First services. The funding runs from January 2016 to December 2018 and will be used to support the delivery, evaluation and replication of the Housing First model locally and nationally; enable good practice and learning to be shared through training and events; and provide leadership to local and national partners involved in the Housing First movement in England.

**London Activities: London Councils Section 37 Statement**

Grant aid of £144,233 was receivable in 2016-17 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The table on page 36 illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement:

**Making Every Adult Matter (MEAM)**

**MEAM Core:** 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 Gulbenkian Foundation to support the coalition's core work.

**MEAM-Local Networks:** 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 John Ellerman Foundation to support our Local Networks Manager, who oversees work on the MEAM Approach. Using the MEAM Approach we support local areas across the country to design and deliver better coordinated services for people with multiple needs.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**16 STATEMENT OF FUNDS (CONTD)**

**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.

**Migrant Destitution Service (Strategic Alliance on Migrant Destitution)**

This service is funded by Joseph Rowntree Foundation, Metropolitan Migration Foundation and another foundation to coordinate the work of the Alliance and host the steering group of the Alliance. The Project Manager delivers events, develops good practice resources, and provides in-depth support to increase No Recourse to Public Funds (NRPF) accommodation and access to immigration advice in two areas of England.

**Reboot UK**

Homeless Link is a consortium partner of Good Things Foundation's Reboot project, funded by the Big Lottery. Homeless Link project-manages two delivery partners - Evolve and Cathedral Archer supported by Open Cinema – to engage service users with digital skills activities.

**Salesforce Foundation-StreetLink 2**

Homeless Link received a Force for Change grant from Salesforce.org to cover the cost of rebuilding the StreetLink IT systems on the Salesforce platform. The new integrated system will increase the ability of StreetLink to manage higher levels of demand for the service and to enhance the service offering. Development work started in 2016 and it is expected to be completed by September 2017

**StreetLink**

This was funded by a grant from DCLG and Greater London Authority of £300,000 and £50,000 respectively. StreetLink is a 24/7 telephone line, website and mobile phone App that enables members of the public to tell Homeless Link about people sleeping rough in their communities. All reports are automatically passed on to local authorities and Homeless Link then follows up on these reports and provides feedback to the person who made the report.

**Transatlantic Practice Exchange**

Homeless Link is funded by the Oak Foundation to deliver the Exchange in partnership with the National Alliance to End Homelessness in the US. The project includes promotion and recruitment of participants and hosts; helping participants to plan for and engage with their placement; and support for UK participants to share their learning and make improvements to practice as a result of their time in the US.

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

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2017**

**17 RELATED PARTY TRANSACTIONS**

Ian Watson, Homeless Link's treasurer, is also a trustee of Connection at St Martin-in the-Field. Connection at St Martin-in-the Field is a fee paying member of Homeless Link. Connection at St Martins-in the-Field bought services amounting to £6,191 in the year to 31 March 2017.

Jeremy Swain, a trustee of the organisation, is the Chief Executive of Thames Reach. Thames Reach also licenses the In-Form client recording system from Homeless Link on an annual contract value of £21,177.

Liz Rutherford, a trustee of the organisation, is the Chief Executive of Single Homeless Project. Single Homeless Project bought In-Form client recording system, training and consultancy services totalling £29,820 from Homeless Link during the financial year ended 31 March 2017.

All trustees are reimbursed for reasonable expenses incurred for attending management committee meetings. During the year ended 31 March 2017, a total of £2,045 of expenses for travel and overnight accommodation were reimbursed.

All the trustees who represent member organisations are trustees or senior executives of organisations which pay an annual subscription fee as members of Homeless Link. Members of the organisation may have attended events and training courses run by Homeless Link, on the same terms as the other 770 members of Homeless Link.

**18 ANALYSIS OF  
GROUP NET ASSETS**

	<b>General Unrestricted</b>	<b>Restricted</b>	<b>2017 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Tangible Fixed Assets	140,814	-	140,814
Investments	2	-	2
Net current assets	875,887	387,134	1,263,021
<b>Balances at 31 March 2017</b>	<b>1,016,703</b>	<b>387,134</b>	<b>1,403,837</b>

**19 FINANCIAL COMMITMENTS**

Commitments under non-cancellable operating leases were as follows:

	<b>2017</b>	<b>2016</b>
	<b>£</b>	<b>£</b>
Land and Building leases due:		
Within 1 year	102,689	105,628
Between 2 - 5 years	205,378	380,259
<b>Total</b>	<b>308,067</b>	<b>485,887</b>

**20 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.

**HOMELESS LINK**  
**Notes to the consolidated financial statements**  
**For the year ended 31 March 2017**

**Note 16 London Activities: London Councils Section 37 Statement**

Grant aid of £144,233 was received in 2016/17 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	84,828	90,130
Delivery Partner-Shelter	59,405	59,950
	<u>144,233</u>	<u>150,080</u>

**Breakdown for Homeless Link as Lead Partner**

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	<b>£</b>	<b>£</b>
Staff costs	44,722	44,722
Beneficiary costs	30,866	36,168
Other costs	9,240	9,240
	<u>84,828</u>	<u>90,130</u>

**Breakdown for Shelter as Delivery Partner**

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	<b>£</b>	<b>£</b>
Staff costs	21,127	23,115
Beneficiary costs	33,718	32,913
Other costs	4,560	3,922
	<u>59,405</u>	<u>59,950</u>

Total grant spent includes £5,301 underspend brought forward from 31 March 2016.

**HOMELESS LINK**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
Incorporating an Income and Expenditure Statement  
for the year ended 31 March 2016

	Unrestricted Funds £	Restricted Funds £	2016 Total Funds £
<b>INCOME</b>			
<b>Income from charitable activities</b>			
Ending Homelessness	1,284,028	360,000	1,644,028
Research and Development	145,871	870,461	1,016,332
Social Enterprise	1,172,819	1,667	1,174,486
Membership and Campaigning	227,768	-	227,768
<b>Other income</b>			
Other income	48,173	-	48,173
<b>Total income</b>	<b>2,878,659</b>	<b>1,232,128</b>	<b>4,110,787</b>
<b>EXPENDITURE</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Expenditure on raising funds</b>			
Fundraising	-	41,283	41,283
<b>Expenditure on charitable activities</b>			
Ending Homelessness	1,281,202	350,000	1,631,202
Research and Development	342,521	796,829	1,139,350
Social Enterprise	995,418	-	995,418
Membership and Campaigning	201,838	-	201,838
<b>Total expenditure</b>	<b>2,820,978</b>	<b>1,188,112</b>	<b>4,009,091</b>
<b>Net income and net movement in funds for the year</b>	<b>57,681</b>	<b>44,016</b>	<b>101,696</b>
<b>Reconciliation of funds:</b>			
Total funds brought forward	896,420	291,397	1,187,817
Funds transfer from Sitra Services at 1 January 2016	11,275	-	11,275
<b>Total funds carried forward</b>	<b>965,376</b>	<b>335,413</b>	<b>1,300,788</b>



