

# Annual Report

**Report and financial statements  
for the year ended 31 March 2024**



**Homeless Link**

Registered charity number: 1089173

Registered company number: 04313826

# Annual Report & Accounts

## Report & financial statements for year ended 31 March 2024

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## Chair's introduction

This year's report comes at a time of significant challenge and change.

Over the last year all forms of homelessness have continued to rise rapidly. Meanwhile, the impact of rising demand for services, inflation pressure and frozen contract values have hit many of our members hard.

As ever, when they are most needed and even in these hard times, our Members have stepped up to support their clients and communities and served as an inspiration and beacon of hope to us here at Homeless Link.

I am proud that we, in turn, have been able to support and sustain them with our guidance and learning, our social enterprises such as In-Form and our influencing campaigns – particularly in the run up to the General Election.

Over the year we were also able to improve our financial performance, securing new grants and winning new contracts, growing our income and halving our deficit. We forecast a return to financial surplus in 2024-25 on our journey back to our reserves target.

As I write the new Government is settling in. They have promised change, including getting the country back on track to ending homelessness. We welcome this and look forward to working with them to achieve this shared goal. We will ensure that the voices, expertise and insights of our Members and people with lived experience of homelessness are heard as the government's plans develop.

I would like to thank all of my colleagues on the Board, including David Smith, Amanda Dubarry, Ian Watson, Jamie Whysall, Ellie McNeill and Mark Simms who stepped down in 2023-24 – we have benefited so greatly from their collective wisdom and years of services.

I'm delighted to welcome Scott Robson who we appointed as our new Treasurer and to thank Adele Duncan for stepping up to the role of vice-chair. And I congratulate and welcome our newly elected directors representing our Member organisations.

Later this year I will pass on the baton as Chair of Homeless Link's board. Along with my board colleagues I'd like to thank our wonderful CEO Rick Henderson, the Senior Management Team and all our amazing staff at Homeless Link. It has been a great pleasure to be a part of Homeless Link's story. I wish you all the best for the future.

Anne McLoughlin  
7 November 2024

## About Homeless Link

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. Our social enterprise supports the homelessness sector through specialised software, engaging training, expert consultancy, and impactful events that also helps to fund our wider work to end homelessness for good.

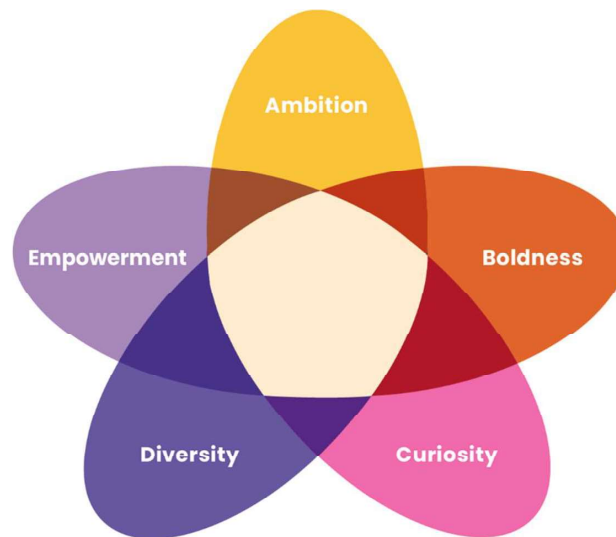
## Our Vision

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

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



**Ambition:** we aim high for ourselves and our members to drive innovation and improvement in services and systems

**Boldness:** we speak up with integrity, confidence and unwavering commitment to equity and justice

**Curiosity:** we listen and learn to develop knowledge and expertise and to create new solutions grounded in evidence

**Diversity:** on our journey towards equity, we advocate and strive for diversity and proactive inclusion to improve collaboration and connections within our organisation, our work and our sector

**Empowerment:** we support each other with compassion and empathy to harness strengths and unlock potential

## Our Approach

Homeless Link's members are our greatest strength and at the heart of everything we do. It is with and through them and their beneficiaries that we will achieve our vision of an end to homelessness.



We adopt a 'partnerships by default' approach to our work, meaning that we actively seek out partners including people with lived experience and work collaboratively wherever possible.

We want membership of Homeless Link to be accessible to every frontline homelessness organisation, so we keep the fees affordable and take an enterprising approach to our activities and finances. We actively avoid being dependent on any one source of funding and self-generate resources wherever possible. This can be via fundraising and corporate sponsorship, and surpluses on contracts and social enterprises which also further our mission.

We work within a fast-changing world and over the life of this strategy we will always be learning and evolving. We will enhance our use of data and take advantage of innovative technologies, while maintaining robust risk management and control systems.

We are fully committed to Equity, Diversity and Inclusion (EDI) and our journey to be an anti-racist organisation. We aim to embed a confident and principled approach to EDI within every aspect of our work and culture, and lead by learning, embedding and sharing inclusive, accessible and equitable approaches that are rooted in the diverse experiences and needs of people experiencing homelessness.

## Shaping the Future Together, Strategic Plan 2021–24

### Strategic Priorities 2021–2024

#### 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.

#### 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.

#### 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.

#### 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.

## Highlights from activities and impact in 2023–24

### 1. Home Safe

#### Night Shelter Transformation Fund (NSTF)

Throughout our 3 year strategy period we have sought to strengthen links with funding organisations to increase the availability of high quality, affordable accommodation for people experiencing homelessness. We were pleased once again this year to have supported charities through the Night Shelter Transformation Fund (NSTF).

Funded by DLUHC the NSTF provides grants to faith and community groups to transform night shelters across England. The fund aims to improve both off-the-street accommodation as well as support services offered by non-commissioned night shelter providers. This includes day centre services and accommodation provision.

This year's round saw 25 organisations awarded £3.3million to continue transforming their services and builds on the work of previous funds, such as the Winter Transformation Fund and the Homelessness Transformation Fund. Grants included funding for both revenue and capital projects, creating more accommodation for rough sleepers and bolstering the services that support them.

We have seen the great impact of this funding on organisations and the services they provide, allowing them to transform and grow in what they do.

#### Housing First

Housing First is one of the important solutions to homelessness. Working intensively with the sector, Homeless Link is driving the scaling up of the quantity and quality of Housing First provision as a solution for people who are facing multiple disadvantage. Our aim is to ensure that high fidelity Housing First is available for everyone who needs it.

A strong focus of our work this year has been political influencing as we moved towards a General Election and a likely change of government. Housing First is a key element of our Manifesto to End Homelessness, and we published a supplementary spotlight policy briefing on Housing First. We worked with co-chair of the APPG on Ending Homelessness, Paula Barker MP, to place an article in *Politics Home* on why a Labour Government should scale up Housing First, and with Shadow Homelessness minister Mike Amesbury MP who asked a number of Parliamentary Questions on the issue.

We published our research, "More than a Roof", which found huge cross-sector benefits particularly with regards to offending behaviour, mental and physical health, substance misuse, and reducing reliance on emergency services. It attracted attention from *Inside Housing* and formed the foundation of our Housing First conference, attended by over 400 people, including Andy Burnham, Mayor of Greater Manchester.

Finally, we were successful in securing funding from the Department for Levelling-Up, Housing and Communities to develop the Fidelity Assurance Framework for Housing First, launched in April 2024.

#### Strategic insights tool

We believe it is vital that homelessness strategies and commissioning, at both a local and national level, are informed by high quality data. Homeless Link leads in this area, as the provider of the

largest homelessness case management system, In-Form; as the verification organisation for the annual rough sleeping counts and estimates; and as the provider of London's CHAIN system – the most comprehensive data system on rough sleeping in the country.

This year our work has expanded to include the Strategic Insights Tool for Rough Sleeping in London has been commissioned by the GLA and London Councils and developed by applied AI and data science specialists Faculty. It aims to bring data together to enable better decision-making and improved collective action. It brings together CHAIN, H-CLIC and In-Form data from across London into a central data warehouse. We are now running the live system and working on improving data visualisations and working with local authorities to assess the quality of the data and the learnings at borough level.

### **Partnership self-assessment framework**

Ending homelessness is not an issue that can be solved by housing or homelessness teams alone. It requires strong partnership working between people who are experiencing or at risk of homelessness, the voluntary, community and faith sectors, health and criminal justice partners, local citizens and businesses, and local political leaders. Yet in many areas joint working remains under-developed, dysfunctional, or absent. This can result in inefficient ways of working and the needs remaining unmet.

We have pioneered and supported local partnerships across England. We believe that:

- Good partnership working involving lived experience will lead to better services.
- Stronger relationships and joint working improve service delivery and offers.
- Better frontline staff wellbeing will enhance service delivery and staff retention.
- Better services will positively impact on people experiencing or at risk of homelessness.
- Improved intelligence will enable more targeted and effective support offered to the sector.

This year, supported by funding from the Department of Levelling Up, Housing & Communities, we launched our Partnerships self-assessment framework and toolkit. This aims to guide local areas in assessing the strength of local partnerships and identify actions to take forward against five markers of effective partnerships – clarity of purpose, connectivity, co-production, collaboration and communication.

The self-assessment tool is an opportunity for strategic leaders to better understand local challenges and will form the basis of Local Partnership Plans to strengthen local collaborative working at a strategic and operational level.

## 2. People First

### Ending women's homelessness

Women are disproportionately affected by homelessness, but their homelessness is less visible and often does not receive the necessary attention. As a result, many homelessness services have not been designed to meet the specific needs of women.

This year we completed our 'Ending Women's Homelessness Project (EWHP) which was funded by Garfield Weston. The project aimed to focus attention on the needs of women who are homeless, improve practice and strengthen relationships between the specialist women and homelessness sectors. This involved the development of a national cross-sector network; the Women's Housing Movement.

The work culminated in the publication of The Gendered Lens Framework, designed to support homelessness services to respond to women effectively and developed in partnership with services and women with experience of homelessness. This framework has already been used to support development of new and existing services. Learning from the project was incorporated into our Ending Homelessness Manifesto.

### Supporting young people

Young people experiencing homelessness are one of the most vulnerable groups in society. They have distinct needs from adults: their pathways into homelessness, experiences while homeless and exits out of homelessness are different. Solutions need to be youth focussed.

Young people accessing homelessness settings are often impacted by developmental trauma: early, repeated trauma and loss which happens within important relationships. To support practitioners working with young people we produced a Developmentally Informed Toolkit and bitesize e-learning on topics including adultification. These provide guidance and tools to help understand young people's journeys and use this knowledge to deliver compassionate, developmentally informed support.

We also continued to facilitate the national Youth Homelessness Advisory Group which enabled us to represent our members' needs around the new Ofsted accommodation regulations, and support the Youth Homelessness campaign #planforthe136k developed by members of the group.

### Making Every Adult Matter – Working together to tackle multiple disadvantage

People facing multiple disadvantage experience a combination of problems including homelessness, substance misuse, contact with the criminal justice system and mental ill health. They fall through the gaps between services and systems, making it harder for them to address their problems and lead fulfilling lives.

Making Every Adult Matter (MEAM) is a unique coalition of the national charities Clinks, Collective Voice, Homeless Link (host partner) and Mind. The MEAM Approach is a non-prescriptive framework that supports 42 local areas to transform services and systems for people experiencing multiple disadvantage.

Throughout the year the MEAM network has been exploring where next for multiple disadvantage and the key questions that government and other partners need to answer if we are to resolve the remaining few but persistent policy challenges that impact people experiencing multiple disadvantage. This work has led to the publication of our Future Focus essay collection.

Over the year MEAM has been successful in being commissioned to provide learning and support services from 2023 to 2025 for the 15 local partnerships that form part of the Changing Futures Programme and secured a £1.1m grant from the National Lottery Community Fund to support and expand the MEAM Approach network for 2024-2027.

We are currently progressing plans for setting MEAM up as an independent charitable company, with representatives from the four coalition partners on the board.

### **Supporting Non-UK nationals**

Homeless Link wants to see a country where no one is homeless as a result of their immigration status. However, due to the current asylum and immigration system, many migrants are made much more vulnerable to experiencing homelessness, or face additional barriers to moving on from homelessness, than people with British citizenship.

While our vision is ambitious, we believe that we can achieve significant change, particularly through our partnership with migrant sector membership body, the No Accommodation Network (NACCOM). Together we are uniting the homelessness and migrant sectors to inform and influence national policy and systems change to ensure everyone has increased access to the accommodation, support, and immigration advice they need to prevent and end their homelessness.

For instance, in August 2023, the Home Office changed the point at which people granted refugee status were given notice to leave asylum accommodation from 28 days after receiving the documentation needed to demonstrate their status, to 28 days after being notified of a positive decision. This was irrespective of whether refugees had received the evidence needed to prove their status. This change had a significant impact and resulted in an increased number of refugees becoming homeless.

Following pressure from the homelessness and migrant sector, and thanks to intelligence shared by members, the Home Office confirmed at the end of December that the former practice of issuing notice of support withdrawal 28 days after the receipt of their Biometric Residence Permit (BRP) had been reinstated.

Through our approach rooted in the lived experience of local systems and the people impacted by them we are working to ensure the national changes needed to equip areas to exhaust all available options for Non-UK Nationals experiencing homelessness whilst pushing for legislative change to prevent people from becoming homeless as they progress through the asylum system. Funding for our first project ended in August 2023 and at the end of October we were delighted to secure further funding from Lloyds Bank Foundation to continue our work.

### 3. Prevention into Action

#### **Gaps & opportunities for locally-led homelessness prevention**

Working collaboratively with our members and funders, we identified a need and a desire for a step-change in efforts to prevent homelessness in England.

Currently homelessness funding and actions are largely 'downstream' in nature, focused on crisis-orientated interventions, and on mitigating the impacts on people who are already homeless, particularly people sleeping rough. Partners and stakeholders across the system are keen that action to address homelessness should start to shift towards earlier stages of intervention, and we are seeking to lead the sector in harnessing these preventative efforts.

Encouraged by these discussions, this year we secured a development grant from the National Lottery Community Fund to lay the groundwork for a potential major new programme of sector support to radically advance the prevention of homelessness at local level across England.

Cardiff and Heriot-Watt universities were engaged to lead the research element of this work, which had two key objectives: to assess the extent and type of homelessness prevention activity across England, including the identification of effective practice; and through this process to identify gaps and opportunities for more effective homelessness prevention across England.

Underpinning this analytical work was a five-stage typology of homelessness prevention comprising Universal, Upstream, Crisis, Emergency and Repeat prevention stages.

The research uncovered five overarching findings on the current state of homelessness prevention in England.

1. There is insufficient prevention work at all stages of the typology
2. Resource pressures make it difficult to justify investment in upstream prevention
3. There are particular challenges/gaps for specific at risk sub-populations
4. A general lack of coordination and inter-sectoral partnership working
5. Despite challenges we encountered many examples of effective prevention practice

The report identified six major gaps and opportunities:

1. Act on universal prevention
2. Prioritise upstream prevention
3. Improve downstream prevention
4. Implement specialist prevention measures
5. Enhance inter-sectoral partnership working with the VCS and lived experience at the centre.
6. Develop upstream funding opportunities

#### **An opportunity to invest in upstream prevention**

Our research found only 0.7% of the £78 million total allocated by grant funders to homelessness prevention in 2021-2023 went to Upstream Prevention.

Upstream Prevention is focused on high-risk groups and risky transitions which occur before the statutory duty to prevent homelessness is triggered.

Our hypothesis is that through greater funding directed to Upstream Prevention we can help to stop individuals ever having to face homelessness and its potentially scarring impacts across the lifecycle.

Our ambition is systemic change and the next stage of our work is to make the case to funders for a large scale programme of upstream prevention funding.

The fund's aims would be to:

1. Empower the homelessness sector and partner agencies to develop and deliver services which prevent homelessness.
2. Provide the financial headroom organisations need to develop and test their plans.
3. Address funding imbalances by supporting initiatives that are triggered before statutory duties to prevent homelessness are set in motion.

By supporting this Upstream Prevention Fund, funders would be able to lead the way in proactive, early-stage homelessness prevention, empowering communities and fostering cross-sector collaboration for systemic change.

### **Homewards – The Royal Foundation**

In June 2023 we were delighted to join forces with the Prince and Princess of Wales' Royal Foundation and partners across the sector to launch Homewards, a five-year, locally led programme aiming to demonstrate that together it's possible to prevent and end homelessness.

Homewards is committed to supporting the six flagship locations to deliver on their mission to focus on preventing homelessness rather than managing it.

Alongside access to an extensive network of best-in-class expertise, potential partners and funders; a local lead to drive forward action; and a research partner to evaluate success, the Homewards Fund is providing up to £500,000 of flexible seed funding for each of the Homewards locations. This will get them started with preventative solutions to end homelessness.

Homeless Link has been appointed as grant manager for the fund. We will make all the grants and support the process from end to end. The fund opened for applications in March 2024 with the first grants due to be made in June 2024.



## 4. A Stronger Voice

### **Our manifesto to end homelessness together**

Throughout this strategy period we have aimed to be a stronger, bolder voice for the sector. In 2023-24 our work was particularly focused on the anticipated General Election. Our journey started early. In the summer of 2023 we brought together more than 50 organisations from across the country to join policy development workshops to help inform the asks we would make of the next Government.

Based on the priorities our members shared with us we launched our manifesto – A Home for Everyone – setting out the solutions we need and four overarching ambitions.

1. Everyone has a safe, secure, suitable home in which to thrive
2. Every arm of government working together and playing their part
3. A homelessness system that works for all
4. Sustained investment preventing and ending homelessness - for good

By co-producing our policy agenda we had a powerful platform that our members were eager to campaign on. In March 2024, with the support of Riverside Housing, for the first time ever we coordinated a homelessness sector mass lobby on parliament.

It was a huge success with over 90 homelessness organisations coming together in Westminster. The Conservative Homelessness Minister, Labour Shadow Homelessness Minister and Liberal Democrat Spokesperson for Housing all addressed the audience of homelessness sector leaders and people with lived experience. Together we met with over 70 MPs across the day, making the case for long-term change.

### **The election and a new government**

Since the year end there's been a general election and a new government has been elected. Without doubt it is thanks to campaigning across the sector that Labour made a manifesto commitment to a cross-government approach to homelessness. They also pledged a major social housing building program and to end 'no fault' section 21 evictions.

We set an ambitious target for ourselves and our members to engage at least 100 candidates during the election – a target we exceeded with over 300 candidates signing our election pledge and member organisations meeting with candidates all across the country.

This has created a strong base of engagement with new ministers and MPs which we will build on as we continue to campaign for our manifesto asks to become reality.

### **Transforming case management with In-Form**

In-Form is the UK's leading client relationship and service management solution  
There are four reasons why we have built and manage In-Form.

1. To help our members deliver better services to people experiencing homelessness
2. To help our members demonstrate their impact to funders, commissioners and other stakeholders
3. To build an evidence base on people experiencing homelessness and what works in ending their homelessness
4. To generate income for Homeless Link



We ended 2023-24 with 300 customers (29% growth over 3 years), 22,300 users (34% growth over 3 years) and Annual Licence fees of £3,700k (93% growth over 3 years).

Over the course of the year we won 28 new customers with 14 cancellations. The most notable new customer is Riverside Housing's support and care contract which brings in 2,000 new users, £150k in implementation fees and £300k annual licence fees. This ensured we finished the year well ahead of all the targets we had set for ourselves.

We have a significant ongoing programme of product development. This includes upgrades to existing functionality and development of new functionality. The priority for the coming year is the development of the Housing Management module, which will be combined with the existing functionality for licence management, document generation and rent to form the In-Form Housing product.

### **Developing the sector's workforce and leadership**

There are thousands of people working in homelessness and adjacent sectors. The work can be incredibly rewarding but also comes with many challenges. Homeless Link works to support strong leadership in the sector and the recruitment, retention and development of a high quality workforce.

In 2023-24 we expanded our leadership development programme with 120 established and emerging leaders participating in our intensive programme. Participants report increased confidence, networks and access to peer support, increased levels of skills and knowledge being applied at work, more effective management styles and feeling re-invigorated. We were delighted to gain ILM recognition for the programme and with the support of City Bridge Foundation and DLUHC all places were free-of-charge for participants.

Throughout 2023-24 we have been consulting with the sector and people with lived experience to develop a new national skills framework. Designed to be a key resource to support the learning and development of the housing and homelessness workforce, the framework will provide key information on the homelessness sector, focusing on the career pathways, occupations and job roles with it, as well as the competencies, both existing and emerging required for each role. The framework will be published early in 2024-25.

2023-24 was the second year of delivery for our Level 3 Chartered Institute of Housing (CIH) accredited certificate in providing homelessness services. The ground-breaking qualification recognises the vital work homelessness staff do and upskills staff to support people in a strengths-based way.

The accredited courses have been heavily oversubscribed and we are now excited to go into 2024-25 exploring the opportunity for Homeless Link to become an accreditation body ourselves and to expand our offer of this much in demand offer for our members.

## Organisational Development in 2023-24

### Equalities, Diversity and Inclusion

Our Commitment to Change 2021-24 EDI strategy set out 5 thematic areas for action: Our Governance; Our Team; Our Members; People Experiencing Homelessness; and Government and Society. Delivery of the strategy continued in 2023-24 with strategic oversight by the Board.

Highlights include

- Investors in Diversity staff survey received an 80% response rate. We received the Investors in Diversity for Small Charities award. We are taking forward the feedback as part of the development of our forthcoming People Strategy and review of EDI HR policies.
- As part of our homelessness sector leadership development work, we developed a tool designed for leaders to self-assess their organisation's EDI maturity which was launched in February 2024.
- Our membership survey results were positive, with 71% of our members agreed that Homeless Link plays an important role in pushing forward organisation development in the sector particularly in EDI related areas.

### Corporate Management

Our reserves recovery plan was our major corporate management priority throughout the year. With a number of significant long-term funding agreements finishing at the end of the financial year we agreed to reduce planned expenditure, and in particular our salary budget, for 2024-25.

We put forward a voluntary redundancy scheme to offer all staff at Homeless Link. The scheme was successful. We reached agreement for seven members of staff to leave under the scheme and no compulsory redundancies were necessary.

Following the departure of our Director of Finance in October 2023, our Deputy CEO resumed his prior role as finance director and took over management of the finance team. We commissioned Azets to run a follow up internal audit of our financial management processes. They provided us with a detailed analysis of progress made since the audit the previous year, as well as recommendations for future actions. Our new Finance Director joined us in May 2024 and is implementing the recommendations.

We have reviewed and updated our Data Protection policy and developed new procedures for Data Breach Responses, Data Sharing Agreements and Data Protection Impact Assessments. All staff have been trained in the new policies.

We were recertified for Cyber Essentials in November. We have formalised our IT Strategy and developed a new Information Security Policy. Following a competitive tender process we have appointed a new supplier for our IT Managed Services. Smartdesc will take over the contract on 1<sup>st</sup> July 2024. They will be supporting us to achieve Cyber Essentials Plus this year and ISO27001 certification next year.

In response to new Charity Commission guidance we developed, approved and implemented a new corporate social media policy. We also developed and approved a new membership policy to supplement the provisions of our articles of association, the policy clarifies eligibility criteria and processes for admission to and termination from membership of Homeless Link.

## Financial review

### Results for the year

Our income was £10.03m (2022/23 £8.76m) an increase of £1.27m (14.5%). Increase in Income was evenly spread across various income streams with a small decline in Statutory Income. Unrestricted Income is responsible for most of the increase in Income (£0.98m).

Statutory Income for the year was £2.08m (2022/23 £2.25m) a decrease of £0.17m. This was offset by growth on all other Income streams. Trusts and Foundation grew by £0.25m (45%), MEAM £0.37m (54%), In-Form £0.28m (8%), Membership Services £0.34m (23%) and Other Income by £0.06m (25%).

Expenditure for the year was £10.15m (2022/23 £9.01m) an increase of £1.14m. The majority of this was investing in our staff with growth in numbers to 110 (2022/23 98) and increase in costs of £0.9m.

We incurred a deficit for the year of £123k. Of this deficit, £5k related to restricted funds, leaving £118k as an unrestricted deficit. Our total funds reduced to £1.03m. This was represented by Restricted Funds of £292k and Unrestricted Funds of £736k, including designated funds of £263k.

### 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 £343,120 (2022/23 £444,976). The reserves policy is reviewed annually by the Board of Trustees, and they have resolved to retain this reserves policy as a target.

## Future Plans

### Many Voices, One Vision:

#### Uniting to end homelessness

#### Strategic Plan 2024 – 2027

In our strategy for the next three years we have set ourselves three bold ambitions.

Firstly, to support our members and partners to be strong, resilient and inclusive organisations delivering the excellent accommodation and support services that are at the heart of preventing and ending homelessness. Through our guidance and research, our events, training and development offer and our In-Form case management systems, we will support organisations, leaders and their workforces to develop and improve. But those services operate within systems which too often act as barriers to progress.

Our second goal is therefore to work with our members to influence systemic change – both local and national. We will be a strong voice for the sector and run collaborative campaigns that seek to harness our collective power. We will develop and promote new evidence-based approaches to preventing and ending homelessness and build strong partnerships within and across sectors to deliver them.

Thirdly, to achieve these ambitions, Homeless Link must be a strong and resilient organisation and provide outstanding services to our members. We will be responsive to members' changing needs and able to adapt to the opportunities and threats of the world around us. And we will model the best practice we promote, including being an excellent and inclusive employer and embedding equity, diversity and inclusion in everything we do.

The path ahead will be challenging, but by drawing on the great strengths and talents of everyone at Homeless Link and by convening and mobilising our members, we know that together we can end homelessness.

### Our Strategic Ambitions 2024 – 2027

#### Supporting our sector and improving services

The sector will be stronger, and our members will develop and deliver excellent services to prevent and end homelessness.

#### Influencing change to systems

Together we will influence government, agencies and partners at all levels to act in a holistic, collaborative and consistent way to prevent and end homelessness for good.

#### Developing to meet the challenge

Homeless Link will be an effective, innovative, agile and sustainable national membership body, able to meet our members' needs and modelling best practice as an organisation.

## 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	
Amanda Dubarry	Vice-chair	Resigned 15 Dec 2023
Adele Duncan	Vice-chair	Appointed as vice-chair 15 Dec 2023
Ian Watson	Treasurer	Resigned 13 Dec 2023
Scott Robson	Treasurer	Appointed 13 Dec 2023
Harish Bhayani	Independent	
Angela Lennox	Independent	
Ross Watkins	Independent	
Jamie Whysall	Independent	Resigned 29 Sept 2023
Derek Heath	Drugs Link	Elected 15 Dec 2023
Simon Hewett-Avison	Homeless Oxfordshire	Elected 15 Dec 2023
Janice Hughes	Two Saints	Elected 15 Dec 2023
Maria Iglesias	Praxis	
Ellie McNeil	YMCA Together	Resigned 15 Dec 2023
Salma Ravat	One Roof Leicester	Elected 15 Dec 2023
Mark Simms	P3	Resigned 3 Oct 2023
David Smith	Oasis Community Housing	

### Company Secretary

Fiona Colley

## Senior Staff

<b>Rick Henderson</b>	Chief Executive	
Matt Harrison	Deputy Chief Executive	
Fiona Colley	Director of Social Change	
Peter Smith	Director of Sector Development	
Sharon Daley	Director of Finance & Resources	Resigned 27 October 2023
Alan Carson	Director of Finance & Resources	Appointed 20 May 2024

## Structure, governance and management

### Structure

- Homeless Link is a registered charity and a 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. Trustees of Homeless Link are also directors of the company. The Board is comprised of:

- up to 10 trustees elected from amongst our membership
- up to 7 independent trustees including up to 2 trustees with lived experience of homelessness

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.

The Board completed a review of its sub-committee structure and in September 2023 established three sub-committees, Audit & Risk, Remunerations & Nominations and Resources & Enterprise to undertake detailed oversight in those areas and to make recommendations to the Board. These replace the previous sub-committees. The new structure will be reviewed after twelve months of operation.

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.

### 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.”

The recommendations of this review have now been fully implemented with the completion and implementation of the review of the Board sub-committees in 2023-24.

The Board self-assesses against the Charity Governance Code annually and has not identified any significant concerns at this time. We are currently recruiting for our next Chair of the Board and have deferred our next independent external review until the new Chair is in place.

### **Trustee recruitment and training**

Homeless Link’s trustees are recruited by a combination of membership election and Board appointment.

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, EDI 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. In 2023/24 we refined and fully embedded the new risk management system and processes introduced in early 2023.

We maintain a central register of all significant risks facing the organisation. Each quarter our SMT review the risk register and highlight areas of progress and concern. These are then addressed by the managers of each team.

This year we established a new Audit & Risk board sub-committee which scrutinises our full risk register on a quarterly basis, considering changes since the last meeting and action plans to control or mitigate the risks. At each Board meeting the Board receive, discuss and approve a review of the key risks facing the charity.

The top four key risks we have currently identified for action are as follows along with the key control and mitigation actions in place or planned:

Key Risk	Mitigations
Reserves	Budget process Weekly cashflow management Monthly management accounts Quarterly reviews of finance with all teams Voluntary Redundancy Scheme Contingency planning Two-year reserves recovery plan
Statutory funding	Working with the new government and civil servants to build the case for continued funding Evaluation of the impact of our funded work Contingency planning
Cyber security	Cyber Essentials certification With the support of our new managed services provider we will seek to upgrade our security certification to Cyber Essentials plus in 2024 and ISO27001 in 2025. Improved policies and procedures with mandatory staff training Full device management of all devices accessing Homeless Link systems
Finance systems	Review of current systems and processes to improve automation, reduce time spent and use all capabilities of existing systems. Implementation of recommendations from internal audit Build business case for a new cloud-based financial system



## 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 7 November 2024 and is signed on their behalf by

Anne McLoughlin

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 2024 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 2024 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.

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:

- 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:

- 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.

**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 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.

*Moore Kingston Smith LLP*

James Saunders (Senior Statutory Auditor)

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

Date: 06/12/2024

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 2024

				2024	2023
		Unrestricted	Restricted	Total	Total
		Funds	Funds	Funds	Funds
INCOME	Notes	£	£	£	£
<b>Income from charitable activities</b>					
Statutory income	2	1,540,915	539,648	2,080,563	2,254,118
Trusts and Foundations	3	134,261	687,339	821,600	567,016
MEAM Services	4	366,036	700,000	1,066,036	694,079
In-Form	5	3,551,967	-	3,551,967	3,275,030
Membership Services	6	1,869,824	-	1,869,824	1,524,894
Grants Programme	7	-	138,000	138,000	-
<b>Other income</b>					
Other income	8	429,027	71,544	500,571	440,435
<b>Total income</b>		<b>7,892,030</b>	<b>2,136,531</b>	<b>10,028,561</b>	<b>8,755,572</b>
<b>EXPENDITURE</b>					
<b>Expenditure on raising funds</b>					
Fundraising		26,542	-	26,542	12,219
<b>Expenditure on charitable activities</b>					
Ending Homelessness		1,338,106	855,844	2,193,950	2,397,580
Research and Development		385,435	435,288	820,723	557,701
MEAM		296,364	707,035	1,003,399	699,932
In-Form		3,731,350	-	3,731,350	3,284,349
Membership Services		1,574,457	-	1,574,457	1,349,356
Grants Programme		-	143,724	143,724	28,000
Other expenditure		657,776	-	657,776	693,206
<b>Total expenditure</b>	<b>9 - 10</b>	<b>8,010,030</b>	<b>2,141,891</b>	<b>10,151,921</b>	<b>9,022,343</b>
<b>Net movement in funds for the year</b>		<b>(118,000)</b>	<b>(5,360)</b>	<b>(123,360)</b>	<b>(266,771)</b>
<b>Reconciliation of funds:</b>					
<b>Total funds brought forward</b>		<b>854,276</b>	<b>297,057</b>	<b>1,151,333</b>	<b>1,418,104</b>
<b>Total funds carried forward</b>	<b>20</b>	<b>736,276</b>	<b>291,697</b>	<b>1,027,973</b>	<b>1,151,333</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 32 to 57 form an integral part of the financial statements.

A comparative of the Statement of Financial Activities for the year ended 31 March 2023 is on page 58.



# Consolidated and charity balance sheets

As at 31 March 2024

	Notes	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
<b>Fixed Assets</b>					
Intangible fixed assets	13	59,313	59,313	103,225	103,225
Tangible fixed assets	13	70,733	70,733	131,573	131,573
Investments	14	1	2	1	2
		<b>130,047</b>	<b>130,048</b>	<b>234,799</b>	<b>234,800</b>
<b>Debtors:</b>					
amounts falling due after one year	15	-	-	113,940	-
<b>Current Assets</b>					
Debtors & prepayments	15	3,311,270	3,212,328	3,207,599	2,888,322
Cash at bank		1,786,062	1,510,158	1,140,896	1,052,090
Short term investments	16	139,546	139,546	124,418	124,418
		<b>5,236,878</b>	<b>4,862,032</b>	<b>4,472,913</b>	<b>4,064,830</b>
<b>Creditors:</b>					
amounts falling due within one year	17	(4,338,952)	(3,964,106)	(3,302,531)	(3,148,296)
<b>Net current assets</b>		<b>897,926</b>	<b>897,926</b>	<b>1,170,382</b>	<b>916,534</b>
<b>Total assets less current liabilities</b>					
		<b>1,027,973</b>	<b>1,027,974</b>	<b>1,519,121</b>	<b>1,151,334</b>
<b>Creditors:</b>					
amounts falling due after one year	18	-	-	(367,788)	-
<b>Net assets</b>		<b>1,027,973</b>	<b>1,027,974</b>	<b>1,151,333</b>	<b>1,151,334</b>
<b>Represented by</b>					
		<b>2024</b>	<b>2024</b>	<b>2023</b>	<b>2023</b>
<b>Funds</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds: general	19	473,166	473,167	679,775	679,776
Unrestricted funds: designated	19	263,110	263,110	174,501	174,501
Restricted funds	20	291,697	291,697	297,057	297,057
<b>Total Funds</b>		<b>1,027,973</b>	<b>1,027,975</b>	<b>1,151,333</b>	<b>1,151,334</b>

*The accounts were approved and authorised for issue by the Board of Trustees*

*On 7<sup>th</sup> November 2024 and signed on their behalf by:*

Anne McLoughlin, Chair of the Board of Trustees

*Anne McLoughlin*

# Consolidated statement of cash flows

For the year ended 31 March 2024

	Group 2024 £	Group 2023 £
<b>Cash flows from operating activities:</b>		
Net (expenditure) / income (as per the Statement of Financial Activities)	(123,360)	(266,771)
Depreciation	127,330	67,071
Increase in short-term debtors	(103,671)	(203,002)
Decrease in Homeless Link Social Investment Ltd; Long-term debtors	113,940	247,197
Increase in short-term creditors	1,036,421	117,078
Decrease in Homeless Link Social Investment Ltd: Long-term creditors	(367,788)	(83,500)
<b>Net Cash inflow/(outflow) from operating activities</b>	<b>682,872</b>	<b>(121,927)</b>
Purchase of intangible assets	(8,750)	(59,150)
Purchase of fixed assets	(13,828)	(89,499)
Net Cash outflow from capital expenditure and investments	(22,578)	(148,649)
<b>Change in cash and cash equivalents in the reporting period</b>	<b>(660,294)</b>	<b>(270,576)</b>
Cash and cash equivalents at the beginning of the reporting period	1,265,314	1,535,890
<b>Cash and cash equivalents at the end of reporting period</b>	<b>1,925,608</b>	<b>1,265,314</b>
<b>Analysis of cash and cash equivalents</b>		
Cash in hand	1,786,061	1,140,896
Short term investments	139,546	124,418
<b>Total cash and cash equivalents</b>	<b>1,925,608</b>	<b>1,264,314</b>

## Consolidated statement of cash flows

For the year ended 31 March 2024

### Analysis of changes in net debt

	At start of year	Cash Flows	Other non-cash charges	At end of year
	£	£	£	£
Cash in hand	1,140,896	645,166	-	1,786,062
Short term investment	124,418	15,128	-	139,546
	1,265,314	660,294	-	1,925,608
Loans falling due within one year	(154,235)	-	(220,611)	(374,846)
Loans falling due after more than one year	(367,788)	-	367,788	-
<b>Changes in net debt</b>	<b>743,291</b>	<b>660,294</b>	<b>147,177</b>	<b>1,550,762</b>

# Notes to the financial statements

For the year ended 31 March 2024

## 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.

### 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 2024.

### 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.

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. There were no judgements and estimates considered by the trustees to have significant effect on the amounts recognised in the financial statements.

## Notes to the financial statements

For the year ended 31 March 2024

### 1. ACCOUNTING POLICIES (continued)

#### 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.

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

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

#### 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.

#### 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 19 and 20.

## Notes to the financial statements

For the year ended 31 March 2024

### 1. ACCOUNTING POLICIES (continued)

#### 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. 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 2024

### 2 STATUTORY INCOME

	Unrestricted Funds £	Restricted Funds £	2024 Total £
Department for Levelling Up, Housing and Communities	1,003,615	211,632	1,215,247
Greater London Authority (GLA)	537,300	5,500	542,800
London Councils	-	188,021	188,021
Department of Health and Social Care	-	132,245	132,245
Welsh Government	-	2,250	2,250
	<u>1,540,915</u>	<u>539,648</u>	<u>2,080,563</u>

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Department for Levelling Up, Housing and Communities	975,974	350,000	1,325,974
Greater London Authority (GLA)	519,189	117,501	636,690
London Councils	-	163,991	163,991
Department of Health and Social Care	-	118,463	118,463
Welsh Government	-	9,000	9,000
	<u>1,495,163</u>	<u>758,955</u>	<u>2,254,118</u>

## Notes to the financial statements

For the year ended 31 March 2024

### 3 TRUSTS AND FOUNDATIONS

	Unrestricted Funds £	Restricted Funds £	2024 Total £
Access - The Foundation for Social Investment	-	43,320	43,320
City Bridge Foundation	-	135,085	135,085
Comic Relief	-	65,000	65,000
John Laing Charitable Trust	30,000	-	30,000
Jongen Charitable Trust	50,000	100,000	150,000
Lloyds Bank Foundation	-	42,246	42,246
London Housing Foundation	23,094	-	23,094
National Institute for Health and Care Research	31,167	-	31,167
National Lottery Community Fund	-	115,303	115,303
Nationwide Foundation	-	90,978	90,978
St Martin-in-the Fields Charity	-	95,407	95,407
	134,261	687,339	821,600

### 3 TRUSTS AND FOUNDATIONS (continued)

	Unrestricted Funds £	Restricted Funds £	2023 Total £
Access-The Foundation	-	114,000	114,000
Comic Relief	25,000	100,000	125,000
Nationwide Foundation	-	89,938	89,938
John Laing Charitable Trust	50,000	-	50,000
Jongens Charitable Trust	50,000	-	50,000
City Bridge Trust	-	88,000	88,000
Lloyds Bank Foundation	-	32,328	32,328
London Housing Foundation	17,750	-	17,750
	142,750	424,266	567,016

## Notes to the financial statements

For the year ended 31 March 2024



#### 4 MEAM

	Unrestricted Funds £	Restricted Funds £	2024 Total £
National Lottery Community Fund	301,686	700,000	1,001,686
Other income	64,350	-	64,350
	366,036	700,000	1,066,036

	Unrestricted Funds £	Restricted Funds £	2023 Total £
National Lottery Community Fund	-	600,000	600,000
Other income	94,079	-	94,079
	94,079	600,000	694,079

#### 5 IN-FORM

	Unrestricted Funds £	Restricted Funds £	2024 Total £	2023 Total £
Annual Licence fees	2,964,206	-	2,964,206	2,964,206
Implementations & professional services	587,761	-	587,761	587,761
	3,551,967	-	3,551,967	3,275,030

*All In-Form income is unrestricted.*

## Notes to the financial statements

For the year ended 31 March 2024

### 6 MEMBERSHIP SERVICES

	Unrestricted	Restricted	2024	2023
	Funds	Funds	Total	Total
	£	£	£	£
Training	778,905	-	778,905	705,725
Consultancy services	635,598	-	635,598	459,483
Membership fees	323,963	-	323,963	241,740
Events and conferences	89,243	-	89,243	72,349
Job advertising	42,115	-	42,115	45,594
Campaigning	-	-	-	-
	1,869,824	-	1,869,824	1,524,894

*All Membership Services income is unrestricted.*

### 7 GRANTS PROGRAMME

	Unrestricted	Restricted	2024	2023
	Funds	Funds	Total	Total
	£	£	£	£
Albert Hunt Trust	-	100,000	100,000	-
Access – The Foundation for Social Investment	-	38,000	38,000	-
	-	138,000	138,000	-

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

## Notes to the financial statements

For the year ended 31 March 2024

### 8 OTHER INCOME

	Unrestricted Funds	Restricted Funds	2024 Total	2023 Total
	£	£	£	£
HL Social Investment	46,875	-	46,875	45,650
Interest receivable	21,589	-	21,589	150
Individual and Corporate Donations	114,163	-	114,163	288,402
London Homeless Collective	-	71,544	71,544	-
Other Consultancy services	185,691	-	185,691	47,174
Other income: Secondment	60,709	-	60,709	59,059
	429,027	71,544	500,571	440,435

#### Significant Donations included in above £1,000

	£	£	£	£
The Calypso Browning Trust	3,000	-	3,000	3,000
The Henhurst Charity	-	-	-	1,000
The John Young Charitable Trust	-	-	-	5,000
Jongen Charitable Trust	100,000	-	100,000	50,000

## Notes to the financial statements

For the year ended 31 March 2024

### 9 Analysis of expenditure

	Payments to partners	Salaries	Direct costs	Support costs	2024 Total
	£	£	£	£	£
Ending Homelessness	245,334	1,322,182	305,869	320,565	2,193,950
Research & Development	26,544	552,150	115,440	126,589	820,723
MEAM	111,008	591,200	136,940	164,251	1,003,399
In-Form	-	2,087,339	1,096,737	547,274	3,731,350
Membership Services	-	525,529	760,833	288,095	1,574,457
Grants Programme	-	5,724	138,000	-	143,724
Other expenditure	-	412,220	173,709	98,389	684,318
	382,886	5,496,343	2,727,528	1,545,163	10,151,921

	Payments to partners	Salaries	Direct costs	Support costs	2023 Total
	£	£	£	£	£
Ending Homelessness	519,576	1,176,647	347,436	353,921	2,397,580
Research & Development	5,718	386,291	84,515	81,177	557,701
MEAM	49,431	401,548	139,975	108,978	699,932
In-Form	-	1,697,443	1,072,691	514,215	3,284,349
Membership Services	-	492,579	622,352	234,425	1,349,356
Grants Programme	-	-	28,000	-	28,000
Other expenditure	8,107	515,712	104,622	64,765	693,206
	582,832	4,670,220	2,399,591	1,357,481	9,010,124

## Notes to the financial statements

For the year ended 31 March 2024

### 10 Analysis of support and governance costs

	2024			2023		
	Support	Govern	Total	Support	Govern	Total
	£	£	£	£	£	£
Office management	173,662	-	173,662	146,423	-	146,423
IT Support	388,908	-	388,908	306,943	-	306,943
Depreciation	127,330	-	127,330	67,071	-	67,071
Training	15,296	210	15,506	30,813	1,968	32,781
Premises	171,427	-	171,427	298,606	-	298,606
Legal & professional	30,240	3,537	33,777	28,021	7,071	35,092
Audit fees	-	28,402	28,402	-	31,182	31,182
Senior Management	104,925	21,545	126,470	45,088	46,918	92,006
Finance Support	263,783	-	263,783	165,474	-	165,474
Human Resources	89,472	7,750	97,222	110,096	-	110,096
Insurance	26,407	-	26,407	24,193	-	24,193
Bad Debts	37,354	-	37,354	52,169	-	52,169
Redundancy costs	54,916	-	54,916			
	1,483,720	61,444	1,545,164	1,274,897	87,139	1,362,036

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 nil

	2024	2023
	Total	Total
	£	£
Wages & salaries	5,242,430	4,294,122
Social security costs	532,548	492,130
Employers pension costs	246,513	244,386
	6,021,491	4,171,741

	2024	2023
The average number of staff employed by Homeless Link (FTE) during the year	110	98

## Notes to the financial statements

For the year ended 31 March 2024

### 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	5
£70,000 -£79,999	2	3
£80,000 -£89,999	3	-
£90,000-£99,999	1	-
£100,000-£109,999	1	1
£120,000-£129,999	1	

	2024	2023
Employer's pension costs attributed to employees paid over £60,000 were:	£62,473	£49,722

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 (2023: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2023: nil).

Homeless Link reimbursed 0 (2023: 4) trustees' travel and accommodation expenses for meetings in the year as follows:

2024	2023
£0	£897

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

The total employee benefits for the key management personnel were £440,526 (2023: £419,148).

## Notes to the financial statements

For the year ended 31 March 2024

### 12 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2024	2023
	£	£
Audit fee	28,402	30,993
Depreciation	127,330	67,071
Operating lease rentals	189,047	308,415

### 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 2023	58,718	317,159	144,475	58,141	578,493
Additions	-	13,828	8,750	-	22,578
Disposals	-	-	-	-	-
At 31 March 2024	58,718	317,159	144,475	58,141	578,493
<b>Depreciation</b>					
At 01 April 2023	5,642	252,832	41,250	43,971	343,695
Charge for year	19,440	43,620	52,662	11,608	127,330
Disposals	-	-	-	-	-
At 31 March 2024	25,082	296,452	93,912	55,579	471,025
<b>Net Book Values</b>					
At 31 March 2024	33,636	34,535	59,313	2,562	130,046
At 31 March 2023	53,076	64,327	103,225	14,170	234,798

## Notes to the financial statements

For the year ended 31 March 2024

### 14 INVESTMENTS

	Group 2024	Charity 2024	Group 2023	Charity 2023
	£	£	£	£
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 Minories House, 2-5 Minories, 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 2023 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 Minories House, 2-5 Minories, London, England EC3N 1BJ. Homeless Link Social Investment Ltd provides unsecured loans and grants of between £25k and £150k repayable over a maximum of 4 years. There are no future plans to provide any further loans or grants.

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



## Notes to the financial statements

For the year ended 31 March 2024

### 14 INVESTMENTS (continued)

#### Homeless Link Social Investment Ltd

#### Profit and Loss Account for the year ended 31 March 2024

	2024	2023
	£	£
Total income	46,875	45,650
Total expenditure	46,875	47,929
Net Profit/(Loss)	-	-

#### Homeless Link Social Investment Ltd

#### Balance Sheet as at 31 March 2024

	2024	2023
	£	£
<b>Long-term Assets</b>		
Debtors: amount falling due after one year	-	113,940
<b>Current Assets</b>		
Debtors and prepayments	98,942	319,277
Cash and bank	275,905	88,807
<b>Total current assets</b>	<b>374,847</b>	<b>408,084</b>
<b>Creditors: Amounts falling due in one year</b>	<b>(374,846)</b>	<b>(154,235)</b>
<b>Net current assets</b>	<b>1</b>	<b>253,849</b>
Long term creditors	-	(367,788)
<b>Net Assets</b>	<b>1</b>	<b>1</b>
Ordinary Share Capital	1	1
<b>Owner's Equity</b>	<b>1</b>	<b>1</b>

## Notes to the financial statements

For the year ended 31 March 2024

15 DEBTORS AND PREPAYMENTS	Group 2024 £	Charity 2024 £	Group 2023 £	Charity 2023 £
Trade debtors	2,270,594	2,270,594	1,967,968	1,967,968
Prepayments	829,128	829,128	677,508	677,508
Other debtors	30,920	30,920	14,452	14,452
Homeless Link Social Investment Ltd Loans	98,942	-	319,277	-
Accrued income	81,686	81,686	228,394	228,394
Homeless Link Social Investment Ltd	-	-	-	-
	<u>3,207,599</u>	<u>3,212,328</u>	<u>3,207,599</u>	<u>2,888,322</u>

### Debtors: Amounts falling due after one year

	2024	2023
Homeless Link Social Investment Ltd Loans	-	113,940

This represents Homeless Link Social Investment Ltd loans made out to investees, repayment of which is due within up to four 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

	01.04.2023 £	Net Movement during the year £	31.03.2024 £
COIF Charities Investment Funds Accumulation Units	124,419	15,127	139,546

# Notes to the financial statements

For the year ended 31 March 2024

17 CREDITORS	Group	Charity	Group	Charity
Amounts falling due within one year	2024	2024	2023	2023
	£	£	£	£
Trade creditors	884,173	884,173	876,513	876,513
Sundry creditors	74,980	74,980	-	89,045
Homeless Link Social Investment Ltd Loans	374,846	-	495,503	154,235
Deferred income	2,321,294	2,321,294	1,532,062	1,623,285
Other tax and social security	522,557	522,557	285,295	413,721
Accruals	161,101	161,101	145,732	145,732
	4,338,952	3,964,106	3,302,531	3,148,296

## Deferred income analysis

	01.04.2023	Net Movement during the year	31.03.2024
	£	£	£
In-Form Licensing income	1,504,476	341,897	1,846,355
CHAIN	49,000	22,480	71,480
Consultancy	35,249	(35,249)	-
Training	34,560	101,615	136,175
Membership Fees	-	123,284	123,284
Strategic Insight Tool for Rough Sleeping in London	-	144,000	144,000
	1,623,285	698,009	2,321,294

18 CREDITORS:	2024	2024	2023	2023
Amounts falling due after one year				
Homeless Link Social Investment Ltd Loans	-	-	367,788	-

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 2024

### 19 MOVEMENT ON FUNDS

GROUP AND CHARITY	Unrestricted £	Restricted £	Total £
Opening balances as at 01 April 2023	854,276	297,057	1,151,333
Income	7,892,030	2,136,531	10,028,561
Expenditure	(8,010,030)	(2,141,891)	(10,151,921)
Closing balances as at 31 March 2024	736,276	291,697	1,027,973

See note 20 for details of restricted funds.

#### Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2023 £	Income £	Expenditure £	Transfers £	Funds at 31.03.2024 £
General fund	679,775	7,892,030	(8,010,030)	(88,609)	473,166
<b>Designated Funds:</b>					
MEAM Partnership fund	174,501	-	-	88,609	263,110
<b>Total</b>	<b>854,276</b>	<b>7,892,030</b>	<b>(8,010,030)</b>	<b>-</b>	<b>736,276</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 2024

20 RESTRICTED FUNDS  
GROUP AND CHARITY

	Funds at 01.04.2023	Income	Expenditure	Funds at 31.03.2024
	£	£	£	£
Capital Capacity Fund	-	100,000	100,000	-
City Bridge Trust	27,155	135,085	121,977	40,262
Comic Relief (research)	3,212	21,000	24,212	-
Enterprise Development Programme	37,126	81,320	118,446	-
Health and Wellbeing Alliance	-	132,245	132,245	-
Homelessness Practice Incubation	-	95,407	85,156	10,251
Homelessness Prevention Project	-	115,303	51,453	63,850
Housing First England	27,713	105,978	115,653	18,038
No Recourse Project (Lloyds Bank Foundation)	5,399	42,246	32,432	15,213
London Homeless Collective	13,086	71,544	59,611	25,019
London Plus Project	15,971	188,021	169,532	34,460
Making Every Adult Matter (MEAM)-Lottery	51,246	700,000	679,533	71,713
Making Every Adult Matter (MEAM)-Policy	40,392	-	27,502	12,890
Proactive Policy Work	-	100,000	100,000	-
Reboot UK	263	-	263	-
StreetLink	-	219,382	219,382	-
Women's Homelessness Project	75,494	-	75,494	-
Youth Homelessness	-	29,000	29,000	-
<b>Total Restricted Funds</b>	<b>297,057</b>	<b>2,136,531</b>	<b>2,141,891</b>	<b>291,697</b>

## Notes to the financial statements

For the year ended 31 March 2024

### 20 RESTRICTED FUNDS (continued)

#### Capital Capacity Fund

Homeless Link received a grant from the Albert Hunt Trust to enable us to grant fund small homelessness charities to do preparatory work on developing capital funding projects for their charities.

#### City Bridge Trust

City Bridge Trust provided funds to enable the development and launch of a leadership training and coaching programme for homelessness charities in London.

#### Comic Relief Research Grant

Comic Relief provided funding for Homeless Link's Supported Housing policy work focussed on representing Homeless Link members in relation to the Supported Housing (Regulatory Oversight) Bill. This has been a fast-moving piece of work with enormous implications for all providers of supported accommodation. Homeless Link member engagement has been our priority, in order to ensure policy positions are developed collaboratively.

#### 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 Practice Incubation

Homeless Link received a 3-year grant from the St Martins in the Fields Charity to incubate emerging and promising practice in the sector and to unlock innovation through a series of capacity building activities.

## Notes to the financial statements

For the year ended 31 March 2024

### 20 RESTRICTED FUNDS (continued)

#### Homelessness Prevention Project

Homeless Link received a grant from the National Lottery Community Fund to carry out a research project into the nature and extent of homelessness prevention work in England and the charitable funding that supports it and to start to design what a coordinated programme of prevention might look like. This project was carried out in partnership with Cardiff and Heriot Watt Universities.

#### 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.

#### 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 £163,991 was receivable in 2022-23 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3.

#### MEAM Lottery Grant

This is a five-year grant running from 2017 to 2023 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 2024

### 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

#### 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 Foxton Centre).

#### StreetLink

This was funded by grants from MHCLG (£350,000), the Greater London Authority (£117,501) 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.

#### 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.

#### 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 2024

### 21 RELATED PARTY TRANSACTIONS

As Homeless Link is a membership organisation and our articles of association specify that members will be represented on the Board. As such related party transactions will always arise due to the nature of Homeless Link's activities.

Homeless Link maintains a register of interests for Board and senior management team members and has adopted a conflict of interest policy for Board and staff members. All board and sub-committee meetings include declarations of any conflicts of interests which are managed in accordance with the policy and recorded in the minutes of the meeting. All of the related party transactions below are in accordance with our policies, and made on an arm's length basis, on our normal commercial terms.

Derek Heath is the CEO of Druglink. They have an In-Form system provided by Homeless Link and were invoiced £2,160 in the year for this. They paid membership fees of £545 during the year.

Simon Hewett-Avison is the CEO of Homeless Oxfordshire. They have an In-Form system provided by Homeless Link and were invoiced £15,456 in the year for this. They also paid membership, event and training fees of £5,512 during the year.

Janice Hughes is employed by Two Saints. They paid membership and training fees of £11,683 during the year.

Maria Iglesias is employed by Praxis. They paid membership, event and training fees of £2,163 during the year.

Anne McLoughlin is a trustee of the Refugee Council. They have an In-Form system provided by Homeless Link and were invoiced £42,804 in the year for this. They also paid membership fees of £1,091 during the year.

Salma Ravat is the CEO of One Roof Leicester. They have an In-Form system provided by Homeless Link and were invoiced £16,361 in the year for this. They also paid membership, event and training fees of £19,338 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 £16,710 for this service in the year. They also paid membership, event and training fees of £1,693 during the year.

Ross Watkins is a trustee of Herts Young Homeless Group. They have an In-Form system provided by Homeless Link and were invoiced £5,642 for this service in the year. They also paid membership, event and training fees of £572 during the year.

## Notes to the financial statements

For the year ended 31 March 2024

### 21 RELATED PARTY TRANSACTIONS (continued)

#### Trustees who left during the year:

Amanda Dubarry is the CEO of Your Place. They received a social investment in 2020/21 from Homeless Link Social Investment Ltd consisting of a loan of £120,000 and grant of £30,000 under the same terms as other investees and are still repaying the loan. At the year-end there was a balance of £25,635 outstanding. They have an In-Form system provided by Homeless Link and were invoiced £16,361 in the year for this. They also paid membership, event and training fees of £19,338 during the year.

Ellie McNeil is the CEO of YMCA Together. They paid membership, event and training fees of £12,486 during the year.

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

## Notes to the financial statements

For the year ended 31 March 2024

### 22 ANALYSIS OF GROUP NET ASSETS

	Unrestricted	Restricted	2024 Total
	£	£	£
Intangible Fixed Assets	59,313	-	59,313
Tangible Fixed Assets	70,733	-	70,733
Investments	1	-	1
Net current assets	606,229	291,697	897,926
Long term debtors	-	-	-
Long term liabilities	-	-	-
<b>Balances at 31 March 2024</b>	<b>736,276</b>	<b>291,697</b>	<b>1,027,973</b>

	Unrestricted	Restricted	2023 Total
	£	£	£
Intangible Fixed Assets	103,225	-	103,225
Tangible Fixed Assets	131,573	-	131,573
Investments	1	-	1
Net current assets	802,758	297,057	1,099,815
Long term debtors	113,940	-	113,940
Long term liabilities	(297,221)	-	(297,221)
<b>Balances at 31 March 2023</b>	<b>854,276</b>	<b>297,057</b>	<b>1,151,333</b>

### 23 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2024	2023
	£	£
Land and Building leases due:		
Within 1 year	102,805	102,805
Between 2 - 5 years	86,242	189,837
<b>Total</b>	<b>189,047</b>	<b>292,642</b>

## Notes to the financial statements

For the year ended 31 March 2024

### 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 (2023: None).

## Notes to the financial statements

For the year ended 31 March 2024

### 27 LONDON ACTIVITIES: LONDON COUNCIL SECTION 37 STATEMENT

Grant aid of £188,021 was received in 2023/24 from London Councils for the PLUS Project, funded under Priority 1, Strand 1.4. 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:

	Grant Awarded £	Grant Spent £
Lead Partner- Homeless Link	131,557	97,097
Delivery Partner-Shelter	94,572	94,572
	<u>226,129</u>	<u>191,669</u>

#### Breakdown for Homeless Link as Lead Partner

	Grant Awarded £	Grant Spent £
Staff costs	72,800	72,487
Beneficiary costs	48,857	14,875
Other costs	9,900	9,735
	<u>131,557</u>	<u>97,097</u>

#### Breakdown for Shelter as Delivery Partner

	Grant Awarded £	Grant Spent £
Staff costs	59,330	59,330
Beneficiary costs	8,010	29,932
Other costs	5,095	5,310
	<u>72,435</u>	<u>94,572</u>

Homeless Link received £188,021, including £6,880 understated in 2022/23, from London Councils for the Plus Project during the financial year ended 31 March 2024. Total expenditure during the year included £38,108 underspend from 2022/23 resulting in overall underspend of £34,460 for the financial year ended 31 March 2024 as shown in the Restricted Funds Note 20.

## For the year ended 31 March 2023

		Unrestricted Funds	Restricted Funds	2023 Total Funds
INCOME	Notes	£	£	£
<b>Income from charitable activities</b>				
Statutory income	2	1,495,163	758,955	2,254,118
Trust and Foundations	3	92,750	424,266	517,016
MEAM Services	4	94,079	600,000	694,079
In-Form	5	3,275,030	-	3,275,030
Membership Services	6	1,524,894	-	1,524,894
Grants Programme	7	-	-	-
<b>Other income</b>				
Other income	8	382,724	57,711	440,435
<b>Total income</b>		<b>6,864,640</b>	<b>1,840,932</b>	<b>8,705,572</b>
<b>EXPENDITURE</b>				
<b>Expenditure on raising funds</b>				
Fundraising		12,219	-	12,219
<b>Expenditure on charitable activities</b>				
Ending Homelessness		1,638,625	758,955	2,397,580
Research and Development		122,413	435,288	557,701
MEAM		117,570	582,362	699,932
In-Form		3,284,349	-	3,284,349
Membership Services		1,349,356	-	1,349,356
Grants Programme		-	28,000	28,000
Other expenditure		665,708	80,968	746,676
<b>Total expenditure</b>	<b>9 - 10</b>	<b>7,190,240</b>	<b>1,885,573</b>	<b>9,075,813</b>
<b>Net movement in funds for the year</b>		<b>(325,600)</b>	<b>(44,641)</b>	<b>(370,241)</b>
<b>Reconciliation of funds:</b>				
<b>Total funds brought forward</b>		<b>1,076,406</b>	<b>341,698</b>	<b>1,418,104</b>
<b>Total funds carried forward</b>	<b>20</b>	<b>750,806</b>	<b>297,057</b>	<b>1,047,863</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

**Minorities House**  
**2-5 Minorities**  
**London**  
**EC3N 1BJ**

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

@HomelessLink

**Let's End Homelessness  
Together**









# Annual Report 2023-24 Final - signed 29.11.24

Final Audit Report

2024-12-10

Created:	2024-11-29
By:	Alan Carson (alan.carson@homelesslink.org.uk)
Status:	Signed
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## "Annual Report 2023-24 Final - signed 29.11.24" History

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