



# Report and financial statements for the year ended 31 March 2021

## Homeless Link

Incorporated as a company limited by guarantee and not having a share capital

Registered charity number: 1089173  
Registered company number: 04313826

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## Chair's introduction

We are pleased to present Homeless Link's Report and Accounts for the year ended in March 2021, which sets out what we have achieved during the year and our new strategy for the next three years.

It has been a remarkable year for the homelessness sector. The highly successful 'Everyone In' initiative, which has seen 37,000 people housed in self-contained emergency accommodation, was in many instances a beacon of partnership working. So far, nearly three quarters of these people have moved on to more secure housing. However, despite this success, rough sleeping remains a challenge and this serves to remind us that there is still much work that needs to be done to tackle the causes of destitution. Our new strategy will seek to identify practical opportunities for addressing the intractable drivers of homelessness.

For many of our members, the pandemic has compelled them to find innovative, and sometimes challenging and expensive ways of working. Some of these ways they will be glad to leave behind but sometimes conventional wisdom has been shifted and there will be those who will seek to consolidate the best of the benefits.

This applies to Homeless Link too. We are in the process of implementing a hybrid system of home and office-based working which will allow us to have a more flexible team and relinquish some space. We will retain some of the success of our online training and webinars, which have been widely attended, making it easier for members all over the country to participate in our work. Nevertheless, many of us are enormously enthusiastic about being able to return to face-to-face contact with our members and each other.

Despite the constraints of the last year, we have made progress on a number of fronts and much of this is set out in the report. In particular, we have worked hard to give our members a coherent voice to Government and the wider public sector. And In-Form, our case management software, is now employed by more than 250 organisations and 16,500 users. Homeless Link made a modest surplus during the year. The report is an impressive read.

During the year we have worked hard at developing Homeless Link's new strategy, referred to above, in a process that consulted widely. It is described in some detail in the report below. It seeks to be bold but achievable. We wish to be as useful as possible to our members and those they work with. In order to have the headroom to deliver this strategy, we have significantly strengthened our senior team with the appointments of Fiona Colley and Peter Smith.

This will be my last report as Chair of Homeless Link, since I am standing down at the Members Meeting in November after my six-year term. Anne McLoughlin, my successor, will be known to a number of members and comes with skills and experience – I wish her well. Over these six years, I have been very lucky to have been involved with a sector which demonstrates such professionalism, energy and kindness. It is a story that should be more widely told. I will greatly miss the team at Homeless Link. They collectively show what a membership organisation at its best can do. On our members' behalf, I take this opportunity to thank them for all that has been achieved in the last year.

Piers Feilden (Chair)  
17<sup>th</sup> September 2021



# Our aims and objectives

## Our Vision

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

## Our Mission

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

## Our Values

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

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

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

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

## Shaping the future together

As the membership body for the homelessness sector in England, with over 850 members, Homeless Link is in a unique position to see both the scale and nature of the tragedy of homelessness. We see the data gaps; the national policy barriers; the constraints of both funding and expertise; the system blocks and attitudinal obstacles. But, crucially, we also see – and are instrumental in developing – the positive practice and ‘what works’ solutions.

This year we have agreed a new three-year strategic plan, [Shaping the Future Together](#), which presents a roadmap for achieving that change with four new strategic priorities.

## Our Strategic Aims

### 1. Home Safe

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

### 2. People First

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

### 3. Prevention into Action

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

### 4. A Stronger Voice

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



## Commitment to Change

As an organisation we are on an equalities, diversity and inclusion journey and have much to learn. At present our Board of Trustees, Leadership team and wider staff team are not as diverse as we would like. We also recognise that the sector we support and represent also have a way to go on their own EDI journeys. And the policy and legal framework that impacts on homelessness in all its forms can at times fail to address the specific needs of the wide range of citizens in this country.

Alongside Shaping the Future Together, Homeless Link has adopted a new equalities, diversity and inclusion (EDI) strategy which is our **Commitment to Change**. By the end of the three-year period covered by the strategy we want to be significantly more diverse and supportive as an employer, strongly championing EDI to members, partners, other homelessness organisations and policy makers to support the rights and needs of all citizens even if this requires fundamental changes to the way things are done.

We have structured our approach around five strands, namely:

- our governance
- our team
- our members
- people experiencing homelessness
- government and society.

Our planned actions against each strand can be found in the strategy.

## Public Benefit Statement

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

## 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.

This year saw a significant restructuring of our teams with the creation of two new directorates, Sector Development and Social Change, and the subsequent reshaping of teams within them.

### Sector development

#### **Member Services**

Our member services team works directly with our members across England, through membership, events, conferences, training and consultancy, to improve homelessness and supported housing services.

#### **National Practice Development**

Our national practice development team works with organisations across homelessness and related sectors to develop new approaches and improve current practice to supporting people out of homelessness.

#### **National Partnerships**

Our partnerships team works directly with our members across England, through Communities of Practice, membership, local networks, events and consultancy, to improve services and end rough sleeping and homelessness.

### Social change

#### **Policy & Research**

Our policy and research team works to influence change by making a compelling case to policy makers at all levels, drawing together the strongest evidence, and identifying solutions that prevent homelessness.

#### **Communications & Advocacy**

Our communications and advocacy team seeks to raise awareness, effect social change and lead campaigns for action to end homelessness. The team manages national homelessness information services including Homeless England and StreetLink.

### MEAM

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

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

## **Business and enterprise**

### **In-Form**

Homeless Link has developed In-Form, a complete client relationship and service management system, to help services build stronger relationships with clients, improve productivity and demonstrate outcomes to funders.

### **Grants and Investment**

Our grants and investment team manages our grants programmes, supports our members who have been funded by our Social Investment Fund and helps members develop enterprising trading models.

### **Central Services**

Our central services team keep the wheels of Homeless Link turning by keeping our office running smoothly and making sure our staff have everything they need.



## Review of activities and achievements in 2020/21

### Responding to the COVID-19 pandemic

As the country locked down, the homeless sector stepped up, and rose to the challenge of bringing everyone in. Working in partnership with national and local government and the health sector, our members rapidly adapted and changed their services as part of the *Everyone In* initiative which supported over 37,000 people into self-contained emergency accommodation and by January had helped 26,000 people to move on to more secure forms of housing.

During the national lockdowns we played a vital role for our members by bringing the sector together through a weekly webinar programme, creating a safe space where they could be kept abreast of the changes impacting the sector and how to respond to them, supported by a comprehensive set of resources and guidance online. We worked closely with government, providing information and intelligence, representing the sector's views and concerns, and supporting the development of advice and guidance, and developing and administering vital grants programmes.

*"I think we might have gone under during Covid-19 without the support of Homeless Link."*

At the start of the pandemic we ran three webinars every week, including one specifically on the impact of Covid-19 on homelessness provision, one more broadly on homelessness practice and policy and a well-being focused session. We are continuing to run the latter two but have moved them to once a month in response to the requirements of the sector.

*"The weekly webinars run during the first lockdown were very informative and gave a sense both of calm and hope during a very difficult time."*

Homeless Link led sector-wide efforts to maintain the momentum on this issue, to ensure that the *Everyone In* approach continued throughout the winter and second wave of the pandemic. Our main campaign for 2020-21 was #EveryoneInForGood, our call for a transition plan and a sustainable approach to build on the programme and continue to work towards the government's commitment to end rough sleeping by 2024. We also led a successful sector wide campaign for the frontline workers in homeless services to be included within same priority group for vaccination as social care workers in other settings.

Our Information offer was never more needed during the first wave of Covid-19, with the team able to quickly provide statistics through our Homeless England database to the Ministry for Housing, Communities and Local Government (MHCLG,) NHS England and Public Health England on data such as bed spaces, shared facilities and access to Personal Protective Equipment. StreetLink continued to be busy during both the first and second waves, and we continued to monitor the service.

The Covid-19 pandemic has also had a significant impact on the shape of the Make Every Adult Matter (MEAM) team's support to the networks this year. In the early stages of the crisis, MEAM held regular sessions for local leaders to reflect on the challenges of the emergency response, provided a weekly policy update, and published a series of interviews with local areas. We were struck by the significant cross-sector flexibilities put in place by local services, and commissioned a rapid evidence review to document these and inform future policy. As the year progressed, we published a transitions framework and a 'learning from the crisis' document to support long-term thinking.



For many of our members the most important form of support we provided was grant funding. We administered the COVID-19 Homelessness Response Fund, awarding £11,433,079 in grants to 236 organisations, and the Homelessness Winter Transformation Fund awarding £2,349,444 to 104 organisations. The Homeless Link team worked rapidly to design processes and distribute funding effectively.

MHCLG, the National Lottery and Comic Relief funded the COVID-19 Homelessness Response Fund. This funding provided emergency financial assistance to homelessness organisations: preventing closure, service cuts or staff redundancies threatened by increased operational costs and a loss of fundraised income. It also supported organisations that needed to expand or adapt their services to support people experiencing homelessness safely and effectively. Grants ranged from £10,000 to £100,000. The average grant size was £44,511 and all grantees have fully spent their grants.

This funding contributed to longer-term sustainability and effectiveness for many organisations:

*"This was the first significant emergency grant to come through for us and was a tremendous help as we navigated our closure, how to best support our participants and address the immediate loss of income we faced. We believe that this grant enabled us to lever in other grants, contributing to our survival and continuity."*

*"This funding enabled us to lever in an additional funding of around £400k as the staff whose salaries were paid and not furloughed were able to focus on this to secure the organizational financial future for this year."*

*"The funding not only helped us to survive the first lockdown but it is also helping the charity to be more effective at helping people and itself through the second wave."*

On behalf of funders MHCLG, Comic Relief and the National Lottery Community Fund, Homeless Link delivered the Homelessness Winter Transformation Fund in partnership with Housing Justice. The project's overall aim was to support the homelessness, faith, community and voluntary sector to bring forward single room and COVID-19 secure accommodation over the winter of 2020/21, enabling greater dignity and safety of services.

The Homelessness Winter Transformation Fund opened on 21st October 2020, and funding was distributed rapidly by 18th December 2020. Grants were offered for one or both of two purposes:

- To ensure that faith and community groups who provide winter accommodation can provide single room COVID-19 secure accommodation this winter;
- To support services that prevent rough sleeping and support rough sleepers in innovative ways building on proven approaches such as hosting, shared houses, support work and accessing the private rented sector.

Feedback from organisations funded has highlighted the significant impact of the Fund:

*"This grant has allowed anew the opportunity to be creative and set much needed provision that will continue to operate...Although in its infancy, the service has seen some life changing outcomes."*

*One of the team said "this grant has been really positive in enabling us to develop our approaches to independence and empowerment. You can feel that the staff are so motivated since the change in the service and more enthusiastic about their approach."*

## Other key achievements in 2020-21

### Business & Enterprise Development

#### In-Form

In-Form, our cloud-based case management application built on the Salesforce platform, had fantastic growth again in 2020-21 despite the difficulties the pandemic caused for our sector. In-Form is a social enterprise product, any surplus generated is used by Homeless Link to support our campaigning activity and increase financial sustainability. 16,500+ staff now use In-Form in more than 250 organisations across homelessness, housing and other non-profit organisations in the UK. We also have around 50 small charities using our re-launched and much improved In-Form Community which is free for up to three users.

During the year In-Form users benefited from using the system for remote and mobile working and we provided free support for organisations who wanted to develop their systems to record Covid related information.

*"We are highly impressed with the system...it has been revolutionary in terms of ability to manage and view what is happening in the service."*

*"In-Form have been a fantastic partner in this project and I'm promoting you wherever I can. And you have fantastic staff."*

*"I can't speak highly enough about In-Form and the support we've had and continue to receive."*

We've continued to develop the In-Form product this year. This includes:

- developing Housing First and Volunteer Management modules;
- improving our rent management system;
- piloting MYIn-Form which allows customers to give service users access and control of their own records;
- enhancing functionality to record group work;
- migrating users to the new Salesforce user interface (Lightning) and to the latest version of In-Form (Enterprise);
- and making it easier for customers to have a customised In-Form mobile application.

The In-Form team continues to expand with a number of technical staff recruited during the year to cope with increased demand. We now have 30 staff implementing new systems and delivering support (8,650 cases during the year), development work, training, marketing, sales and managing our finance systems.

The In-Form Committee continued to help us develop the project by bringing in expertise and advice on marketing, sales, product development and business growth.

Demand grew in 2020/21 with 43 organisations buying In-Form systems to manage their casework. Most customers are homelessness charities, but we have also sold systems to large housing associations. Other customers include organisations in Scotland, Wales and Northern Ireland, mental health services, local authorities and charities providing services to families, refugees, young people, ex-offenders and veterans. This expansion of services comes from the excellent reputation and expertise the team has gained from working with a wide range of organisations.



In-Form's relationship with Lloyds Bank Foundation remains strong with the Foundation funding us to build 5 new In-Form Essential systems for small homelessness organisations, taking the total to 35 supported through this programme.

We launched our new website and have added a wide range of case studies, blogs, videos and infographics. We also produced a 2-minute demo video about using In-Form for rent and property management.

During the year we also planned our 5th In-Form Conference which took place in May 2021 - an online event this year due to Covid restrictions.

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

On behalf of the Greater London Authority (GLA), we manage the Immigration Advice for Rough Sleepers Fund. In early 2021, the Homeless Link team opened applications to the Fund and in March 2021 recommended seven grants, totalling £558,000. This funding is for the period from April 2021 to June 2022. Homeless Link are supporting grantees via management of the fund and an ongoing network engaged with the issue to collaboratively problem solve and share learning and expertise.

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

#### **Enterprise Development Programme**

September 2018 saw the launch of The Enterprise Development Programme (EDP), a five-year £40m programme funded by Access —the Foundation for Social Investment and managed by a coalition of partners, including Homeless Link. The aim of the programme is to provide a broad range of support for charities and social enterprises in England, helping them make a transition to new enterprise models, or grow existing ones. Building on the initial success of the programme, phase two launched in January 2020. In phase two of the programme in 2020/21, £482,000 in grants were awarded to 20 organisations to provide support in trading model development. Grants are managed and awarded by Social Investment Business on behalf of the EDP. These trading models include exploring initiatives such as: addressing gaps in service provision e.g. recruitment agencies; using donated items and upcycling them to make a profit; and production of items for sale.

The programme supports cohort organisations through iterative development of trading models: ideation, testing, implementation and scaling. The cohort are supported via workshops and training from the School of Social Entrepreneurs amongst other partners.

As well as support to the EDP cohort, part of our role is to promote the development of enterprise and trading models by our wider members, through highlighting case studies, and promoting good practice. In 2020 we launched a podcast (This Much We Know) interviewing social entrepreneurs in the homelessness sector. Available on all podcast platforms, this has been really well-received.

We have received positive feedback on our role in the programme. For example, one-to-one sessions that have helped individual development and reflection. Help with partnership development has led to the expansion of product and service offerings.

*“The organisation is really benefiting from being on the EDP programme. Specifically, the one-to-one support from the Enterprise Development Manager, the relevant training*



*sessions and the peer support have all been invaluable for the organisation to focus on the key areas. The grant has enabled the organisation's one employee to have the time and space to develop activities and securing trading income in good time. As a result of the training sessions, the organisation has implemented actions on areas including recruiting trustees, sound financial management, external comms and measuring impact."*

*"The training has been incredibly helpful, and it has been a pleasure to meet with the group on a regular basis as we are then able to support one another. The Enterprise Development Manager has been very supportive and helpful throughout."*

*"As part of the EDP programme we have participated in several training courses and had a number of expert panel presentations. These have been outstanding and invaluable. Thank you for devising such a well thought through training plan and providing us with such knowledgeable expert panels. The expert panels have provided so much 'food for thought', highlighted potential pitfalls and shared their creativity"*

### **Homeless Link Social Investment Fund**

Operating since May 2017, the Homeless Link Social Investment Fund, provided through the Growth Fund from Access – the Foundation for Social Investment, blends grants from the National Lottery Community Fund and loans sourced from Big Society Capital. Our aim was to invest in charities and social enterprises across England working to reduce homelessness.

In 2020/21, we made four new social investments in our members totalling £364,000. This included loans of £291,200 and grants of £72,800. This funding has enabled a range of activities, from providing supported accommodation for young people to increasing corporate fundraising capacity. In total the fund made 21 investments totalling £1,569,000 of loans and £495,000 of grants. We closed the fund to new investments on 31<sup>st</sup> March 2021.

Due to the impact of COVID-19, we have supported organisations with repayment holidays and additional emergency grants to assist in mitigating COVID-19 impacts, totalling £27,000. In addition, £9,000 was distributed to existing social investees by Social Investment Business, to pay for additional business support.

These payment holidays and emergency funding enabled organisations to weather the financial impacts and then recommence repayments. The Homeless Link Social Investment Fund was created to enable organisations to be introduced to social investment and assess the viability of taking on investment. A demonstrator of the success of the programme is organisations which have gone on to take on additional investment. £150,000 of social investment has been secured outside of our programme of support and many organisations involved in the cohort have secured new contracts and projects. Social Investees have also supported the Enterprise Development Programme, sharing their knowledge and expertise of the social investment marketplace.

## **Sector Development**

### **Membership**

Over the course of 2020-21 our membership grew by 7% and stood at 858 members at the end of the year. These include large housing associations, local authorities and accommodation, community outreach and day-based services, representing some of England's largest and best-known homelessness charities, alongside many small, local organisations.



### **Training service**

In the past year, we have pivoted our delivery to provide live, interactive, online versions of our training courses, delivering between 40 and 50 courses a month. The courses continue to receive very positive feedback. Our online offer has allowed us to continue to be able to support the homelessness workforce throughout the pandemic and is enabling us to provide affordable training for all members regardless of size or location.

### **Consultancy offer**

The consultancy service has grown in strength during the year, with income for 2020/21 30% greater than for 2019/20. We are seeing an increase in new enquiries alongside an increase in the number of customers who return to us for follow on work.

Working with a growing bank of associates, we are able to provide more specialist support to our members, and to work with each member to understand their specific requirements, what they are looking to change and provide a tailored response for them.

In total, we undertook 39 pieces of consultancy work in 2020/21 on behalf of homelessness charities and local authorities.

### **Conference & events programme**

Our national conferences continue to be very well received by our members and the sector. Due to COVID-19 we moved to running them online and in the last financial year we ran 4 national events for over 2,500 people, including a two-day conference on rough sleeping in response to Everyone In last July, a two-day conference on Housing First in December and a conference in partnership with Praxis on migrant homelessness.

We also ran a leadership programme, delivering leadership masterclasses on “becoming more diverse and inclusive,” “transformational business planning,” and “leading in adversity”, alongside action learning sets for a cohort of Chief Executives.

*“The regular CEO forums were really helpful. Sharing really helped to lessen the challenge, and at times these meetings were emotional.”*

### **National Partnerships**

Our Partnership Managers have a regional focus across England. This year we have increased the size of the team, providing us with additional capacity to support our members and work with local strategic partners.

Key to the work of the Partnerships team is the delivery of Communities of Practice (CoPs). The CoPs provide frontline workers with the skills, knowledge and opportunities to resolve local challenges and embed best practice in ending homelessness. Over the last 12 months we have delivered 26 established CoPs across a variety of locations. These CoPs were delivered multiple times throughout the year, focusing on key themes such as ‘Gender-informed services’, ‘Non-commissioned exempt accommodation’ and ‘Homelessness and migration’.

We delivered sessions to over 1,200 participants with 91% of attendees rating the CoPs as good/excellent. 95% of repeat attendees reported that they have changed their working practice following their attendance at a CoP.

*“It (the CoP) was very detailed, informative and practical information. Now I know exactly what to do when I encounter the situation.”*



Attendees came from homelessness charities as well as a range of related sectors, including local authorities, Job Centre Plus, health and probation.

Partnership Managers also attend local strategic networks and forums, where they are able to influence local homelessness strategies, broker relationships, improve partnership working and share practice.

*“Homeless Link have been able to reset something, establish it on a better footing and then hand over to local leadership.”*

One example that demonstrates the wider strategic role that the Partnerships Team plays, is the setting up of a local Homelessness Forum. Homeless Link’s role as an external chair for the forum provided a level of neutrality that was needed and supported the rebuilding of relationships. This piece of work demonstrated excellent outcomes in terms of developing local partnership working and communication between the Local Authority, frontline services and the faith/grassroots sector. The forum and sub-groups have met regularly to begin to tackle some of the key issues locally.

### **National Practice Development**

This year our good practice guidance and resources predominantly focused on COVID-19 to support the sector’s response. Twenty-two new resources were accessed by over 18,000 users in total and 9,000 users accessed our webinars. We also published the first part of the Strengths-Based Practice toolkit following conversations with over 250 frontline workers. We have recruited two partner organisations to work alongside as we develop the toolkit further.

The London PLUS project had a successful year bring emerging practice and policy to organisations across the Capital. An event on new immigration rules was attended by staff from 62 different agencies and was followed by a Community of Practice to increase reflection and learning. We also hosted an event bringing London funders and frontline providers together, attended multiple homelessness forums and offered Stress and Wellbeing training to their network of frontline providers.

Alongside supporting the delivery and promotion of the Young and Homelessness research, our Youth Homelessness project held a number of online events and meetings with over 165 organisations, holding an important space to create connections, bring clarity around Government recommendations, and share good practice. Keeping youth homelessness on the agenda of policy makers was important due to the urgent focus on rough sleeping. Staff produced consultation responses, ensured youth was represented in Homeless Link’s campaigning, and presented research findings to MHCLG and DWP.

Over the year, Housing First England engaged 2,600 stakeholders through roundtables, practice forums, events and support, as well as publishing a number of new resources. The interest in Housing First continued to be significant and the Picture of Housing First 2020 research showed the number of services had increased to 105 (from 32 in 2017). Focused effort to engage the social housing sector was successful with strategic roundtables leading to a national campaign and the development of specific resources for housing providers.

We continued to deliver the Housing First grants programme with learning from the 5 grantees shared and promoted to the Housing First network. Our role in the evaluation of the national Housing First pilot saw us undertake another round of fidelity reviews as well as supporting development of a new toolkit.

The Ending Women’s Homelessness grants programme funded vital services over the last year for some of the most vulnerable and excluded individuals. We managed the grants



and brought grantees and their partners together in valuable learning events. We were successful in obtaining funding to develop our work, and a new project manager was recruited to share learning more widely across the sector.

Finally, we successfully delivered the Rough Sleeper Estimates project once again this year despite the unusual circumstances. Local authorities across the country were supported to follow the official guidance and adapt to COVID-19 restrictions and lockdowns.

## Social Change

We continue to influence across a wide range of policy areas impacting on homelessness during a challenging year. Progress has been achieved across several areas, with the Government remaining committed to ending rough sleeping by 2024. Last autumn, we undertook a rapid survey of our members to understand their ongoing concerns as we entered the winter period. The main issue was the ability of members to meet demand for their services. However, across the board this year, members have expressed gratitude at the way that their teams have adapted to a new situation and worked well with partners, for example the local authority:

*"We have been fortunate in that our local authority has been very forward thinking. We are working on a partnership approach to solve the current homeless issues within this borough"*

We have continued to work on gathering evidence to influence homelessness policy. A report on the picture of Housing First outlined current provision and explored the variation in delivery of the approach across the country. Our 2020 Young and Homeless report, We Have a Voice, Follow Our Lead explored the challenges young people face when they become homeless, the support available to them and areas that need to be improved. We also published a report on the links between the benefit system and homelessness in London.

In our role on the national Health and Wellbeing Alliance we continue to raise the profile of health inequalities across the Department's priorities. This continued throughout the pandemic. We partnered on the development of a new audit tool for Primary Care Networks to work with inclusion health groups, as well as directly influencing for people experiencing homelessness to be prioritised for vaccination. Together with our members Groundswell and Pathway, we have been successful in our bid to remain as a member of the Alliance for the next three years as the Homeless Inclusion Health Consortium.

The problems facing people who are homeless with No Recourse to Public Funds continue to concern us and our members, and we were successful in securing funding from the Lloyds Bank Foundation to deliver a new project in partnership with NACCOM on improving the local advice offer for this cohort. The project will work with services, commissioners and people with lived experience to develop a shared roadmap towards inclusive homelessness services.

Our Annual Review into single homelessness for 2020 was completed, highlighting the trends affecting frontline services. This is the final year that this project will be funded by MHCLG; Homeless Link plans to take the work in house going forward to continue to deliver the only source of information on single homelessness provision in England.

To prepare us to deliver on the new Stronger Voice strategic plan priority we increased the capacity within the social change directorate, expanding leadership capacity by creating the roles of Head of Policy & Research and Head of Communications & Advocacy. We also created a new post of Campaigns Manager, to enhance our capacity to create campaigns

and build alliances with parliamentarians to secure their interest and commitment to ending homelessness.

Our media profile continues to grow, with Homeless Link being an increasingly important opinion former and influencer of the press both in print and broadcast. We have over 43,000 followers on Twitter, maintained through strategic engagement and sharing of ours and our members' work. We continue to increase our StreetLink supporter base with over 246,000 members of the StreetLink Community. We continue to extend StreetLink's profile across both press and social media with over 23,000 followers on Twitter. In summer 2021, we will be rolling out a brand refresh of StreetLink across all its platforms.

### **Making Every Adult Matter**

We continued our work with Clinks, Mind and Collective Voice as part of the Making Every Adult Matter (MEAM) coalition. During the last year, we continued to support the 41 local areas that make up the national MEAM Approach and Fulfilling Lives networks. Each of these areas is focused on transforming the way that services and systems support people facing multiple disadvantage.

Throughout the year, we have continued to ensure that learning from the local areas we support is shared and used to inform decisions being taken by local and national government. We are pleased to have been able to engage with the Changing Futures team as well as to support a wide range of departments on reactive policy opportunities.

During the year, we were delighted to see the formal launch of the government's Changing Futures programme. An expression of interest process was held, and we provided support to MEAM Approach and Fulfilling Lives areas that wanted to apply. Twenty-one local areas were selected for the second stage, and we have provided support during this phase too.

Alongside many other organisations, in summer 2020 we embarked on a journey to explore the matter of racism, considering what it means for multiple disadvantages and how our coalition is organised and led. Our conversations as a team were rich, challenging and uncomfortable. As a result, we decided to develop a programme of work on racism and multiple disadvantages including actions, learning and reflection across our policy and practice teams.

Co-production continues to a central part of our work. Despite the pandemic, we have continued to work closely with a group of people with lived experience of multiple disadvantage who help to shape our work, sit on all our recruitment panels, and deliver parts of our evaluation.

Finally, we have worked with staff and the MEAM Programme Board this year to develop a new strategy for MEAM from 2021/22, which will be published shortly.



## What our members said about us

In December 2020 we commissioned our annual membership survey. The responses highlight the impact that Homeless Link has continued to make on its members, and therefore, on people experiencing homelessness, with 82% saying the services they have used have an organisational impact and are relevant and useful.

Most members agree Homeless Link has helped them to be more effective this year, and the percentage of people agreeing that Homeless Link has improved their financial resilience has increased compared to last year. 70% of members see Homeless Link as good value and 80% are likely to recommend us.

Members join and stay members not only because of the individual benefit they and their organisations receive, but also because being a member shows that they are part of a wider network of partners, and they feel they are supporting a greater cause to ending homelessness. 97% of members feel that Homeless Link has helped demonstrate that ending homelessness is achievable.

With the unprecedented Everyone In campaign, 2020 was a significant year for ending rough sleeping. Members recognised Homeless Link's contribution to galvanising the sector this year, with 98% feeling that Homeless Link has contributed to ending rough sleeping during the pandemic, and they want us to continue campaigning.

Members highlighted how approachable and supportive Homeless Link is as a membership organisation, with 85% saying we are committed, collaborative, provide important information and advocate for them.

Homeless Link's new strategic plan aligns with key themes and suggestions arising from the membership survey, including ways that a diverse membership can be involved in working together for change. With an overwhelmingly supportive national membership, this presents a great opportunity for Homeless Link and the homelessness sector.



*"I've found Homeless Link's team to be really collaborative, willing to help, active in making contact with partnerships or opportunities that may be of interest, and a great source of support and information that leads to better results and practice."*

## Future plans

Following the adoption of Shaping the Future Together, our three-year strategic plan for 2021-24, the senior management team has agreed to focus on eight of the objectives set out in the plan in 2021-22.

- Undertake a comprehensive review of the full range of accommodation options that are available to individuals and couples experiencing homelessness to include the scale, scope and quality of services across the country. To use the findings of this review to make recommendations for the future development of accommodation services
- Working with partners, support the development of data-informed housing and homelessness strategies at both a local and national level that tackle rough sleeping and other forms of homelessness including hidden homelessness
- Strengthen links and explore partnerships with relevant housing and funding/investment organisations in order to increase the availability of high-quality affordable accommodation for people experiencing homelessness
- Champion Equalities, Diversity and Inclusion both in our own work and across the sector, ensuring that the diverse needs of people experiencing homelessness are identified and met in the most appropriate ways
- Identify and promote policy and practice approaches that effectively meet the housing, support and advice needs of non-UK citizens who are homeless and those with no recourse to public funds
- Take a bolder campaigning approach which enables members to play an active role and lend the weight of their experience and knowledge to changes at a systems level both locally and nationally
- Supporting our members to improve their practice via information resources, training and events, networking and grant-making, and making our In-Form client relationship and service management system an essential tool for managing data about our members' work
- Grow our membership base to over 1,000 by the end of this strategy period to ensure we represent the widest possible range of homelessness organisations in this country



## Administrative details of the charity, its trustees and advisors

<b>Charity Number</b>	1089173	
<b>Company Number</b>	04313826	
<b>Registered Office</b>	Minories House, 2-5 Minories London EC3N 1BJ	
<b>Statutory Auditor</b>	Moore Kingston Smith LLP Devonshire House 60 Goswell Road, London EC1M 7AD	
<b>Principal Banker</b>	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB	
<b>Solicitor</b>	Russell Cooke 2 Putney Hill London SW15 6AB	
<b>Trustees and Directors</b>		
<i>Independent</i>	Piers Feilden: Chair Michael Egan: Treasurer Harish Bhayani Angela Lennox Jamie Whysall	
<i>Elected</i>	Steve Benson Amanda Dubarry Susannah Gorgeous Maria Iglesias (appointed 9 December 2020) Jeff Marsh Ellie McNeil Mark Simms David Smith	
<i>Expert by Experience</i>	Noel Dalton	(to 29 January 2021)
<b>Company Secretary</b>	Matt Harrison Fiona Colley	(to 30 June 2021) (appointed 1 July 2021)
<b>Senior Staff</b>	Rick Henderson Chief Executive Matt Harrison Deputy Chief Executive Fiona Colley Director of Social Change (from 7 September 2020) Peter Smith Director of Sector Development (from 5 October 2020)	

## Structure, governance and management

### Structure

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

### Governance and management

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

The Board of Trustees meets 4 times a year and also holds an annual strategic awayday session. In addition, there are 4 Board Sub-Committees that meet every quarter.

Finance	Chair: Michael Egan
HR	Chair: Harish Bhayani
Governance	Chair: Steve Benson
In-Form	Chair: Jamie Whysall

New Terms of Reference were agreed during the year for the Governance and In-Form Committees

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

### Key management personnel remuneration

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

### Trustee recruitment and training

The trustees regularly assess the skills required to provide comprehensive oversight and appoint and co-opt trustees to fill any potential skill gaps. Homeless Link provides an induction programme for trustees, which provides guidance on their legal responsibilities and obligations. The induction also provides an overview of the operations and practices of Homeless Link.



## Risk management

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

### Strategic risk

- The Coronavirus pandemic creates a new context for our work and our members' work to end homelessness.
- As a result, Homeless Link has developed a new strategy for the period April 2021 to March 2024.

### Financial Dependence on a small number of major grants

- Diversify Homeless Link's income stream through increased fundraising and social enterprise activity;
- Clear objectives agreed with funders;
- Strong relationship management.

### Key staff and loss of capacity at SMT

- Stability from CEO and Deputy CEO;
- Recruitment of new SMT members.

### Disaster and loss of office accommodation

- Business continuity plan tested by Covid-19;
- Insurance;
- Migration of all key IT services to cloud, and
- All staff able to work remotely long-term if needed.

### Safeguarding

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

### Fraud/Corruption

- Monthly management accounts and review of performance against targets;
- External audit;
- Strong and robust internal control systems;
- Segregation of duties;
- Insurance.

### Board and governance

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

## 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.

This year Homeless Link commissioned an independent review of its governance 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 review identified a number of actions for board and these have been accepted and work is underway to address each recommendation. The board has delegated authority to its Governance Sub-Committee to lead on their implementation.



## Financial review

### Results for the year

Homeless Link's income for the year increased from £9.22million in 2019/20 to £21.79million, an increase of 136%.

The main factor in this increase in income was the emergency grant funding that we administered on behalf of the Ministry of Housing, Communities and Local Government (MHCLG), the National Lottery Communities Fund and Comic Relief. Total income for grant-making increased from £2.79million to £15.31million. The majority of this income was distributed in grants to other charities. We retained a small percentage to cover the costs of grant administration.

We saw an 11% increase in our fundraising from other sources (£1.5million to £1.67million) and an increase in our income from In-Form and Consultancy, offset by a reduction in income from events and training as a result of the cancellation of in-person services. Membership and campaigning income fell from £321k to £247k as a result of the cancellation of our annual conference for members.

Expenditure increased from £9.05million to £21.65million (a 139% increase). Again, the most important factor here was the increase in grants awarded and paid to other charities from £2.79million to £15.31million.

We do not expect this level of income and expenditure in 2021/22 as much of the funding received in 2020/21 was one-off emergency grant funding to support our sector through the Coronavirus pandemic and this is unlikely to be repeated in 2021/22.

We made a surplus for the year of £139,609. Of this surplus, £72,282 was an increase in restricted funds, leaving £67,327 as an unrestricted surplus.

Our total funds increased to £1,818,794, including general unrestricted funds of £1,106,764.

### 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 In-Form.

At the year-end, free reserves (as defined in the Charities SORP, namely unrestricted funds excluding designated funds and the carrying value of fixed assets and investments) amounted to £970,340. This figure is 97% of our target level of reserves. The reserves policy is reviewed annually by the board of trustees, and they have resolved to retain this reserves policy as a target. All reserves were held as cash or near-cash deposits.

## 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, this year we conducted a competitive tender process for the appointment of auditors. Following that process we decided to appoint Moore Kingston Smith as our new auditors.

## Approval

The Trustees' Report was approved on 17 September 2021 and is signed on their behalf by:



Piers Feilden, 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 2021 which comprise the Group Statement of Financial Activities, the Group Statement of Financial Activities, the Group and Parent Charitable Company Balance Sheet, the Group Statement of Cash Flows 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 2021 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.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOMELESS LINK

## 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 22, 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.

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.



# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOMELESS LINK

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

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.

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.

## INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF HOMELESS LINK

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.

### 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

Devonshire House  
60 Goswell Road  
London  
EC1M 7AD

Date: 10 November 2021

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



**HOMELESS LINK**  
**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES**  
**Incorporating Income and Expenditure Account**  
**for the year ended 31 March 2021**

		Unrestricted Funds £	Restricted Funds £	2021 Total Funds £	2020 Total Funds £
<b>INCOME</b>	<b>Notes</b>				
<b>Income from charitable activities</b>					
Ending Homelessness	2	851,920	431,000	1,282,920	1,329,000
Research and Development	3	211,327	1,459,433	1,670,760	1,504,388
Grants Programme	4	-	15,314,246	15,314,246	2,794,378
Social Enterprise	5	2,860,238	-	2,860,238	2,864,467
Membership and Campaigning	6	247,057	-	247,057	321,402
<b>Other income</b>					
Other income	7	413,139	-	413,139	406,585
<b>Total income</b>		<b>4,583,681</b>	<b>17,204,679</b>	<b>21,788,360</b>	<b>9,220,220</b>
<b>EXPENDITURE</b>					
<b>Expenditure on raising funds</b>					
Fundraising		-	26,629	26,629	31,190
<b>Expenditure on charitable activities</b>					
Ending Homelessness		1,178,126	212,360	1,390,486	1,503,723
Research and Development		107,606	1,554,153	1,661,759	1,690,195
Grants Programme		-	15,339,255	15,339,255	2,543,319
Social Enterprise		2,959,123	-	2,959,123	2,942,827
Membership and Campaigning		271,499	-	271,499	334,246
<b>Total expenditure</b>	<b>8 - 10</b>	<b>4,516,354</b>	<b>17,132,397</b>	<b>21,648,751</b>	<b>9,045,500</b>
<b>Net movement in funds for the year</b>		<b>67,327</b>	<b>72,282</b>	<b>139,609</b>	<b>174,720</b>
		<b>67,327</b>	<b>72,282</b>	<b>139,609</b>	<b>174,720</b>
<b>Reconciliation of funds:</b>					
<b>Total funds brought forward</b>		1,145,853	533,332	1,679,185	1,504,465
<b>Total funds carried forward</b>	<b>16</b>	<b>1,213,180</b>	<b>605,614</b>	<b>1,818,794</b>	<b>1,679,185</b>

A breakdown of the comparative of the Statement of Financial Activities for the year ended 31 March 2020 is on page 42.

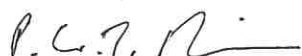
All income and expenditure are derived from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
The notes on pages 30 to 42 form an integral part of the financial statements.

HOMELESS LINK  
CONSOLIDATED AND CHARITY BALANCE SHEETS  
As at 31 March 2021

Company Number: 04313826

		Group	Charity	Group	Charity
		2021	2021	2020	2020
	Notes	£	£	£	£
<b>Fixed Assets</b>					
Tangible fixed assets	12	136,422	136,422	184,456	184,456
Investments	13	2	3	2	3
		<b>136,424</b>	<b>136,425</b>	<b>184,458</b>	<b>184,459</b>
<b>Debtors:</b>					
amounts falling due after one year	14	1,024,955	-	1,081,414	-
<b>Current Assets</b>					
Debtors & prepayments	14	1,930,461	1,564,681	1,523,738	1,505,478
Cash at bank		1,660,896	1,454,583	1,644,792	1,410,119
		<b>3,591,357</b>	<b>3,019,264</b>	<b>3,168,530</b>	<b>2,915,597</b>
<b>Creditors :</b>					
amounts falling due within one year	15	(1,784,242)	(1,336,894)	(1,509,722)	(1,420,870)
<b>Net current assets</b>		<b>1,807,115</b>	<b>1,682,370</b>	<b>1,658,808</b>	<b>1,494,727</b>
<b>Total assets less current liabilities</b>		<b>2,968,494</b>	<b>1,818,795</b>	<b>2,924,680</b>	<b>1,679,186</b>
<b>Creditors :</b>					
amounts falling due after one year	15	(1,149,700)	-	(1,245,495)	-
<b>Net assets</b>		<b>1,818,794</b>	<b>1,818,795</b>	<b>1,679,185</b>	<b>1,679,186</b>
<b>Represented by</b>					
<b>Funds</b>		<b>2021</b>	<b>2021</b>	<b>2020</b>	<b>2020</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Unrestricted funds: general	16	1,106,764	1,106,765	1,058,430	1,058,431
Unrestricted funds: designated	16	106,416	106,416	87,423	87,423
Restricted funds	16,17	605,614	605,614	533,332	533,332
<b>Total Funds</b>		<b>1,818,794</b>	<b>1,818,795</b>	<b>1,679,185</b>	<b>1,679,186</b>

The accounts were approved and authorised for issue by the Board of Trustees on 17 September 2021 and signed on their behalf by:



Piers Feilden  
Chair of the Board of Trustees

The notes on pages 30 to 42 form an integral part of the financial statements.



**HOMELESS LINK**  
**CONSOLIDATED STATEMENT OF CASH FLOWS**  
For the year ended 31 March 2021

	Group	Group
	2021	2020
	£	£
<b>Cash flows from operating activities:</b>		
<b>Net income (as per the Statement of Financial Activities)</b>	139,609	174,720
Depreciation	62,345	79,606
Increase in short-term debtors	(406,723)	(304,278)
Increase in Homeless Link Social Investment Ltd; Long-term debtors	56,459	(809,522)
Increase/(Decrease) in short-term creditors	274,520	484,586
Increase in Homeless Link Social Investment Ltd; Long-term creditors	(95,795)	943,999
<b>Net Cash inflow/(outflow) from operating activities</b>	<u>30,415</u>	<u>569,111</u>
Purchase of fixed assets	(14,311)	(141,221)
<b>Net Cash outflow from capital expenditure and investments</b>	<u>(14,311)</u>	<u>(141,221)</u>
<b>Change in cash and cash equivalents in the reporting period</b>	<u>16,104</u>	<u>427,890</u>
Cash and cash equivalents at the beginning of the reporting period	1,644,792	1,216,902
<b>Cash and cash equivalents at the end of reporting period</b>	<u><u>1,660,896</u></u>	<u><u>1,644,792</u></u>
<b>Analysis of cash and cash equivalents</b>	<b>£</b>	<b>£</b>
Cash in hand	1,548,656	1,544,792
Short term investments	112,240	100,000
<b>Total cash and cash equivalents</b>	<u><u>1,660,896</u></u>	<u><u>1,644,792</u></u>

**Analysis of changes in net debt**

	At start of year	Cash Flows	Other non- cash charges	At end of year
	£	£	£	£
Cash in hand	1,544,792	3,864	-	1,548,656
Short term investment	100,000	12,240	-	112,240
	<u>1,644,792</u>	<u>16,104</u>	<u>-</u>	<u>1,660,896</u>
Loans falling due within one year	(88,852)	-	(358,497)	(447,349)
Loans falling due after more than one year	(1,245,495)	-	95,795	(1,149,700)
<b>Changes in net debt</b>	<u><u>310,445</u></u>	<u><u>16,104</u></u>	<u><u>(262,702)</u></u>	<u><u>63,847</u></u>

## 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 2021.

### 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 impact of the COVID-19 pandemic, which has remained an issue in the period between the year end and the signing of the financial statements, and the pressures on membership, donations and grant income. Income estimates for 2022 and 2023 are cautious with the cancellation of many events in 2020 and 2021. However, the charity supports a large number entities through membership and In-Form licences, where income has continued to grow. Having reviewed forecasts prepared by management, the trustees are confident that the charity and the group will continue to meet its obligations as they fall due and therefore the Going Concern basis continues to be appropriate.

### Critical accounting estimates and areas of judgement

In preparing the financial statements it is necessary to make certain judgements, estimates and assumptions that affect the amounts recognised in the financial statements. The following judgements and estimates are considered by the trustees to have the most significant effect on the amounts recognised in the financial statements:

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

### Investments

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

### Income

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

Membership fees are apportioned over the period of membership.

Income from social enterprise activities is spread evenly over the period to which the services relate. Fees from training and events are treated as income on the date the goods or services are supplied.

### Expenditure

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

Expenditure is classified under the following activity headings:

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

### 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 ?? and ??.

### Depreciation of Fixed Assets

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

Rates of Depreciation:

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

### Pensions

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

### Leased assets

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



HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

2 ENDING HOMELESSNESS

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Ministry of Housing, Communities and Local Government (MHCLG)	851,920	350,000	1,201,920
Greater London Authority (GLA)	-	72,000	72,000
Welsh Government	-	9,000	9,000
	<u>851,920</u>	<u>431,000</u>	<u>1,282,920</u>

	Unrestricted Funds £	Restricted Funds £	2020 Total £
Ministry of Housing, Communities and Local Government (MHCLG)	890,000	350,000	1,240,000
Greater London Authority (GLA)	-	80,000	80,000
Welsh Government	-	9,000	9,000
	<u>890,000</u>	<u>439,000</u>	<u>1,329,000</u>

3 RESEARCH AND DEVELOPMENT

	Unrestricted Funds £	Restricted Funds £	2021 Total £
Access-The Foundation for Social Investment	-	141,250	141,250
National Lottery Community Fund	103,673	550,000	653,673
Lankelly Chase Foundation	-	75,281	75,281
London Councils	-	114,923	114,923
Department of Health and Social Care	-	51,000	51,000
Henry Smith Charity	-	25,000	25,000
Garfield Weston	-	210,000	210,000
Nationwide Foundation	-	45,000	45,000
Crisis	-	50,000	50,000
Manchester City Council	48,987	-	48,987
John Laing Charitable Trust	-	24,979	24,979
Blagrave Trust	-	20,000	20,000
London Housing Foundation	20,425	-	20,425
Trust for London	-	42,000	42,000
Comic Relief	-	110,000	110,000
Other	38,242	-	38,242
	<u>211,327</u>	<u>1,459,433</u>	<u>1,670,760</u>

RESEARCH AND DEVELOPMENT

	Unrestricted Funds £	Restricted Funds £	2020 Total £
Access-The Foundation for Social Investment	-	74,750	74,750
National Lottery Community Fund	107,343	640,000	747,343
Lankelly Chase Foundation	-	150,286	150,286
London Councils	-	120,239	120,239
Department of Health and Social Care	-	31,968	31,968
Nationwide Foundation	-	45,000	45,000
Crisis	-	50,000	50,000
Manchester City Council	-	25,353	25,353
Good Things Foundation	-	72,656	72,656
Blagrave Trust	-	20,000	20,000
LandAid	-	14,250	14,250
Trust for London	-	21,000	21,000
Comic Relief	-	100,000	100,000
Other	16,837	14,706	31,543
	<u>124,180</u>	<u>1,380,208</u>	<u>1,504,388</u>

4 GRANTS PROGRAMME

	Unrestricted Funds	Restricted Funds £	2021 Total £	2020 Total £
Ministry of Housing, Communities and Local Government (MHCLG)	-	8,400,000	8,400,000	1,116,506
Department for Digital, Culture, Media and Sports (DCMS)	-	861,976	861,976	1,138,024
Comic Relief	-	964,458	964,458	185,543
London Homeless Collective	-	85,223	85,223	284,621
National Lottery Community Fund	-	5,000,000	5,000,000	-
The World's Big Sleep Out	-	2,589	2,589	69,684
	-	<u>15,314,246</u>	<u>15,314,246</u>	<u>2,794,378</u>

All funds received for our Grants Programme are restricted.

HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

5 SOCIAL ENTERPRISE

	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
In-Form	2,080,685	-	2,080,685	1,859,396
Training	311,545	-	311,545	458,656
Consultancy services	283,371	-	283,371	217,997
Information	-	-	-	-
Events and seminars	55,512	-	55,512	46,146
HL Social Investment	129,125	-	129,125	282,272
	<u>2,860,238</u>	<u>-</u>	<u>2,860,238</u>	<u>2,864,467</u>

6 MEMBERSHIP AND CAMPAIGNING

	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
Membership fees	226,436	-	226,436	231,304
Annual conference	-	-	-	63,032
Job advertising	20,621	-	20,621	27,066
	<u>247,057</u>	<u>-</u>	<u>247,057</u>	<u>321,402</u>

7 OTHER INCOME

	Unrestricted Funds £	Restricted Funds £	2021 Total £	2020 Total £
Interest receivable	18,633	-	18,633	19,714
Individual and Corporate Donations	315,280	-	315,280	322,242
Other income: Secondment	79,226	-	79,226	64,629
	<u>413,139</u>	<u>-</u>	<u>413,139</u>	<u>406,585</u>

Significant Donations

Included in Donations and Other income are the following single donations exceeding £1,000 received:

	£	£	£	£
The Calypso Browning Trust	5,000	-	5,000	5,000
The Invesco	-	-	-	1,500
Clear Channel	-	-	-	12,472
Taskmaster	76,788	-	76,788	-
The Henhurst Charity	1,250	-	1,250	-

8 Analysis of expenditure on charitable activities

	Payments to Partners £	Salaries £	Direct Costs £	Support/Gov. Costs £	2021 Total £
Ending Homelessness	375,631	638,454	193,207	183,194	1,390,486
Research and Development	289,515	827,272	188,806	356,166	1,661,759
Grants Programme	14,966,373	278,633	26,061	68,188	15,339,255
Social Enterprise	87,500	1,395,854	1,080,078	395,690	2,959,123
Membership and Campaigning	-	170,556	62,094	38,848	271,499
Fundraising	-	-	26,629	-	26,629
	<u>15,719,019</u>	<u>3,310,769</u>	<u>1,576,875</u>	<u>1,042,087</u>	<u>21,648,751</u>

Analysis of expenditure on charitable activities

	Payments to Partners £	Salaries £	Direct Costs £	Support/Gov. Costs £	2020 Total £
Ending Homelessness	388,753	537,089	331,243	246,638	1,503,723
Research and Development	307,862	813,276	289,869	279,188	1,690,195
Grants Programme	2,347,436	57,036	115,922	22,925	2,543,319
Social Enterprise	238,436	1,144,910	1,027,887	531,594	2,942,827
Membership and Campaigning	-	157,861	116,739	59,646	334,246
Fundraising	-	31,190	-	-	31,190
	<u>3,282,487</u>	<u>2,741,362</u>	<u>1,881,660</u>	<u>1,139,991</u>	<u>9,045,500</u>

During the year ended 31 March 2021, Homeless Link paid 198 grants totalling £14,966,373.

A full list of all grantees and the amounts awarded in grants is available on our website at [www.homeless.org.uk/grants](http://www.homeless.org.uk/grants)



HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

9 Analysis of Support and Governance costs

	2021			2020		
	Support £	Governance £	Total £	Support £	Governance £	Total £
Office management	75,472	-	75,472	89,568	-	89,568
IT Support	237,431	-	237,431	199,365	-	199,365
Maternity	388	-	388	22,799	-	22,799
Depreciation	62,345	-	62,345	79,606	-	79,606
Training	12,101	-	12,101	10,945	-	10,945
Premises	288,664	-	288,664	317,915	-	317,915
Legal and professional fees	6,412	4,200	10,612	7,512	-	7,512
Audit fees	-	10,830	10,830	-	11,566	11,566
Senior Management	46,416	31,776	78,192	60,106	22,375	82,481
Finance Support	109,990	-	109,990	136,939	-	136,939
Human Resources	55,923	-	55,923	109,501	-	109,501
Insurance	20,914	-	20,914	7,715	-	7,715
Secondment	79,226	-	79,226	64,079	-	64,079
	<u>995,280</u>	<u>46,806</u>	<u>1,042,087</u>	<u>1,106,051</u>	<u>33,941</u>	<u>1,139,992</u>

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

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

	2021 Total £	2020 Total £
Wages & salaries	3,087,825	2,622,330
Social security costs	329,847	261,446
Employers pension costs	170,911	150,315
	<u>3,588,583</u>	<u>3,034,091</u>

	2021	2020
The average number of staff employed by Homeless Link (FTE) during the year	78	69
The number of employees whose emoluments amounted to over £60,000 in the year were as follows:		
£60,000 -£69,999	3	1
£70,000 -£79,999	1	-
£80,000 -£89,999	-	1
£90,000-£99,999	-	-
£100,000-£109,999	1	-

	2021	2020
Employer's pension costs attributed to employees paid over £60,000 were:	£25,410	£15,865

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 (2020: nil). Neither did any trustee receive payment for professional or other services supplied to Homeless Link in the year (2020:nil).

Homeless Link reimbursed 4 (2020:five) trustees' travel and accommodation expenses for meetings in the year as follows:	£0	£1,093
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The key management personnel of Homeless Link comprise the trustees, the Chief Executive Officer, Deputy Chief Executive Officer, Director of Social Change and Director of Sector Development.

The total employee benefits for the key management personnel were £326,759 (2020: £271,168).

11 NET MOVEMENT IN FUNDS

Net income/(expenditure) for the year is stated after charging	2021 £	2020 £
Audit fee	10,830	11,566
Depreciation	62,345	79,606
Operating lease rentals	156,051	207,395

HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

12 TANGIBLE FIXED ASSETS  
GROUP AND CHARITY

	Leasehold Improvements £	Computer Equipment £	Fixtures and Equipment £	Total Fixed Assets £
<b>Cost</b>				
At 01 April 2020	114,335	263,301	80,357	457,993
Additions	-	14,311	-	14,311
Disposals	-	-	-	-
At 31 March 2021	114,335	277,612	80,357	472,304
<b>Depreciation</b>				
At 01 April 2020	12,126	220,511	40,900	273,537
Charge for year	33,729	15,596	13,020	62,345
Disposals	0	0	-	0
At 31 March 2021	45,855	236,107	53,920	335,882
<b>Net Book Values</b>				
At 31 March 2021	68,480	41,506	26,437	136,422
At 31 March 2020	102,209	42,790	39,457	184,456

13 INVESTMENTS

	Group 2021 £	Charity 2021 £	Group 2020 £	Charity 2020 £
Homeless Link (Trading) Limited	1	1	1	1
Investment in Change Account Partnership	1	1	1	1
Homeless Link Social Investment Ltd	-	1	-	1
	2	3	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.

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 of between £25k and £150k repayable over a maximum of 4 years.



HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

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

Homeless Link Social Investment Ltd  
Profit and Loss Account for the year ended 31 March 2021

	2021	2020
	£	£
Total income	129,125	282,272
Total expenditure	129,125	282,272
Net Profit/(Loss)	-	-

Homeless Link Social Investment Ltd  
Balance Sheet as at 31 March 2021

	2021	2020
	£	£
<b>Long-term Assets</b>		
Debtors: amount falling due after one year	1,024,955	1,081,414
<b>Current Assets</b>		
Debtors and prepayments	407,427	72,382
Cash and bank	206,315	234,674
Total current assets	613,742	307,056
Creditors: Amounts falling due in one year	(488,996)	(142,974)
Net current assets	124,746	164,082
Long term creditors	(1,149,700)	(1,245,495)
Net Assets	£ 1	£ 1
Ordinary Share Capital	1	1
Owner's Equity	£ 1	£ 1

	Group	Charity	Group	Charity
	2021	2021	2020	2020
	£	£	£	£
<b>14 DEBTORS AND PREPAYMENTS</b>				
Trade debtors	744,646	744,646	860,883	860,883
Prepayments	528,071	528,071	282,843	282,843
Other debtors	35,256	35,256	91,029	91,029
Homeless Link Social Investment Ltd Loans	407,427	-	72,382	-
Accrued income	215,061	215,061	216,601	216,601
Homeless Link Social Investment Ltd	-	41,647	-	54,122
	1,930,461	1,564,681	1,523,738	1,505,478

Debtors: Amounts falling due after one year

Homeless Link Social Investment Ltd Loans	1,024,955	-	1,081,414	-
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This represents Homeless Social Investment Ltd loans made out to investees, repayment of which is due within two to three years. The loans are offered at a fixed interest of 8% p.a. There is an option for early repayment in full with no penalty charges.

	Group	Charity	Group	Charity
	2021	2021	2020	2020
	£	£	£	£
<b>15 CREDITORS : Amounts falling due within one year</b>				
Trade creditors	361,896	361,896	539,238	539,238
Sundry creditors	471,390	24,042	104,565	15,713
Deferred income	692,392	692,392	603,364	603,364
Other tax and social security	98,193	98,193	123,473	123,473
Accruals	160,371	160,371	139,082	139,082
	1,784,242	1,336,894	1,509,722	1,420,870

HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

15A DEFERRED INCOME ANALYSIS

	01.04.2020	Net Movement during the year	31.03.2021
	£	£	£
Salesforce Licensing income	536,914	70,078	606,992
Membership fees	66,450	(66,450)	-
Individual donation	-	25,000	25,000
Consultancy income	-	25,000	25,000
Training income	-	35,400	35,400
	<u>603,364</u>	<u>89,028</u>	<u>692,392</u>

CREDITORS : Amounts falling due after one year

Homeless Link Social Investment Ltd Loans	1,149,700	-	1,245,495	-
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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 Hc

16 MOVEMENT ON FUNDS  
GROUP AND CHARITY

	Unrestricted	Restricted	Total
	£	£	£
Opening balances as at 01 April 2020	1,145,853	533,332	1,679,185
Income	4,583,681	17,204,679	21,788,360
Expenditure	(4,516,354)	(17,132,397)	(21,648,751)
Closing balances as at 31 March 2021	<u>1,213,180</u>	<u>605,614</u>	<u>1,818,794</u>

See note 17 for details of restricted funds.

Analysis of movements in Unrestricted Funds:

	Funds at 01.04.2020	Income	Expenditure	Transfers	Funds at 31.03.2021
	£	£	£	£	£
General fund	1,058,430	4,583,681	(4,516,354)	(18,993)	1,106,764
Designated Funds:					
MEAM Partnership Fund	87,423	-	-	18,993	106,416
<b>Total</b>	<u>1,145,853</u>	<u>4,583,681</u>	<u>(4,516,354)</u>	<u>-</u>	<u>1,213,180</u>

MEAM Partnership Fund: This fund has been created to continue the MEAM partnership work outstanding from 2020/21 that needs completing in 2021/22 financial year.

17 RESTRICTED FUNDS  
GROUP AND CHARITY

	Funds at 01.04.2020	Income	Expenditure	Funds at 31.03.2021
	£	£	£	£
Cold Weather Fund	96,562	-	96,562	-
Comic Relief Covid Grant	-	700,000	697,966	2,034
Ending Women's Homelessness	-	861,976	833,889	28,087
Enterprise Development Project	33,612	141,250	86,003	88,859
Expert Link	2,763	75,281	78,044	-
Health and Wellbeing Alliance	-	51,000	51,000	-
Homelessness Winter Transformation Grant	-	2,400,000	2,390,538	9,462
Housing First England	-	153,000	96,554	56,446
Housing First Grant	-	264,458	261,970	2,487
London Homeless Collective	96,743	85,223	149,490	32,476
London Plus Project (London Councils)	4,551	114,923	109,346	10,128
Making Every Adult Matter (MEAM)-Lottery	22,311	550,000	498,484	73,827
Making Every Adult Matter (MEAM)-Policy	147,141	-	128,377	18,764
MEAM Manchester Service	246	-	246	-
MHCLG Covid Relief Grant	-	6,000,000	6,000,000	-
National Lottery Covid Relief Grant	-	5,000,000	4,970,386	29,614
Reboot UK	49,902	-	-	49,902
StreetLink	-	431,000	431,000	-
Strengths Based Toolkit	-	24,979	21,903	3,076
The World's Big Sleep Out	69,684	2,589	72,273	-
Trust for London	2,356	42,000	44,356	-
Women's Homelessness Project	-	210,000	9,546	200,454
Young and Homeless	4,988	20,000	24,988	-
Youth Homelessness	2,473	77,000	79,473	-
<b>Total Restricted Funds</b>	<u>533,332</u>	<u>17,204,678</u>	<u>17,132,396</u>	<u>605,615</u>



## 17 RESTRICTED FUNDS (CONTD)

### Cold Weather Fund

Homeless Link was awarded a grant in 2019/20 by MHCLG (Ministry of Housing, Communities and Local Government) to administer a grants fund to support cold weather shelters across England. Over £1million was distributed in grants. The balance of the funds was used to support monitoring and evaluation work for the fund.

### Comic Relief Covid-19 Homelessness Response Fund

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

### Ending Women's Homelessness

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

### Enterprise Development Programme

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

### Expert Link

This initiative, funded by Lankelly Chase, was to support a network of people with lived experience of multiple needs. Expert Link seeks to influence national and local policy and work to improve practice by providing smart solutions to problems experienced by people who use services. In 2020/21 Expert Link completed their work to become an independent charity and all staff, assets and liabilities of Expert Link were transferred to the new charity in October 2020.

### Health and Wellbeing Alliance

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

### Homelessness Winter Transformation Fund

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

### Housing First England

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

### Housing First Grants

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

### 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 (London Councils)

Grant aid of £114,923 was receivable in 2020-21 from the London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The table on page 41 illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement.

17 RESTRICTED FUNDS (CONTD)

**MEAM Policy**

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

**MEAM Lottery Grant**

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

**MEAM Manchester Service**

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

**MHCLG Covid-19 Homelessness Response Fund**

We received £6,000,000 from MHCLG to distribute to homelessness charities across England in response to the Covid-19 pandemic. Grants totalling £5,920,000 were distributed and the balance was used to fund grant administration and monitoring costs.

**TNLCF Covid-19 Homelessness Response Fund**

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

**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 (£300,000), the Greater London Authority (£50,000) 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 provides feedback to the person who made the report. StreetLink is a partnership project between Homeless Link and St Mungo's.

**Strengths Based Toolkit**

In 2020 we received a 2-year grant of £51,584 to develop a toolkit to help organisations in the homelessness sector to move towards a strength-based approach to working with the people they support.

**The World's Big Sleep Out**

Homeless Link was a named partner charity of the World's Big Sleep Out held in December 2019. We received a proportion of funds raised for onward distribution to small homelessness charities in London. Funds were distributed to eight charities.

**Trust for London**

This project developed a London-wide homeless sector approach to understanding and challenging the impact of welfare changes on people experiencing homelessness. The project expanded Homeless Link's Expert Panel people with lived experience, and support frontline organisations to create a collective voice to campaign for positive change and practical solutions.

**Women's Homelessness Project**

We received funding of £210,000 from the Garfield Weston Foundation to support a project from Jan 2021 to March 2023 to build upon the work of our Ending Womens Homelessness Grants Fund, to strengthen the support homeless women receive, focusing on learning and training to deliver long term sector-wide change informed by the projects funded through our grants.

**Young and Homeless**

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

HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

17 RESTRICTED FUNDS (CONTD)

**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.

18 RELATED PARTY TRANSACTIONS

Amanda Dubarry is the CEO of Caritas Anchor House. They received a social investment in the year 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. They have an In-Form system provided by Homeless Link and were invoiced £9,190 in the year for this. They were also awarded a grant of £74,278 from the Covid-19 Homelessness Response Fund during the year.

Jeff Marsh is the CEO of the Foxton Centre. They were awarded a grant of £95,050 from the Covid-19 Homelessness Response Fund and a grant of £44,200 from the Homelessness Winter Transformation Fund. They purchased an In-Form system from Homeless Link during the year and were invoiced £11,635 for this in the year.

Maria Iglesias is employed by Praxis. Praxis partnered with Homeless Link on the organisation of the Homelessness and Migration Conference and were invoiced £6,000 for this work. Praxis were awarded a grant of £99,975 from the Ending Women's Homelessness Grants Programme in 2019/20 and this project was still underway in 2020/21.

David Smith is the CEO of Oasis Community Housing. They were awarded a grant of £25,000 from the Covid-19 Homelessness Response Fund during 2020/21. They have an In-Form system provided by Homeless Link and were invoiced £6,737 for this service in 2020/21.

Piers Feilden is a trustee of the Henry Smith Charity who awarded Homeless Link a grant of £25,000 for our work on Housing First England during the year.

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

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

19 ANALYSIS OF GROUP NET ASSETS	2021			2020		
	Unrestricted £	Restricted £	Total £	Unrestricted £	Restricted £	Total £
Tangible Fixed Assets	136,422	-	136,422	184,456	-	184,456
Investments	2	-	2	2	-	2
Net assets	1,201,501	605,614	1,807,115	1,125,476	533,332	1,658,808
Long term debtors	1,024,955	-	1,024,955	1,081,414	-	1,081,414
Long term liabilities	(1,149,700)	-	(1,149,700)	(1,245,495)	-	(1,245,495)
<b>Balances at 31 March</b>	<b>1,213,181</b>	<b>605,614</b>	<b>1,818,794</b>	<b>1,145,853</b>	<b>533,332</b>	<b>1,679,185</b>

20 FINANCIAL COMMITMENTS

Commitments under non-cancellable operating leases were as follows:

	2021 £	2020 £
Land and Building leases due:		
Within 1 year	154,150	205,494
Between 2 - 5 years	-	102,747
Office Equipment leases due:		
Within 1 year	1,901	1,901
Between 2 - 5 years	-	-
<b>Total</b>	<b>156,051</b>	<b>310,142</b>

21 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.

22 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.



HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2021

23 CAPITAL COMMITMENTS

There were no capital commitments not provided for in the financial statements (2020: None).

**HOMELESS LINK**  
**Notes to the consolidated financial statements**  
**For the year ended 31 March 2021**

**Note 17 London Activities: London Councils Section 37 Statement**

Grant aid of £114,923 was received in 2020/21 from London Councils for the PLUS Project, funded under Priority 1, Strand 1.3. The following table illustrates how money was allocated across the partnership and that it has been used for the purposes outlined in the funding agreement:

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	£	£
Lead Partner- Homeless Link	69,728	67,007
Delivery Partner-Shelter	45,195	41,162
	<u>114,923</u>	<u>108,169</u>

**Breakdown for Homeless Link as Lead Partner**

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	£	£
Staff costs	45,000	47,390
Beneficiary costs	16,328	11,217
Other costs	8,400	8,400
	<u>69,728</u>	<u>67,007</u>

**Breakdown for Shelter as Delivery Partner**

	<b>Grant Awarded</b>	<b>Grant Spent</b>
	£	£
Staff costs	23,388	22,523
Beneficiary costs	18,850	17,316
Other costs	2,957	1,323
	<u>45,195</u>	<u>41,162</u>

Total grant awarded was underspent by £6,754 during the year.  
This was a result of events scheduled for the year 2020-21 that were cancelled due to lockdown.

HOMELESS LINK  
CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES  
Incorporating Income and Expenditure Account  
for the year ended 31 March 2020

INCOME	Notes	Unrestricted Funds £	Restricted Funds £	2020 Total Funds £
<b>Income from charitable activities</b>				
Ending Homelessness	2	890,000	439,000	1,329,000
Research and Development	3	124,180	1,380,208	1,504,388
Grants Programme	4	-	2,794,378	2,794,378
Social Enterprise	5	2,864,467	-	2,864,467
Membership and Campaigning	6	321,402	-	321,402
<b>Other income</b>				
Other income	7	406,585	-	406,585
<b>Total income</b>		<b>4,606,634</b>	<b>4,613,586</b>	<b>9,220,220</b>
<b>EXPENDITURE</b>				
<b>Expenditure on raising funds</b>				
Fundraising		-	31,190	31,190
<b>Expenditure on charitable activities</b>				
Ending Homelessness		1,291,363	212,360	1,503,723
Research and Development		5,607	1,684,588	1,690,195
Grants Programme		-	2,543,319	2,543,319
Social Enterprise		2,942,827	-	2,942,827
Membership and Campaigning		334,246	-	334,246
<b>Total expenditure</b>	8 - 10	<b>4,574,043</b>	<b>4,471,457</b>	<b>9,045,500</b>
<b>Net income/(expenditure) and net movement in funds for the ye</b>		<b>32,591</b>	<b>142,129</b>	<b>174,720</b>
		<b>32,591</b>	<b>142,129</b>	<b>174,720</b>
<b>Reconciliation of funds:</b>				
<b>Total funds brought forward</b>		<b>1,113,262</b>	<b>391,203</b>	<b>1,504,465</b>
<b>Total funds carried forward</b>	16	<b>1,145,853</b>	<b>533,332</b>	<b>1,679,185</b>