# **Taunton Association for the Homeless**



**REGISTERED No: 23680R** 

**ANNUAL REPORT** 

31 MARCH 2019

# Taunton Association for the Homeless t/a Arc

With over 40 years' experience Arc is Somerset's largest charitable organisation supporting homeless people and those at risk of homelessness.

### Our purpose

Our aim is to provide clients with security, safety, warmth, support, advice and guidance so that even the most vulnerable can fulfil their potential and move towards an independent life.

Every year, as a result of our work, hundreds of people are able to take on their own tenancies and become valuable members of our communities.

### **Our Clients**

Our clients include rough sleepers, men and women escaping domestic violence, ex-offenders, the long term unemployed, ex-forces, individuals from leaving care, and people with learning difficulties and mental health issues.

### At Present

In addition to our main hostel, Lindley House, we have 15 residences, employ nearly 50 staff and support around 200 vulnerable people on any one night either in our own accommodation or in the community.

The TAH College was officially launched in December 2014 (now Arc Academy) which offers our clients mentoring and a wide range of activities and courses to help develop key life skills. We have in place a Tenant Accreditation Scheme and a Rent Deposit Scheme to help clients achieve their own tenancies.

### The Big Sleep Out 2018

Having grown each year, we were really excited to hold our fourth Big Sleep Out, returning to the car park of Taunton Football Club to spend the night. We were joined by an incredible 94 people, ranging from 6 years old to 74 years old, all there to give up their beds to raise money and awareness for the homeless by sleeping outside! Between them they raised an incredible £10,792!

The evening was enjoyable as always and opened many people's eyes to a taster of homeless life. Although the evening represented some of the harsh realities



faced by rough sleepers, we put on hot food and are treated with local live music before settling down in our sleeping bags. This year we were also joined by local company 'The Hatch' who provided us with beautifully made coffee and other hot drinks throughout the night. As per previous years, the Rapid Relief Team joined us in the morning to provide a delicious 'survivor's breakfast' which is very much welcomed after a night sleeping in a car park!

We'd like to thank all those involved in making it such a fantastic night and to all of the wonderful people who joined us for a night under the stars. Here's to 2019's event!

### **Volunteer Appreciation Event**



In September 2018 we held a 'Volunteer Celebration and Welcome Day' to say a big thank you to all of the volunteers that have given up their time in some way to support Arc and our clients. We also used it as an 'open day', to welcome anyone interested in joining our fantastic team of volunteers.

We treated people to lots of tea and cake and heard from Justin, who spoke about how grateful we are for their time. Steve Atkinson, who is our volunteer 'Volunteer Coordinator' organised the event and also spoke on the day. We're very grateful for all of Steve's work, as well as the work of every volunteer who has given up time for us this year!

### Gibbins Richards Christmas Support

We would also like to pay special mention to Gibbins Richards, who for the second year running decided to fundraise for us at Christmas. As per last year, the company were inspirational and inventive with their fundraising activities. Nick from the Wellington Team had written a song based on homelessness and they decided to professionally record it and release it in order to raise funds for Arc! Gibbins Richards would then donate £1 per share on Facebook and encourage others to donate towards Arc too. 'You're just what I needed



today' went viral and was shared far and wide! As well as encouraging lots of donations, Gibbins Richards donated a fantastic £1000. Thank you so much to the whole team – we're still singing along to the song!

### **A Grand Day Out**

We were very pleased to be involved in DWP's annual event this year, 'A Grand Day Out', held at Butlins, Minehead and designed to bust myths and misconceptions of groups of people who have barriers to employment. The idea of the day was to set teams of Job Centres, Corporates and other groups challenges in order to help them understand these groups and why they should be open minded when offering them employment. Our challenge was to prepare for an interview as a homeless individual. The teams would start off in a sleeping bag and would have a number of tasks to complete across Butlins before arriving at the interview desk. They had to select an outfit from donated clothing, pick up a shower token, CV and bus pass, all while carrying their heavy rucksack and sleeping bag! The challenge was a great success and gave the message we had hoped for — this is what a homeless individual may have to go through to make it to an interview and although they may turn up in a rush, stressed and with a sleeping bag in tow, they could still be very suitable for the job role and a very good employee!

### Move to the Cloud!

As 2018 drew to a close, we needed to accept that our main IT server was in need of replacement. After considering cost, security and reliability, we decided to move to the cloud. This has taken a great deal of time and many meetings with our IT support company, but we are now almost in a position to 'go live'. Staff will be able to open files and share documents from anywhere with an active internet connection. Most IT specialists agree that this is the way forward and Arc will now benefit from the latest communication and information technology.

### An update from Maintenance

Our Maintenance Team have had a challenging but successful year. They have been able to commence with the long-awaited garage conversion at our property in Herbert Street. Planning permissions were approved in 2016 to convert the space into two additional bedroom and WC facilities. Due to other priorities the team unfortunately had to put this on hold, however the project is now back underway, and they are aiming for a completion in May.

One of the delays was due to a small fire at our Mansfield Road, which prompted the team to bring forward the planned full refurbishment. They did a great job, replacing the windows, kitchen, two new shower rooms and decorated every last inch!

### **Baxters Horse Sanctuary**

We have recently been able to offer a new opportunity for clients, thanks to a very generous donor who has enabled us to fund sessions at Baxters Horse Sanctuary. The sanctuary provides healing and therapy for adults suffering with depression and anxiety. Clients get to spend individual time with the horses and a counsellor, as well as taking part in activities such as hiking, bush craft, riding and equine car. Despite the project only starting in January, we have seen so many clients benefit in tremendous ways from it and will continue to use the Horse Sanctuary for many more clients too.





### **Transition Work**

As well as the Baxters Horse Sanctuary, there have been many more opportunities and activities introduced to our clients thanks to our new 'Transition Worker', Kate – a role that was introduced in June 2018. The role was designed to engage clients in basic skills, learning and future development in order to assist them with moving on into our satellite properties and then independent living.

As part of her work, Kate has set up lots of new activities and AQA accredited courses for clients to get involved with. These include fitness and health sessions at our local YMCA, plenty of cooking sessions in our training kitchen, Art Therapy, IT and Budgeting Skills, Fishing and lots more!

In addition, this new role has enabled many clients to take up volunteering opportunities at other local charities. Some clients have also begun work placements and doing brilliantly!

We're excited to continue building this throughout the year, opening up more activities and opportunities to assist with our client's positive journeys.

### **Outreach / Rough Sleeping Initiative:**

During the past year, the role of Arc's Outreach Team has changed and developed, with a continuing aim of advising, supporting and accommodating those found to be street homeless. The team work with both entrenched rough sleepers and those new to street homelessness.

In October 2018, a Crash Pad worker was employed, offering intense support to those with complex needs who had previously struggled to maintain accommodation. The success of the Crash Pad Worker has already broken the revolving door cycle for some of the most entrenched rough sleepers.

Arc's Outreach Team now form part of a multi-agency team, 'Rough Sleeping Initiative' (RSI), which is funded by the Ministry of Housing, aiming to tackle street homelessness and anti-social behaviour. The team is headed by a Rough Sleeping Coordinator and includes a Mental Health Worker, Drug and Alcohol Worker, Reconnections Housing Officer, a Housing Support Worker and an Anti-Social Behaviour Worker.

The benefits of a multi-agency team were evident early on. With mental health and drug and alcohol workers on site at the rough sleeper drop in centres, normal routes of referral can be bypassed, and rough sleepers can be fast tracked for support.

During December 2018, the RSI Team joined with Redeeming our Communities Taunton to pilot a 'Rough Sleepers Night Shelter and Café' during the coldest spell of weather in winter. This was a first for Taunton and hopefully something that will be provided again during cold weather as it was well-attended.

Unfortunately, with this great work came some bad news too. Sadly, Arc lost funding for the Outreach Team which resulted in two Outreach Workers' redundancy earlier this year. This leaves only one Arc Outreach Worker. We wish Tracy and Laura the best of luck.

### **Crash Pad Cooking:**



Following the employment of a Pathway Worker specifically to support the Crash Pad clients, a new Sunday Cooking Club has been set up for their benefit! John, our Crash Pad Pathway Worker started this club to try and get clients to engage in activity that they found rewarding and that would help to build their selfesteem and confidence. Applying our usual clientcentred approach, the crash pad residents decide what they would like to cook at the club and then prepare and cook the food themselves. As well as helping clients to be able to cook independently, John is able to engage well with the clients in an informal setting, where they find it much easier to open up and support one another. Having been such a success, new opportunities have risen for clients as a result, with volunteering opportunities available in the Lindley

House Kitchen and the possibility of relevant qualifications. The rewards and progress of this new club have been evident, as more clients now engage in ways they never have before and are always looking forward to the next session!

### CHAIR'S REPORT Year ended 31 March 2019

I am delighted to report yet another highly successful year for Taunton Association for the Homeless (trading as Arc).

I was appointed as Chair at the Annual General Meeting, in September 2018, and am proud to be part of the incredible work carried out by Arc. The organisation continues to provide high quality housing and support services for homeless clients; seeing over 350 people in the last year.

Arc's financial position remains resilient and developments over the last year have resulted in a strong and cohesive Board; bringing a wide range of skills and experience to strategically support and challenge the executive team during current turbulent times.

Following a Board 'away day' in the summer of 2018, the Arc vision, values and role of governance were reviewed and reaffirmed; resulting in the implementation of an Action Plan for continued Board. The plan included a skills audit to identify current strengths and potential skills gaps prior to a recruitment drive for additional Board members. This, a new rolling programme of training, refreshed committee membership, Terms of Reference and the allocation of subject leads, is enabling the Board to grow from strength to strength.

The Board reviews risk and performance at every meeting (bi monthly) including gearing, liquidity, void levels and other operational matters such as formal complaints, health and safety and safeguarding incidents. This task is facilitated by the diligence and tenacity of both the Chief Executive, Justin Roxburgh, and the Finance Director, Sarah Davies, as well as the pragmatism demonstrated by the now highly accomplished Senior Management Team. Nothing comes to the Board that is not well researched, reasoned and stress tested.

Arc's staff operate as a team and are well trained and highly competent in supporting clients to achieve their potential. Many clients, including those with more complex needs, achieve a range of successes but others have experienced great trauma, near death experiences and sadly, the impact of occasional fatalities and need additional support to progress. The staff team are very able to respond to need and engage with individuals at the required level. They have the full support of the Board.

A considerable contribution to the effectiveness of Arc is provided by a wide-ranging skilled team of volunteers. Currently, there are 32 volunteers working to support the dedicated staff team.

I always enjoy meeting Arc staff, clients and volunteers and look forward to helping Arc further develop over the coming year and beyond.

I. Enthi

Lynn Emslie Chair 16 July, 2019.

The Homeless Reduction Act (came into force April 2018) has presented our local authority colleagues with many challenges and we have adapted our operations to support them as much as possible. The resulting pressure on funding has, however meant some cuts for Arc in our Outreach team.

I have to report the pressures being placed on us by County Lines drug dealing, creating huge challenges for our clients and staff. This includes drug dealers targeting our clients, cuckooing our houses and establishing drug dealing networks locally. In Avon and Somerset the Police tell me that there are over 90 gangs operating in this area right now. Despite our best endeavors and working closely with the police we have experienced several drug related deaths and a murder within our services in the last year. This epidemic is nationwide but nonetheless a very real evil in our midst.

In a time when despite our best efforts, homelessness is increasing, our clients' lives becoming ever more complex and with the added pressures of County Lines, I continue to be humbled by the dedication of the Arc team which feels united more than ever. Thank you.

Our Board has grown and developed in the year, losing some highly valued members at the September Annual General Meeting, but attracting some new and highly valued members at the same time. Thank you all for your support.

Thank you also to the Senior Management Team. Rarely can any organisation boast such trust, cohesion, pragmatism and decision making as this team generates.

A huge thank you to our volunteers who have worked thousands of hours to support us over the last year. Arc would not be the same without your passion and devotion.

I look forward to developing Arc further with all our people as a new year unfolds

Justin Roxburgh Chief Executive

16th July 2019

# INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF TAUNTON ASSOCIATION FOR THE HOMELESS LIMITED

### Opinion

We have audited the financial statements of Taunton Association for the Homeless (the 'association') for the year ended 31 March 2019 which comprise the Income and Expenditure Account, the Balance Sheet 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 Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the association's members, as a body, in accordance with section 87 of the Cooperative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the association and the association's members as a body, for our audit work, for this report, or for the opinions we have formed.

In our opinion the financial statements:

- give a true and fair view of the state of the association's affairs as at 31 March 2019 and of 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 Co-operative and Community Benefit Societies Act 2014.

### 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 association 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 the provisions available for small entities, 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

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the committee of management's use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the committee of management has not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the association's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

However, because not all future events or conditions can be predicted, this statement is not a guarantee as to the company's ability to continue as a going concern.

### Other information

The committee of management is responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

# INCOME AND EXPENDITURE ACCOUNT (incorporating the Statement of Comprehensive Income) year ended 31 March 2019

	Not	e £	2019 £	£	2018 £
lna ama		-			Mac
Income Rent Receivable	4	1,818,732		1,594,195	
Assessment Centre Rental Income	_	64,875		29,758 223,292	
Grants Receivable Donations	5	262,405 123,424		78,435	
Landlord Incentive Scheme (including SWLA)		4,949		1,636	
PAWS Project		2,336		40.000	
Other Income		13,000		13,000 550	
Hire of Meeting Room/Training Centre Somerset West Lettings Agency	9	35, <u>164</u>		56,822	
Somerset West Estings Agency	Ü				
			2,324,885		1,997,688
Direct Expenditure	6	393,013		421,739	
Property Costs Employee Costs	6 8	1,197,758		1,119,242	
Food	0	39,551		39,363	
Residents Activities/Involvement		7,566		7,375	
Donated Funds Expended		55,510		45,722 1,636	
Landlord Incentive Scheme (including SWLA) PAWS Project		4,949 2,336		1,030	
Social Enterprise Costs		553		-	
Somerset West Letting Agency (SWLA)	9	88,147		92,500	
			1,789,383		1,727,577
Gross Operating Surplus			535,502		270,111
Central Costs	7		(156,150)		(171,498)
Fundraising Costs-staff costs			(54,308)		(52,989)
-other costs			(3,899)		(1,863)
Depreciation			(109,218)		( <u>89,012</u> )
Operating Surplus/(Loss)			211,927		(45,251)
Interest Received			5		1
Interest Paid			(13,522)		(6,298)
Other finance costs	16		(11,000)		(2,000)
Net Surplus/ (Deficit) to Reserves			187,410		(53,548)
Other Comprehensive Income					
Actuarial loss on defined benefit pension scheme			(83,000)		5 <del>4</del> 5
Remeasurements on defined benefit pension deficit contributions				2,000	
Total Comprehensive Income for the Year			104,410		(51,548)

None of the Association's material activities were acquired or discontinued during the current or previous year.

## NOTES TO THE ACCOUNTS year ended 31 March 2019

### 1 Principal Accounting Policies

### (a) Basis of Accounting

The accounts have been prepared under the historical cost convention unless otherwise specified within these accounting policies and in accordance with Section 1A of Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland.

The defined benefit deficit contributions liability has been accounted for in accordance with the Financial Reporting Standard FRS 102, the Financial Reporting Standard applicable in the UK and the Republic of Ireland.

The financial statements are prepared in Sterling, which is the functional currency of the entity.

#### (b) Rental Income

Rental income is accounted for on a receivable basis and provision has been made in these accounts for rents owing at 31 March 2019 where there is not a reasonable expectation of recovery.

For properties where the association acts as managing agents the rent collected by the association is included in rental income. The amount payable to the property owner is included in expenditure. This treatment fairly reflects the level of activity undertaken by the association and is consistent with other properties owned by the association.

Under the South West Letting Agency, we do not show the rental income due to it being paid to the landlord less a management fee. This management fee is shown as income.

#### (c) Other Income

All other income is recognised in the period in which it is receivable, provided conditions for recognition are met, unless the income relates to a specified future period in which case it is deferred.

Government grants on capital expenditure are credited to a deferral account and are released to revenue over the expected useful life of the relevant asset by equal annual instalments.

### (d) Depreciation

Depreciation is provided on tangible fixed assets in equal instalments in order to write off the cost over their anticipated useful lives. The anticipated useful lives are as follows:

Freehold Property - 40 years Improvements to Freehold Property - 10 years

Improvements to Leasehold Property - over the period of the lease, or 25 years where the lease

is for an indefinite term.

Fixtures and Fittings - 3 years
Office Equipment - 3 years
Motor Vehicles - 5 years

Fixtures and Fittings comprise the initial cost of fitting out new premises only. Fixtures and Fittings within the Association's Hostels and Satellite Houses are subject to considerable wear and tear and are constantly being replaced and renewed. Expenditure on Fixtures and Fittings which is therefore of a replacement nature is written off to revenue in the year in which the cost is incurred.

### (e) Stock

Stock of foodstuffs and consumables is valued at the lower of cost and net realisable value.

### (f) Operating Leases

Rentals paid under operating leases are charged to the profit and loss account as incurred.

# NOTES TO THE ACCOUNTS year ended 31 March 2019

4	Rents Receivable	Bed Nights	2019 £	Bed Nights	2018 £
	Maximum Occupancy Less Unoccupied Rooms	59,470 (3,390)	1,975,755 (114,063)	57,199 (6,428)	1,848,791 ( <u>213,461</u> )
	Actual Occupancy	56,080	1,861,692	<u>50,771</u>	1,635,330
	Less Bad Debts written off Plus Bad Debts written back (monies received) Less Bad Debts provided for Actual Rents Receivable		(14,763) 8,032 <u>(36,229)</u> 1,818,732		(11,917) 11,362 (40,580) 1,594,195
5	Grants Receivable		2019 £		2018 £
	SCC Support Contracts Complex Adults-Sedgemoor District Council Somerset Partnership – Health Link Worker Taunton Deane & Sedgemoor Council – Outreach S Access Foundation Grant	ervices	150,000 30,475 21,032 60,345 		150,000 9,689 4,822 58,781 
6	Property Costs		2019 £		2018 £
	Motor and Travelling Rent, Rates and Insurance Heat and Light Repairs and Renewals Laundry and Cleaning TV Licences Telephones Outreach personalised budget Health Link personalised budget Complex Adults personalised budget Sundry Expenses including grounds maintenance		4,826 137,387 66,061 92,433 48,761 7,074 17,155 4,058 431 1,481 13,346 393,013		3,437 162,790 61,206 101,748 48,463 6,873 20,937 5,177 48 125 10,935
7	Central Costs		2019		2018
	Office, Rent, Rates and Insurance Stationery and Photocopying Telephone and Postage Promotional Expenses Office, Heat and Light Subscriptions Meetings Expenses Legal and Professional Auditors Remuneration Computer Costs Sundries (Profit)/Loss on Sale of Fixed Asset		30,303 11,455 11,592 8,727 5,865 3,365 2,498 43,556 7,350 30,797 642		28,082 10,260 11,821 5,951 3,872 3,684 3,469 73,186 5,790 25,019 621 (257) 171,498

### NOTES TO THE ACCOUNTS year ended 31 March 2019

1(	) 1	ang	ible	<b>Assets</b>
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	Freehold Property and Imp- rovements £	Improve- ments to Leasehold Property £	Fixtures and Fittings £	Equip- ment £	Motor Vehicles £	Total £
Cost				ASS DESE		
As at 1 April 2018	3,370,946	142,868	56,469	82,177	6,100	3,658,560
Additions	36,742	ಚಿತ್ರ	1,849	4,123	==	42,714
Disposals	-	-	(14,883)	(40,326)		(55.209)
As at 31 March 2019	3,407,688	142,868	43,435	45,974	<u>6,100</u>	3,646,065
Depreciation As at 1 April 2018 Charge for year Disposals As at 31 March 2019	888,728 90,583 979,311	117,821 1,376 119,197	41,131 10,122 (14,883) 36,370	72,849 5,917 (40,326) 38,440	4,333 1,220 <u>5,553</u>	1,124,862 109,218 _(55,209) 1.178,871
Net book value						
As at 31 March 2019	2,428,377	23,671	7,065	<u>7,534</u>	<u>547</u>	2,467,194
As at 31 March 2018	2,482,218	25,047	15,338	9,328	1,767	2,533,698

Somerset County Council (SCC) holds a charge over the freehold property at 44, William Street, Taunton. In the event that the Association ceases to use this property in accordance with its current objects before July 2026, it could be required to pay the sum of £190,000 to SCC. As this event is considered to be unlikely no provision has been made in the accounts.

11	Debtors	2019 £	2018 £
	Rents Receivable Bad Debt Provision Income Tax Recoverable Other Debtors Prepayments	187,478 (37,326) 7,585 13,137 18,798	182,597 (40,966) 3,946 14,035 <u>31,601</u> 191,213
12	Creditors-amounts falling due within one year	2019 £	2018 £
	Trade Creditors Taxation and Social Security Other Creditors Accruals and Deferred Income NatWest Bank Loan	42,490 21,065 21,961 160,417 43,057	50,010 22,860 13,079 140,148 43,057
		288,990	269,154

### **NOTES TO THE ACCOUNTS** year ended 31 March 2019

#### Pensions and other post-retirement benefits (continued) 16

The total cost recognised in the period was as follows:		
		2019 £000
Current service cost		5
Past service cost Plan introductions, changes, curtailments and settlements Net interest expense		3
Recognised in profit or loss	-	16
Recognised in other comprehensive income		83
Total cost recognised		99
Amounts recognised in the balance sheet were as follows:		·
	2019 £000	2018 £000
Present value of funded obligations Fair value of plan assets	(1,587) 1,171	(1,483) 1,134
	(416)	(349)
Changes in the present value of the defined benefit obligations were as for	ollows:	
		2019 £000
Opening defined benefit obligation Current service cost Past service cost Interest expense Actuarial losses Contributions by scheme participants Benefits paid (Gains) / losses on curtailment Liabilities extinguished on settlements		1,483 5 40 107 2 (50)
Closing defined benefit obligation		1,587

# NOTES TO THE ACCOUNTS year ended 31 March 2019

### 17 Reconciliation of Movements in the Association's Funds

	Share Capital	General Reserve	Total	
	£	£	£	
As at 1 April 2018 as previously stated	51	1,875,124	1,875,175	
Prior Year Adjustment (see note 1g)		(187,000)	(187,000)	
As at 1 April 2018 as stated	51	1,688,124	1,688,175	
Surplus/(Loss) in the year	121	104,410	104,410	
Other recognises gains and losses	(21)		(21)	
Issued £1 shares in the year	1		1	
As at 31 March 2019	<u>31</u>	1,792,534	1,792,565	

### 18 General Information

Taunton Association for the Homeless is a Co-operative and Community Benefit Society, limited by shares. The Association is registered in the United Kingdom. Its registered number is 23680R and registered office is 7, The Crescent, Taunton, TA1 4EA.