

# **TURNING TIDES HOMELESSNESS**

**TRUSTEES' REPORT & FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2025**

**Charitable Housing Trust  
A Company Limited by Guarantee  
Registered as Turning Tides Homelessness**

**Charity Number: 1027832  
Company Limited by Guarantee: 2708334**

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## Reference and administrative details of the Charity, its Trustees and Advisors

<b>Trustees</b>	<b>Martin Quinn (Chair)</b> <b>Nicholas Beverley-Hedger (Chair Finance and Audit Committee)</b> <b>Duncan Anderson</b> <b>Timothy Cooper (Resigned 30 August 2024)</b> <b>Peter Holloway (Appointed 12 May 2025)</b> <b>Samantha James (Appointed 12 May 2025)</b> <b>Bill Jones</b> <b>Victoria Kavan (Appointed 17 February 2025)</b> <b>Daniel Keech</b> <b>Richenda Kullar (Resigned 12 May 2025)</b> <b>Jane Lodge (Resigned 22 July 2024)</b> <b>Ian Mintram (Resigned 12 May 2025)</b> <b>Neil Ranger (Appointed 12 May 2025)</b> <b>Jonathan Rosser (Appointed 13 May 2024)</b> <b>Marianne Wright (Resigned 19 December 2024)</b>
<b>Company Registered number</b>	<b>2708334</b>
<b>Charity Registered number</b>	<b>1027832</b>
<b>Registered office</b>	<b>Worthing Town Hall</b> <b>Chapel Road</b> <b>Worthing</b> <b>West Sussex BN11 1HA</b>
<b>Company Secretary</b>	<b>Richenda Kullar (Resigned 12 May 2025)</b>
<b>Chief Executive Officer</b>	<b>John Holmström</b>
<b>Independent Auditors</b>	<b>Lewis Brownlee (Chichester) Limited</b> <b>Appledram Barns</b> <b>Birdham Road</b> <b>Chichester</b> <b>West Sussex PO20 7EQ</b>
<b>Bankers</b>	<b>HSBC</b> <b>Goring Road</b> <b>Worthing</b> <b>West Sussex BN12 4AW</b>

## Chair's Statement

This year Turning Tides helped another record number of people to step out of the margins of society and begin to find a pathway out of homelessness – in total 1,065. We have seen people from all walks of life, many of them newly homeless due to the cost-of-living crisis and struggling to process what has happened. Nevertheless, alongside the trauma and hardships we are also humbled and privileged to see the transformations people make when they are given the right support, in the right way, at the right time. This profoundly individual, sensitive, and holistic approach underpins all our work.

A current and major challenge is the increasing complexity of clients with whom we work. This is often associated with the increasing impact of substance use and connected poor mental health. Our prompt and thorough response to this issue is a fine example of the commitment shown by our Team. We are extremely grateful to all of our dedicated staff.

We are delighted to have been shortlisted for the Charity Awards 2025. The Organisation has been shortlisted in the 'Social care, advice & support' category for its Housing First model; which aims to provide clients with a stable home first, alongside person-centred, holistic support with no specified end point.

We were also proud when our Chief Executive, John Holmström, was awarded the High Sheriff of West Sussex's Award for Turning Tides' valuable services to the community.

We are pleased to have covered our costs this year. With a rising need for our services in the communities we serve and uncertainty over future funding, financial challenges are ever present.

If you have supported Turning Tides during the last year – in any way, it might be through donating your time as a volunteer or donating goods or money – we are extremely grateful and would like to thank each of you. Your generosity helps people to find lasting pathways out of the desperation of homelessness. Your support continues to be vital.

Finally, huge thanks and best wishes go to Ian Mintram, who recently stood down as Chair of Trustees after eight outstanding years in the role.

**Martin Quinn**  
**Chair of Trustees**  
**July 2025**

The Trustees present their annual report together with the audited financial statements for the year 1 April 2024 to 31 March 2025. The Trustees confirm the Annual Report and financial statements of the Charity comply with current statutory requirements of the Charity's governing document and the provisions of the Statement of Recommended Practice (SORP), applicable to all charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102, effective 1 January 2019). The Charity is considered to be a Charitable Housing Trust as defined by the Housing Association Act 1985.

Since the Charity does not qualify for the small companies' regime, the strategic report required of medium and large companies under The Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 is included.

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## **About Turning Tides**

Turning Tides, previously Worthing Churches Homeless Projects (WCHP), was established by a group of local Christians in 1992, providing practical help and support to the local people sleeping rough in Worthing. The Charity rebranded in 2018 to Turning Tides, reflecting the development and delivery of services countywide.

Now, Turning Tides provides a wide range of homeless support services across West Sussex, all striving to achieve complete pathways out of homelessness. The Charity looks to enhance and develop a broad range of services to meet the diverse needs of those who have nowhere to call home.

## **Approach of Turning Tides**

Fundamental to the Charity's approach is understanding every client has their own unique set of circumstances which led to them becoming homeless. Consequently, we offer a varied and holistic model spanning low, medium and high support services. Empowering each client to achieve independent living is a unique personal journey, requiring services to be responsive and tailored, innovative and diverse.

Turning Tides is firmly committed to being psychologically and trauma informed (a PIE approach: Psychologically Informed Environment). This means we work carefully to understand the typically traumatic events leading to a person becoming homeless and the emotional impact of their experiences. We seek to produce a safe, positive relationship and environment so clients can begin to rebuild their lives and thrive. Our services are continually developed and delivered responsively to client need.

Taking a strengths-based and systems approach, Turning Tides also seeks to coordinate resources across the sectors and within the community. Ending local homelessness cannot be achieved by the Charity alone. Time and time again the challenges and barriers faced by clients are systemic. The Charity listens to their experience and works with colleagues in other related systems such as housing, health, social care, substance use and criminal justice to create a "coalition of the willing" to end local homelessness.

## **Charitable Objects**

Turning Tides is a charitable housing trust whose objects, as set out in its Memorandum of Association, are to relieve poverty through the provision of emergency and other accommodation, advice and assistance for persons who are deemed homeless and / or in need of such accommodation, advice or assistance.

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## Our Vision, Mission and Ambitions

### Our Vision

Ending local homelessness in the areas in which Turning Tides operate.

### Our Mission

We are a community-led Charity which puts clients and local people at the heart of our mission to end homelessness. To do this we will be:

- Ambitious - homelessness is not an inevitability
- A voice for people experiencing homelessness
- A place of safety, respect and trust
- Kind, generous and warm hearted
- Engaging, motivating and inspiring
- Inclusive and welcoming
- Valuing faith, spirituality and our Christian roots
- Led by our clients' and communities' expertise and experience.

### Our Ambitions

- To reduce rough sleeper numbers and develop pathways out of homelessness
- To be led by our clients' and communities' expertise and experience
- To be innovative and deliver good value in order to win new resources
- To grow a thriving charity where people enjoy working and feel empowered to create a bright future for themselves and others.

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## Services of Turning Tides

The Charity provides a diverse range of services to meet the varied and complex needs of those who are homeless or at risk of becoming homeless. We operate across West Sussex covering Adur and Worthing, Littlehampton, Horsham District, Mid Sussex and Crawley.

1065 individual clients accessed the Charity's services in 2024/2025, 409 of which were new clients.

As at the end of March 2025 the Charity had 171 paid staff and 191 volunteers who currently deliver:

- **Hubs and Outreach** - Multi-agency centres where anyone who is homeless or insecurely housed can receive practical help such as food, showers and clothing. Specialist staff supporting clients into appropriate accommodation and helping with health needs. Groups and community inclusion activities are held, reducing social isolation. Outreach Teams also work in Horsham and Mid Sussex, including a Rough Sleeper Coordinator.

- **High Support Residential with 24/7 cover**- 4 projects with 114 beds:
    - Byron Road, Worthing – 16 bed complex-needs project,
    - Recovery Project, Worthing – 31 bed Care Quality Commission ('CQC') registered drug rehabilitation,
    - Manor Road, Worthing – 17 bed complex-needs project,
    - Roffey Place, Horsham – 50 bed complex-needs project.
  
  - **Medium and Low Support Move on Housing** - 17 properties with 114 beds:
    - Worthing ----- 8 houses----- (62 beds)
    - Littlehampton ----- 3 houses----- (17 beds)
    - East Clayton----- 1 house ----- (5 beds)
    - Horsham----- 2 houses ----- (8 beds)
    - Mid Sussex ----- 3 houses----- (22 beds)
  
  - **Multi-Disciplinary Team** – specialist staff who provide additional support to clients across services:
    - Social Workers
    - Mental Health Workers
    - Counselling Coordinator
    - Complex Needs Specialists
    - Substance/Alcohol Misuse Workers
    - Lived Experience and Trauma Informed Navigators
    - Housing First Workers.
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## Strategic Review

The Board of Trustees sets an annual budget accompanied by a 5-year financial Business Plan in March each year. This is accompanied by a detailed Organisational Plan which sets out how the Business Plan will be delivered.

The Organisational Plan has 6 overarching objectives to deliver our four ambitions set in 2019 (please refer to page 6). Progress against the Plan is reviewed quarterly by the Senior Management Team and Board of Trustees using a Red Amber Green (RAG) system. In addition, Key Performance Indicators (KPIs) are monitored across all the Charity's services and functions. These are also reviewed quarterly by the Senior Management Team and Board of Trustees.

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## Achievements, Challenges and Performance

Our dedicated staff and volunteers strive to ensure no one faces the trauma of homelessness alone, and during the period of this report they supported a record number of 1065 people.

### Our Services

Our drop-in Community Hubs and Outreach Teams have helped 736 people over this period. They also report ever more diversity in the people they see; many having what seemed to be a 'normal' life, with a job and home, only a few months prior to presenting for help. Moreover, some people are homeless and still in employment, using our facilities to maintain some normality and dignity as they try and hold onto work and routine. The cost-of-living crisis is extracting a heavy price from many in our society who have little savings or support on which to lean.

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This was the second full year of operation of our high support 50 unit residential project at Roffey Place, near Horsham; a collaborative response between Turning Tides and Horsham District Council based in a rural setting

Working in conjunction with our multi-disciplinary Teams, both our high support accommodation and our low/medium support housing enable residents with complex needs to aspire to their full potential, and move towards independent living.

### **Challenges**

A continuing major challenge is the increasing complexity of clients with whom we work. This is often associated with the increasing impact of substance use and connected poor mental and physical health.

We are a member of the West Sussex Combating Drugs Partnership. An 85% reduction in the amount of heroin coming out of Afghanistan has led to an exponential increase in availability of synthetic opiates which can be anything from 50 to 1000 times more potent than street heroin resulting in a spike in overdoses. Added to this there is an increase in the availability of synthetic drugs over the internet delivered to your door or purchased via QR codes on lamp posts.

Naloxone is a safe medicine that rapidly reverses an opioid overdose. As part of our overall response, we have rapidly distributed it into the community and are ensuring that both clients and trained staff are carrying. We have also installed Naloxone boxes in all our residential and hub services.

### **Recent Achievements**

We have continued to develop a more co-produced and trauma-informed Organisational ethos. This has been supported by the Sussex wide 'Changing Futures' programme; a system change programme for people experiencing multiple disadvantages. This has provided a Trauma Informed Navigator and 2 staff who use their lived experience to build deep connections with our most vulnerable clients and also guide staff and Managers in the co-design and delivery of our services. Through the development of these roles, we have also been able to introduce a peer support training and volunteer programme with funding via the NHS. These voluntary roles have made such a positive difference to the Worthing Hub in the way it feels and the sense of safety and connections the peer support workers bring. In addition, it makes a real difference to their lives giving them a sense of purpose by knowing the difference they make.

Receipt of resettlement funding from the Office for Health Improvement and Disparities (OHID) has been significant as it includes funds for a dedicated Resettlement Manager and a Mental Health Worker to support clients with a history of substance use, including some dual diagnosis clients, to move into their forever homes. It also includes sufficient funding to pay for deposits, cost of removals and money to fit out flats with new carpets, curtains, furnishings, white goods and cookers. This all ensures clients have the greatest opportunity for success. Building trusting relationships with landlords has also been a cornerstone to the success of this Project and much positive feedback has been received.

Our application continues to the Regulator of Social Housing to become a Housing Association. We were invited to submit a Detailed Application following a successful Preliminary Action. The Detailed Application is being assessed at the time of writing.

A successful application would allow access to capital funding for new, better buildings and renew our older housing stock to meet longer term sustainability targets (such as net zero by 2050). Longer term this would place us in a stronger position to apply for revenue funding for new supported housing schemes. In recent years the Government has shown a preference to invest capital/revenue in Registered Providers.

### **Our Team**

We are incredibly grateful to our staff for their huge commitment and dedication throughout the continued challenges faced by the Charity. Operational staff are, understandably, feeling the stretch as they manage an increase in need alongside an increase in complexity and their work is a constant source of pride for the Trustees.

### **Investing In Our Teams**

Once again, we are indebted to our inspirational, generous and caring staff for their continued commitment to the mission and vision of Turning Tides. They are the key to the success of the Charity. They are integral to making Turning Tides a great place to work and through co-production, staff are involved in various initiatives to ensure we continue to improve how we go about our day-to-day work. We value staff input and feedback into everything we carry out, and everyone can have their say through 'Your Voice', our internal staff feedback forum.

We attach great importance to training our people. We have made good progress on compliance and mandatory training and reflective practice for our Operational Teams. We have developed a new range of training which is bespoke to the needs of the Organisation. This includes a wide range of supplementary training alongside an extensive library of online courses and learning to support continual development of skills.

A Staff Conference took place in September 2024, affording an opportunity for all Teams across the Organisation to connect with each other and to understand more about the latest challenges which face our Sector.

### **Diversity, Equity, and Inclusion**

Diversity, Equity and Inclusion continue to be an area of increased focus and activity. We collect data from our staff annually and have discussions with staff in Your Voice meetings – with a group comprising staff from across the Charity. We noted the need for great diversity on our board, and it is more balanced now in terms of age, gender, neuro diversity and lived experience, especially with the recent recruitment of 3 women trustees and a further woman as independent on the Finance and Audit Committee.

### **Health and Wellbeing**

The challenges we all face in our wider lives can have an impact, which sometimes affects our mental health and/or our financial situation. As a person-centred Charity, the health and wellbeing of all our stakeholders including clients, volunteers and staff, is an ongoing priority.

We are pleased staff continue to be offered Medicash. It offers a wide range of training, mindfulness meditations, 24-hour GP service, digital physiotherapy along with the cash plan element with the option of adding family members. We also continue to offer the 24/7 Employee Assistance Programme which offers 1:1 counselling for employees and assistance with any work, personal or family issues.

In addition, Reflective Practice and our internal Counselling Team continue to be key in offering support to our frontline Teams who often deal with trauma, and we are looking to develop this offer in 2025/26.

### **Volunteers**

Volunteers are crucial to the delivery of our services and their support can be transformational for clients. This year 191 volunteers supported our work across the Charity, providing a generous and hugely valuable 10,038 hours of support. We also held many corporate volunteer sessions.

We are in awe of all the wonderful volunteers who give their time so freely to support the people we serve. Without them we could not achieve these amazing outcomes.

## Community Support

Turning Tides relies on the support and generosity of its local community, and we are thankful to those who feel able to donate. The Fundraising and Communications Team worked hard to raise £614k in unrestricted income during this year through a combination of new and established events and activities. The Sleepout and Skydive attracted support from clients and volunteers, as well as staff. A new event, the National Three Peaks Challenge, saw 18 fundraisers, including staff and a client, tackling Great Britain's three highest peaks in a 24-hour period – and was our most profitable single fundraising activity of the year. Another new event, sponsored dog walk, brought the year's fundraising calendar to a successful close.

The publication of our 2025 Impact Report highlighted many aspects of the Charity's work. This included the Housing First service, which was also featured in the 2024 Christmas appeal. The combination of these two activities attracted significant additional funds from the community. This income enables the Charity to be agile and responsive and help to protect its independence.

The Team continued to undertake a wide range of speaking engagements and attend networking events across West Sussex to raise awareness of homelessness. Support came from all sectors of society: schools, churches, corporates, social groups, sports clubs and many more. Relationships including those with Worthing Golf Club, Haskins Garden Centre, the Hackett Group and the John Lewis Partnership provided funds to support the Charity's mission, and enabled the building of relationships across the wider community. Individuals also undertook a variety of fundraising challenges to support Turning Tides, including Hercule Van Wolfwinkle whose fundraising and awareness raising continues to be invaluable.

In term of communications, our work continued to attract media attention, with interviews and pieces in BBC South Today, BBC South East Today, Inside Magazine, BBC Sussex and Heart FM. Greatest Hits Radio and BBC Radio Sussex carried interviews with John Holmström on the subject of homelessness at Christmas. The sponsored dog walk attracted a great deal of attention with coverage in the Worthing Herald online, in addition to multiple radio pieces. Littlehampton Community Hub's "Wellbeing Wednesday" was featured in Sussex World.

The Centre for Homelessness Impact mentioned Turning Tides in a blog piece, and included photographs of client Franc, which is aimed at challenging negative images of homelessness. The issue of rural homelessness was also picked up by the National Sun newspaper who carried out an interview with staff at Roffey Place.

Also, throughout this year, the Organisation secured £1.86m through grants and trusts. These applications were doubly challenging, not only due to the cost of living crisis but also because the Charity has expanded to meet the increased need in our community. As our turnover now comfortably exceeds £5m, this limits the scope of grants and trusts open to our application. This income not only ensured our existing services continued to support as many clients as possible, but also led to the development of new services.

## Key Performance Indicators

	2022-2023	2023-2024	2024-2025	% Increase or Decrease (23/24 – 24/25)
<b>Pathways out of homelessness:</b>				
Total clients supported	938	1057	1065	+1%
Total new clients supported	372	433	409	-6%
Average length of rough sleeping of new clients (in weeks)	4.5	3.7	3.3	-13%
Number of people rough sleeping at end of Q4 (restated)	34	36	34	-6%
Safeguarding Reports	7	19	18	-5%
<b>High support accommodation:</b>				
Total units of accommodation	100	111	114	+3%
% Occupancy	90%	95%	94%	-1%
Number of new clients taking up residencies	177	172	166	-3%

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for the Year Ended 31 March 2025**

Average length of stay (in weeks)	26	28	29	+4%
Total move-ons	147	158	179	+13%
% planned departures (restated)	65%	57%	51%	-10%
<b>Low/Medium support housing:</b>				
Total units of accommodation	114	113	114	+1%
% Occupancy	87%	93%	96%	+3%
Number of new clients taking up residencies	88	79	71	-10%
Average length of stay (in weeks)	72	67	72	+7%
Total departures	81	79	65	-18%
% planned departures	67%	62%	66%	+6%
<b>HR:</b>				
Voluntary staff turnover (restated)	17%	30%	20%	-33%
Staff sickness total average % working days lost	3.8%	3.9%	5.6%	+44%
<b>Health &amp; Safety and Maintenance:</b>				
Health & Safety compliance	97%	99%	98%	-1%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 1 day	100%	100%	100%	0%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 7 days	89%	94%	94%	+0%
% Targeted response time achieved of emergency maintenance tasks (in days) target of 28 days	84%	86%	91%	+6%
<b>Complaints:</b>				
Total complaints	21	38	62	+63%

**Commentary on KPIs**

As demand for our service continues to increase, we have supported more clients than ever before (up 1% on last year). There has been positive progress on pathways out of homelessness with a reduction by 13% to 3.3 weeks for the average length of stay on the streets. Overall numbers rough sleeping were similar, with a small decrease of 6% over the previous 12 months.

Safeguarding notifications have stabilised. We take a rigorous approach through our Social Worker to refer cases where an alert is properly justified. Key to our safeguarding approach is to follow through any referral and be clear the difference we are seeking to achieve. The similar numbers for the current year can largely be explained by this being the second year our high support project, Roffey Place, has operated for the entire year, and due to the increased complexity of the clients we support which include a number of health and social care needs.

Similarly, we are also pleased the actual number of client move-ons out of high support residential services have again increased this year from 158 to 179. Planned departures from high support has reduced in the year from 57% to 51% as we have managed to somewhat maintain the level in a client environment of increasing complexity. Within the sector we have a strict definition of planned departures and most unplanned departure clients are supported into other accommodation.

The actual number of planned departures from low/medium support, often to Social Housing, has fallen a little from 49 to 43 and the percentage of planned departures has risen from 62% to 66%. Notwithstanding the client environment of increasing complexity, we seek to improve these figures with our dedicated Resettlement Manager, together with the receipt of sufficient grant funding to finance these moves.

Voluntary staff turnover has reduced significantly. We have introduced additional staff well-being measures. Health and Safety performance remains very high, and our maintenance response times are strong at 100% for emergency tasks. We have a stable and well led Maintenance Team who have the capability to continue this improvement.

## Future Plans

Our core strategy remains to follow the four ambitions set in 2019 (please refer to page 3). The financial health and security of the Charity is a priority. With current levels of funding, it is a major challenge to make ends meet each year. This challenge increases with funding uncertainty and the increasing need for our services as more people fall into homelessness. Short term funding (and lack of Housing Related Support commissioned income, in particular) is an issue for us and the wider homelessness sector.

A Board/Management Strategy Day was held in August 2024 to assess business risks. This provided a detailed review of risks and how we can ensure a robust Business Plan which maintains reasonable reserve levels and manages fluctuating income and retention/development of missional services. Board/Management Strategy Day was held in February 2025 to review the Business Plan.

We are grateful to Worthing Homes to develop two supported housing schemes on our behalf. Skywaves is a 21 studio-flat high-support scheme and multi-agency hub, due to open in August 2025 and Clifton Road is a 13 studio-flat medium support housing scheme which opened in April 2025. We continue to explore other property opportunities.

Our Business Development Strategy also seeks to ensure services are sustainable, and key risks identified at the earliest opportunity and mitigated. We worked hard to bring our existing housing stock up to a good standard and meet the Decent Homes Standards. We received the results of an independent 30-year stock condition survey and updated our asset management plans accordingly.

Supporting and investing in our dedicated Teams will also be paramount. In 2023/24 we undertook an employee Engagement Survey for staff, followed by staff survey conducted by an independent consultant for Board/Senior Management Away Day November 2024. We are using the feedback to make improvements and inform our Strategic Plans and review of our Values.

Turning Tides has a robust approach to compliance and internal controls. This year we delivered a full roll out of our internal Quality Framework and Quality Reviews across all Operational Services; with an emphasis on safety, compliance and best practice.

## Principal Risks and Uncertainties

Turning Tides has a formal risk management process to assess business risk and implement risk management strategies. This involves identifying the type of risks we may face, prioritising them in terms of potential impact and likelihood of occurrence, and identifying the means of mitigating each potential risk. This analysis forms the Risk Register. The Risk Register is reviewed on a regular basis by relevant members of the Senior Management Team and the Board of Trustees. The Board of Trustees have responsibility for ensuring risks are identified and appropriate mitigations are in place, as required by the Treatment Plans.

Turning Tides recognise the role of robust KPIs and Organisational Plan together with the Risk Register in mitigating risk. The Terms of Reference of the Finance and Audit Committee (a sub committee of the Board of Trustees) include the detailed review of the KPIs, Organisational Plan and Risk Register on a quarterly basis.

The Charity actively reviews its key risks and how these can be mitigated. Significant risks are shown in the table below:

Risk	Risk Action Plan
There is a risk that lack of capacity at Turning Tides will lead to failures in client service delivery and the ability to deliver the Organisational Plan. This could lead to further stress, attrition and lowering of staff engagement.	Complete succession planning, skills and competency assessment, competency framework, capacity planning at project level, management development and systems and process improvements.
There is a risk that a high level of staff turnover and absenteeism will lead to cultural issues and adverse impact on employee engagement.	Continuous improvement in learning and development. Improved internal communications and a refresh of organisation values.
There is a risk of cyber attacks and data breaches which could lead to penalties and financial losses.	IT risk assessment and review.
There is a risk of missing opportunities for brand expansion and enhanced awareness of . Turning Tides . in the local community and stakeholder engagement. This may lead to a loss of fundraising and support for Turning Tides.	Carry out community engagement and an awareness campaign. Review Communications Strategy including social media.

## Financial Review

During 2024/25 Financial Year Turning Tides made a management accounting surplus of £397k which is better than the budgeted surplus of £73k. Careful management of activity and expenditure continued.

The following table shows the reconciliation between statutory accounts and management accounting financial performance.

Reconciliation	2024	2025
	£k	£k
Management accounts surplus	107	397
West Hill, Ravenscourt Trust and other smaller fund movements	(14)	(29)
Depreciation and accounting adjustments	0	(9)
Net statutory surplus before transfers	93	359

The Charity strives to make efficient use of its resources and has achieved an average occupancy level (including maintenance voids) of 94% (2024: 93.8%). Bad debts were 1.4% (2024: 2.7%) of rent receivable against a target of 2.5%.

### Reserves Policy and Going Concern

The Charity aims to match income and expenditure year to year while maintaining a suitable level of cash reserves. Having a Reserves Policy helps inform the way in which a charity manages its cash, liquid assets and debt. Free Reserves are defined to be cash held in current, deposit or fixed term investments that are not already specifically committed or designated to a particular purpose or expense.

Reserves should be consistent with ongoing activities and financial commitments such that reductions in and/or loss of income streams do not have an immediate adverse impact on clients or staff. This is particularly crucial for Turning Tides as much of our funding from commissioners and trusts is short term. This can sometimes produce an environment where we are empowered to support people for all too brief a period, and then have to close a project. Consequently, we strive for reserves which enable us to commit to services longer term and bring lasting change to the lives of clients.

Cash reserves also provide vital funding which allows us to 1) respond in an agile manner to increased need and 2) trial and deliver interventions the wider systems have failed to put in place.

The Reserves Policy contributes significantly to the Board's ability to balance the needs of current and future clients, to provide supporters and stakeholders with assurances the Charity is well managed and it has, where appropriate, a strategy for building up reserves. The Reserves Policy also assists when planning and explaining our mission to supporters and stakeholders, and how it is vital for us to retain resources, focus and energy. This is because our mission is not simply to maintain the delivery of our current support services – we also need to innovate, grow and develop services, systems and partnerships that can contribute towards the ending of local homelessness.

In setting the appropriate level of Reserves the Trustees have considered the following:

- Forecast cashflow (taking into account the reliability of each source of income and the commitments associated with each source of expenditure)
- Risk and likely changes in the main sources of income / expenditure
- Existing restricted and designated reserves along with expenditure plans / timescales
- Future income streams with an assessment of their reliability
- Committed expenditure and how far this is controllable
- The assessment of how to cope with changes in the main sources of income
- Likely effects on the beneficiaries resulting from significant changes to income/cost

- New opportunities not in the Business Plan
- The level of fixed assets, borrowing and loan repayment risk.

Using the policy described above Trustees, in collaboration with the Chief Executive and Head of Finance, have agreed the following thresholds:

	£
<b>Minimum reserves level</b>	
Sudden loss of funding for one project	£200k
General loss of funding in one year	£300k
New opportunities not in Business Plan	£250k
<b>Total</b>	<b>£750k</b>
<b>Maximum reserves level</b>	
Double the minimum reserves level (being approximately 3 months operating costs at the time the policy was set)	<b>£1,500k</b>

If reserves fall, or are forecast to fall, below the minimum level agreed, the Trustees will work with the Chief Executive and Senior Management Team to agree plans and drive actions which will replenish reserves to above that minimum.

Conversely, if reserves rise above the maximum level agreed, the Trustees will support the Chief Executive and Senior Management Team to ensure the surplus is explicitly considered. Future plans will utilise the resource to further the Charity's aims, over a defined period, so reserves are brought back within the agreed range.

At the year end, total funds were £7,177k (2024: £6,818k). Free reserves (cash less restricted and designated reserves which are unrelated to Fixed Assets) amounted to £1,562k (2024: £1,174k) which is at the top of the agreed range and, therefore, we are well positioned to face a period with significant financial challenges ahead.

Ravenscourt restricted funds are being utilised to fund a specific revenue expense over the following 10-15 years. Restricted funds received from Adur Furniture Network will be utilised if/when an appropriate opportunity with long term, sustainable benefit is identified.

Our accounts also show a designated fund associated with our property in East Grinstead (West Hill) which has been used to help improve the building and support services offered to clients in the local area. The remaining funds are likely to be utilised to refurbish the property.

## Structure, Governance and Management

Turning Tides is a registered Charity and is registered as a company limited by guarantee. Trustee members are also Directors of the Company.

The governing documents of the Charity are its Memorandum and Articles of Association. The latter was updated in line with good practice in 2024.

There are currently 10 Trustees out of a maximum possible 12. Regarding recruitment of Trustees, when a vacancy occurs the Board will take the opportunity to review the skills matrix of Trustees to identify skill sets that would strengthen the Board's overall effectiveness. In addition, consideration is given as to whether there is a need for any specific community or stakeholder group that needs to be represented by a new Trustee.

The Board and its sub committees will also conduct regular performance reviews and skills audit of Trustees/Members. In October 2022 it conducted a Board Effectiveness Review. This found the Board was broadly working well but would benefit from more lived experience and diverse membership. Since then the Board has recruited Trustees with a wider range of backgrounds including lived experience. A register of Trustee skills audit is updated as new Trustees join the Board. Skills audit has similarly been undertaken for the Finance and Audit Committee, and register will be updated on any new appointments.

The Board plan a governance review in the Autumn 2025 which will include a review of Committee structure.

The Trustee recruitment process is designed is to find candidates who are fully independent with suitable skills and experience. Positions are advertised widely, and Trustee recruitment will encourage a diversity in applications, and that lived experience is valued. Applicants undergo a structured interview process. There is also client involvement in the interview process. The Board operates an equal opportunities recruitment policy.

Induction information covering the role and responsibilities of Trustees are provided to the Trustees and governance updates are provided as and when appropriate.

Trustees are all volunteers and receive no remuneration.

Trustees are required to disclose all relevant interests and register them with the Chief Executive and withdraw from any decision making process where there is a conflict of interest.

The Board of Trustees is the governing body of Turning Tides and is responsible for all its activities and affairs. The operational running of the Charity is delegated to the Chief Executive and the Senior Management Team.

The Board meets as a full Board at least 4 times a year. The Charity benefits from 2 sub committees which have been established to overview key areas of activity. Each sub committee has clear terms of reference.

- The Finance and Audit Committee meets at least 6 times a year
- The Remuneration Committee meets 2-3 times a year.

These sub committees report to the main Board at each main Board meeting. The Remuneration Committee is tasked with reviewing the salaries of the Chief Executive and the Senior Management Team. The Committee reviews the relative size of the roles and receives information on market comparisons through two comprehensive surveys of local charity sector pay.

## **Public Benefit Statement**

Turning Tides' charitable objects are the relief of poverty through the provision of accommodation and advice to those who find themselves homeless or at risk of homelessness. The services are provided across West Sussex.

As a Charity with a Christian background and ethos, Turning Tides provide services to any adult member of the general public regardless of whether they have a personal faith in any religion or denomination or none.

Turning Tides asks for no membership fees from individuals in order to benefit from assistance.

## Trustees' Responsibilities Statement

The Trustees (who are also the Directors of Turning Tides Homelessness for the purposes of Company Law) are responsible for preparing the Trustees' Report including the Strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles of the Charities SORP (FRS 102)
- Make judgments and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis, unless it is inappropriate to presume that the charity will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to 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.

### Disclosure of Information to Auditors

Each individual Trustee, at the time when this Trustees' Report is approved, has confirmed:

- So far as the Trustee is aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- The Trustee has taken all steps that ought to have been taken as a Trustee to be aware of any relevant audit information and to establish the charitable company's Auditors are aware of that information.

Approved by order of the members of the Board of Trustees on  
and signed on their behalf by: 22/10/25



Martin Quinn  
Chair



Nicholas Beverley-Hedger  
Chair of Finance & Audit Committee

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
TURNING TIDES HOMELESSNESS**

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**Opinion**

We have audited the financial statements of Turning Tides Homelessness (the 'charitable company') for the year ended 31 March 2025 which comprise the Statement of Financial Activities, the Balance Sheet, the Cash Flow Statement and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2025 and of its 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.

**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 Auditors' 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 trustees are responsible for the other information. The other information comprises the information included in the Annual Report, other than the financial statements and our Report of the Independent Auditors thereon.

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 this gives rise to a material misstatement in the financial statements themselves. 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.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
TURNING TIDES HOMELESSNESS**

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**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 Report of the Trustees for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Trustees has 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Report of the Trustees.

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

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the 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.

**Responsibilities of trustees**

As explained more fully in the Trustees' Responsibilities Statement, 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 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 charitable company or to cease operations, or have no realistic alternative but to do so.

**Our responsibilities for the audit of the financial statements**

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 a Report of the Independent Auditors 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 the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

- enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims;
- enquiry of entity's staff to identify any instances of non-compliance with laws and regulations;
- reviewing minutes of meetings of those charged with governance;
- reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations; and
- auditing the risk of management override of controls including through testing journal entries and other adjustments for appropriateness, and evaluating the business rationale of significant transactions outside the normal course of business.

**REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF  
TURNING TIDES HOMELESSNESS**

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A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our Report of the Independent Auditors.

**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. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



Sarah Alexander FCCA FCA (Senior Statutory Auditor)  
for and on behalf of Lewis Brownlee (Chichester) Limited  
Statutory Auditors  
Appledram Barns  
Birdham Road  
Chichester  
West Sussex  
PO20 7EQ

Date: 5.11.25.....

TURNING TIDES HOMELESSNESS

STATEMENT OF FINANCIAL ACTIVITIES  
FOR THE YEAR ENDED 31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>INCOME AND ENDOWMENTS FROM</b>					
Donations and legacies	3	512,363	-	512,363	487,721
<b>Charitable activities</b>					
Byron, Manor, Roffey and Skywaves	5	2,546,108	-	2,546,108	2,276,377
Recovery Services		1,150,893	-	1,150,893	1,021,990
Move on Housing		1,717,988	-	1,717,988	1,619,729
Homelessness Services		1,489,583	149,312	1,638,895	1,585,687
Central		1,455	-	1,455	3,900
Fundraising events		111,675	-	111,675	107,260
Donated Goods & Volunteering		4,683	17,189	21,872	6,970
Investment income	4	16,673	-	16,673	15,553
<b>Total</b>		<b>7,551,421</b>	<b>166,501</b>	<b>7,717,922</b>	<b>7,125,187</b>
<b>EXPENDITURE ON</b>					
<b>Charitable activities</b>					
Byron, Manor, Roffey and Skywaves	6	2,521,666	-	2,521,666	2,459,945
Recovery Services		1,082,594	29,472	1,112,066	981,584
Move on Housing		870,337	-	870,337	915,885
Homelessness Services		1,525,892	149,312	1,675,204	1,514,748
Central		809,308	-	809,308	848,432
Fundraising events		165,891	-	165,891	185,620
Donated Goods & Volunteering		186,563	17,189	203,752	126,123
<b>Total</b>		<b>7,162,251</b>	<b>195,973</b>	<b>7,358,224</b>	<b>7,032,337</b>
<b>NET INCOME/(EXPENDITURE)</b>		<b>389,170</b>	<b>(29,472)</b>	<b>359,698</b>	<b>92,850</b>
<b>RECONCILIATION OF FUNDS</b>					
Total funds brought forward		6,604,287	213,485	6,817,772	6,724,922
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>6,993,457</b>	<b>184,013</b>	<b>7,177,470</b>	<b>6,817,772</b>

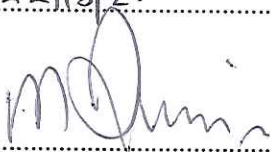
The notes form part of these financial statements

TURNING TIDES HOMELESSNESS

BALANCE SHEET  
31 MARCH 2025

	Notes	Unrestricted funds £	Restricted funds £	2025 Total funds £	2024 Total funds £
<b>FIXED ASSETS</b>					
Tangible assets	11	5,686,378	-	5,686,378	5,214,074
<b>CURRENT ASSETS</b>					
Debtors	12	910,787	-	910,787	733,982
Investments	13	128	-	128	128
Cash at bank and in hand		<u>1,696,837</u>	<u>184,013</u>	<u>1,880,850</u>	<u>1,416,570</u>
		2,607,752	184,013	2,791,765	2,150,680
<b>CREDITORS</b>					
Amounts falling due within one year	14	(572,888)	-	(572,888)	(491,783)
<b>NET CURRENT ASSETS</b>					
		<u>2,034,864</u>	<u>184,013</u>	<u>2,218,877</u>	<u>1,658,897</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>					
		7,721,242	184,013	7,905,255	6,872,971
<b>CREDITORS</b>					
Amounts falling due after more than one year	15	(727,785)	-	(727,785)	(55,199)
<b>NET ASSETS</b>					
		<u>6,993,457</u>	<u>184,013</u>	<u>7,177,470</u>	<u>6,817,772</u>
<b>FUNDS</b>					
Unrestricted funds	17			6,993,457	6,604,287
Restricted funds				<u>184,013</u>	<u>213,485</u>
<b>TOTAL FUNDS</b>					
				<u>7,177,470</u>	<u>6,817,772</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 22/10/25 and were signed on its behalf by:



Martin Quinn - Trustee



Nicholas Beverley-Hedger - Trustee

The notes form part of these financial statements

**TURNING TIDES HOMELESSNESS**  
**CASH FLOW STATEMENT**  
**FOR THE YEAR ENDED 31 MARCH 2025**

Notes	2025 £	2024 £
<b>Cash flows from operating activities</b>		
Cash generated from operations      1	<u>489,492</u>	<u>182,877</u>
Net cash provided by operating activities	<u>489,492</u>	<u>182,877</u>
<b>Cash flows from investing activities</b>		
Purchase of tangible fixed assets	(766,500)	(56,687)
Interest received	<u>16,673</u>	<u>15,553</u>
Net cash used in investing activities	<u>(749,827)</u>	<u>(41,134)</u>
<b>Cash flows from financing activities</b>		
New loans in year	750,000	-
Loan repayments in year	<u>(25,385)</u>	<u>(22,720)</u>
Net cash provided by/(used in) financing activities	<u>724,615</u>	<u>(22,720)</u>
<b>Change in cash and cash equivalents in the reporting period</b>		
Cash and cash equivalents at the beginning of the reporting period	<u>1,416,570</u>	<u>1,297,547</u>
Cash and cash equivalents at the end of the reporting period	<u><u>1,880,850</u></u>	<u><u>1,416,570</u></u>

The notes form part of these financial statements

TURNING TIDES HOMELESSNESS

NOTES TO THE CASH FLOW STATEMENT  
FOR THE YEAR ENDED 31 MARCH 2025

1. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025	2024
	£	£
<b>Net income for the reporting period (as per the Statement of Financial Activities)</b>	358,698	92,850
<b>Adjustments for:</b>		
Depreciation charges	294,196	284,133
Interest received	(16,673)	(15,553)
Increase in debtors	(176,805)	(137,092)
Increase/(decrease) in creditors	<u>29,076</u>	<u>(41,461)</u>
<b>Net cash provided by operations</b>	<u>489,492</u>	<u>182,877</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1/4/24	Cash flow	At 31/3/25
	£	£	£
<b>Net cash</b>			
Cash at bank and in hand	<u>1,416,570</u>	<u>464,280</u>	<u>1,880,850</u>
	<u>1,416,570</u>	<u>464,280</u>	<u>1,880,850</u>
<b>Liquid resources</b>			
Deposits included in cash	-	-	-
Current asset investments	<u>128</u>	<u>-</u>	<u>128</u>
	<u>128</u>	<u>-</u>	<u>128</u>
<b>Debt</b>			
Debts falling due within 1 year	(25,120)	(20,212)	(45,332)
Debts falling due after 1 year	<u>(23,381)</u>	<u>(704,404)</u>	<u>(727,785)</u>
	<u>(48,501)</u>	<u>(724,616)</u>	<u>(773,117)</u>
<b>Total</b>	<u>1,368,197</u>	<u>(260,336)</u>	<u>1,107,861</u>

The notes form part of these financial statements

## TURNING TIDES HOMELESSNESS

### NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

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#### 1. GENERAL INFORMATION

The company is a private company, limited by guarantee, incorporated in England and Wales within the United Kingdom. In the event of the company being wound up, the liability in respect of guarantee is limited to £10 per member of the company.

#### 2. ACCOUNTING POLICIES

##### **Basis of preparing the financial statements**

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

##### **Critical accounting judgements and key sources of estimation uncertainty**

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

Depreciation and useful economic life of properties - this requires an estimation of the useful economic lives of properties (which are based on surveyors' reports when available) and an estimate of land apportionment at each site.

The charity makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results.

##### **Income**

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

The recognition of income from legacies is dependent on establishing entitlement, the probability of receipt and the ability to estimate with sufficient accuracy the amount receivable. Evidence of entitlement to a legacy exists when the charity has sufficient evidence that a gift has been left to them (through knowledge of the existence of a valid will and the death of the benefactor) and the executor is satisfied that the property in question will not be required to satisfy claims in the estate. Receipt of a legacy must be recognised when it is probable that it will be received and the fair value of the amount receivable, which will generally be the expected cash amount to be distributed to the charity, can be reliably measured.

Grants are included in the Statement of Financial Activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the Balance Sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Gifts in kind are included at valuation and recognised as income when they are distributed to the projects. Gifts donated for resale are included as income when they are sold.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

## TURNING TIDES HOMELESSNESS

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2025

#### 2. ACCOUNTING POLICIES - continued

##### Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of direct staff cost at each project.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the company and include project management carried out at Headquarters.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

Governance costs are those incurred in connection with administration of the company and compliance with constitutional and statutory requirements.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the charity's objectives, as well as any associated support costs.

All expenditure is inclusive of irrecoverable VAT.

##### Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

##### Tangible fixed assets

The charity only capitalises major capital expenditure relating to the construction or extensive refurbishment of property and the purchase of vehicles.

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives.

Depreciation is provided on the following bases:

Freehold property	- 2% straight line
Freehold land	- not depreciated
Option to Buy	- 2.5% straight line
Motor vehicles	- 25% straight line
Building improvements to leasehold properties	- 33.3% straight line

## TURNING TIDES HOMELESSNESS

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2025

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#### 2. ACCOUNTING POLICIES - continued

##### **Taxation**

The charity is exempt from corporation tax on its charitable activities.

##### **Fund accounting**

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes.

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 explanation of the nature and purpose of each fund is included in the notes to the financial statements.

##### **Pension costs and other post-retirement benefits**

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

##### **Investments**

Asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

##### **Debtors**

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

##### **Cash bank and in hand**

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

##### **Liabilities and provisions**

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risk specific to the liability. The unwinding discount is recognised in the Statement of Financial Activities as a finance cost.

##### **Financial instruments**

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

3. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	419,925	484,723
Legacies	92,438	2,998
	<u>512,363</u>	<u>487,721</u>

4. INVESTMENT INCOME

	2025	2024
	£	£
Deposit account interest	16,673	15,553

5. INCOME FROM CHARITABLE ACTIVITIES

	Byron, Manor, Roffey and Skywaves £	Recovery Services £	Move on Housing £	Homelessness Services £
Housing Benefit	2,120,639	719,245	1,447,922	-
Housing Support Services	235,932	364,336	-	7,701
Service Charge	115,995	41,812	147,932	25
Grants	60,962	4,165	99,504	1,514,617
Fundraising Events	-	-	-	-
Charitable Trusts	12,580	21,335	22,630	113,882
Other income	-	-	-	2,670
	<u>2,546,108</u>	<u>1,150,893</u>	<u>1,717,988</u>	<u>1,638,895</u>

	Central £	Fundraising events £	Donated Goods & Volunteering £	2025 Total activities £	2024 Total activities £
Housing Benefit	-	-	-	4,287,806	3,936,267
Housing Support Services	-	-	-	607,969	594,631
Service Charge	-	-	-	305,764	289,831
Grants	1,455	-	21,872	1,702,575	1,562,342
Fundraising Events	-	111,675	-	111,675	107,260
Charitable Trusts	-	-	-	170,427	128,212
Other income	-	-	-	2,670	3,370
	<u>1,455</u>	<u>111,675</u>	<u>21,872</u>	<u>7,188,886</u>	<u>6,621,913</u>

Grants received, included in the above, are as follows:

	2025	2024
	£	£
Other grants	1,687,682	1,562,342

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

6. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Support costs (see note 7) £	2025 Totals £	2024 Totals £
Byron, Manor, Roffey and Skywaves	2,408,425	113,241	2,521,666	2,459,945
Recovery Services	1,051,770	60,296	1,112,066	981,584
Move on Housing	802,984	67,353	870,337	915,885
Homelessness Services	1,542,666	132,538	1,675,204	1,514,748
Central	802,610	6,698	809,308	848,432
Fundraising events	139,632	26,259	165,891	185,620
Donated Goods & Volunteering	<u>187,725</u>	<u>16,027</u>	<u>203,752</u>	<u>126,123</u>
	<u>6,935,812</u>	<u>422,412</u>	<u>7,358,224</u>	<u>7,032,337</u>

7. SUPPORT COSTS

	Management £	Governance costs £	2025 costs £	2024 costs £
Byron, Manor, Roffey and Skywaves	77,816	35,425	113,241	113,241
Recovery Services	38,909	21,387	60,296	60,296
Move on Housing	41,689	25,664	67,353	67,353
Homelessness Services	91,711	40,827	132,538	132,538
Central	-	6,698	6,698	6,698
Fundraising events	16,675	9,584	26,259	26,259
Donated Goods & Volunteering	<u>11,117</u>	<u>4,910</u>	<u>16,027</u>	<u>16,027</u>
	<u>277,917</u>	<u>144,495</u>	<u>422,412</u>	<u>422,412</u>

Included in governance costs is auditor's remuneration of £15,000 (2024: £12,000).

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2025 £	2024 £
Depreciation - owned assets	<u>294,196</u>	<u>284,133</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2025 nor for the year ended 31 March 2024.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2025 nor for the year ended 31 March 2024.

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

10. STAFF COSTS

	2025	2024
	£	£
Wages and salaries	4,239,034	4,015,661
Social security costs	385,574	353,006
Other pension costs	92,033	89,824
	<u>4,716,641</u>	<u>4,458,491</u>

The average monthly number of employees during the year was as follows:

	2025	2024
Total	<u>166</u>	<u>166</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2025	2024
£70,001 - £80,000	<u>1</u>	<u>1</u>

Remuneration and benefits received by key management personnel amounted to £138,158 (2024: £109,766).

11. TANGIBLE FIXED ASSETS

	Freehold property £	Land £	Improvements to property £	Motor vehicles £	Totals £
<b>COST</b>					
At 1 April 2024	5,318,347	977,124	437,995	147,351	6,880,817
Additions	562,500	187,500	-	16,500	766,500
Disposals	<u>-</u>	<u>-</u>	<u>-</u>	<u>(10,668)</u>	<u>(10,668)</u>
At 31 March 2025	<u>5,880,847</u>	<u>1,164,624</u>	<u>437,995</u>	<u>153,183</u>	<u>7,636,649</u>
<b>DEPRECIATION</b>					
At 1 April 2024	1,374,658	-	184,833	107,252	1,666,743
Charge for year	109,946	-	157,505	26,745	294,196
Eliminated on disposal	<u>-</u>	<u>-</u>	<u>-</u>	<u>(10,668)</u>	<u>(10,668)</u>
At 31 March 2025	<u>1,484,604</u>	<u>-</u>	<u>342,338</u>	<u>123,329</u>	<u>1,950,271</u>
<b>NET BOOK VALUE</b>					
At 31 March 2025	<u>4,396,243</u>	<u>1,164,624</u>	<u>95,657</u>	<u>29,854</u>	<u>5,686,378</u>
At 31 March 2024	<u>3,943,689</u>	<u>977,124</u>	<u>253,162</u>	<u>40,099</u>	<u>5,214,074</u>

Included in cost or valuation of land and buildings is freehold land of £1,164,624 (2024 - £977,124) which is not depreciated.

The properties at West Hill Grinstead, being numbers 20, 22 and 24 are held at valuation at the date that the properties were transferred to the charity.

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

12. DEBTORS

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	540,982	404,428
Other debtors	17,425	10,971
Prepayments and accrued income	<u>168,130</u>	<u>129,333</u>
	<u>726,537</u>	<u>544,732</u>
Amounts falling due after more than one year:		
Other debtors	<u>184,250</u>	<u>189,250</u>
Aggregate amounts	<u>910,787</u>	<u>733,982</u>

The lease premium held on Burgess Hill was surrendered and replaced with a management agreement giving the charity the right to manage the property for a period of up to 40 years for a maximum of £210,000. This will be amortised within the statement of financial activities across the 40 year period.

13. CURRENT ASSET INVESTMENTS

	2025	2024
	£	£
Listed investments	<u>128</u>	<u>128</u>

The market value of listed investments at 31 March 2025 was £128 (2024: £128).

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Bank loans and overdrafts (see note 16)	23,916	25,120
Other loans (see note 16)	21,416	-
Trade creditors	133,377	108,208
Other creditors	22,065	18,982
Accruals and deferred income	<u>372,114</u>	<u>339,473</u>
	<u>572,888</u>	<u>491,783</u>

Deferred income arises from grants received in the financial year that also relate to subsequent financial years. At 31 March 2025 total deferred income was £251,590 (2024: £215,360).

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

15. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2025	2024
	£	£
Bank loans (see note 16)	-	23,381
Other loans (see note 16)	<b>727,785</b>	-
Accruals and deferred income	-	<u>31,818</u>
	<u><b>727,785</b></u>	<u>55,199</u>

16. LOANS

An analysis of the maturity of loans is given below:

	2025	2024
	£	£
Amounts falling due within one year on demand:		
Bank loans	<b>23,916</b>	25,120
Other loans	<u>21,416</u>	-
	<u><b>45,332</b></u>	<u>25,120</u>

Amounts falling between one and two years:

Other loans - 1-2 years	<u><b>23,815</b></u>	-
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Amounts falling due between two and five years:

Bank loans - 2-5 years	-	23,381
Other loans - 2-5 years	<u><b>74,367</b></u>	-
	<u><b>74,367</b></u>	<u>23,381</u>

Amounts falling due in more than five years:

Repayable by instalments:		
Other loans more 5yrs instal	<b>629,603</b>	-

The bank loan is a commercial mortgage. The commercial mortgage is secured by way of a fixed legal charge dated 22 September 2006 over the freehold property known as 14-16 Selden Road, Worthing, West Sussex, BN11 2LL. The bank loan is repayable over a 20 year term at an interest rate of 1.25% above base rate.

The other loan is loan facility agreement with St Andrews Trust. The loan is secured by way of a fixed legal charge dated 21 February 2025 over the freehold property known as 21 Victoria Road, Worthing, BN11 1XB. The loan is repayable over a 25 year term at an interest rate of 2% per annum.

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

17. MOVEMENT IN FUNDS

	At 1/4/24 £	Net movement in funds £	Transfers between funds £	At 31/3/25 £
<b>Unrestricted funds</b>				
General fund	6,575,317	389,170	(105,482)	6,859,005
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
Building maintenance fund	-	-	105,482	105,482
	<u>6,604,287</u>	<u>389,170</u>	<u>-</u>	<u>6,993,457</u>
<b>Restricted funds</b>				
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	59,098	(29,472)	-	29,626
	<u>213,485</u>	<u>(29,472)</u>	<u>-</u>	<u>184,013</u>
<b>TOTAL FUNDS</b>	<u><u>6,817,772</u></u>	<u><u>359,698</u></u>	<u><u>-</u></u>	<u><u>7,177,470</u></u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	7,551,421	(7,162,251)	389,170
<b>Restricted funds</b>			
The Big Lottery funding	166,501	(166,501)	-
Ravenscourt	-	(29,472)	(29,472)
	<u>166,501</u>	<u>(195,973)</u>	<u>(29,472)</u>
<b>TOTAL FUNDS</b>	<u><u>7,717,922</u></u>	<u><u>(7,358,224)</u></u>	<u><u>359,698</u></u>

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

17. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/4/23 £	Net movement in funds £	Transfers between funds £	At 31/3/24 £
<b>Unrestricted funds</b>				
General fund	5,313,171	107,146	1,155,000	6,575,317
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	<u>7,446</u>	<u>-</u>	<u>-</u>	<u>7,446</u>
	5,342,141	107,146	1,155,000	6,604,287
<b>Restricted funds</b>				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	<u>73,394</u>	<u>(14,296)</u>	<u>-</u>	<u>59,098</u>
	<u>1,382,781</u>	<u>(14,296)</u>	<u>(1,155,000)</u>	<u>213,485</u>
<b>TOTAL FUNDS</b>	<u><u>6,724,922</u></u>	<u><u>92,850</u></u>	<u><u>-</u></u>	<u><u>6,817,772</u></u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	6,981,665	(6,874,519)	107,146
<b>Restricted funds</b>			
The Big Lottery funding	143,522	(143,522)	-
Ravenscourt	<u>-</u>	<u>(14,296)</u>	<u>(14,296)</u>
	<u>143,522</u>	<u>(157,818)</u>	<u>(14,296)</u>
<b>TOTAL FUNDS</b>	<u><u>7,125,187</u></u>	<u><u>(7,032,337)</u></u>	<u><u>92,850</u></u>

TURNING TIDES HOMELESSNESS

NOTES TO THE FINANCIAL STATEMENTS - continued  
FOR THE YEAR ENDED 31 MARCH 2025

17. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/4/23 £	Net movement in funds £	Transfers between funds £	At 31/3/25 £
<b>Unrestricted funds</b>				
General fund	5,313,171	496,316	1,049,518	6,859,005
Designated fund - West Hill, East Grinstead	21,524	-	-	21,524
Designated fund - PRS and Personalisation Budget	7,446	-	-	7,446
Building maintenance fund	-	-	105,482	105,482
	<u>5,342,141</u>	<u>496,316</u>	<u>1,155,000</u>	<u>6,993,457</u>
<b>Restricted funds</b>				
WSCC PHE Capital Funding Scheme	1,155,000	-	(1,155,000)	-
Adur Furniture Network	154,387	-	-	154,387
Ravenscourt	73,394	(43,768)	-	29,626
	<u>1,382,781</u>	<u>(43,768)</u>	<u>(1,155,000)</u>	<u>184,013</u>
<b>TOTAL FUNDS</b>	<u>6,724,922</u>	<u>452,548</u>	<u>-</u>	<u>7,177,470</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
<b>Unrestricted funds</b>			
General fund	14,533,086	(14,036,770)	496,316
<b>Restricted funds</b>			
The Big Lottery funding	310,023	(310,023)	-
Ravenscourt	-	(43,768)	(43,768)
	<u>310,023</u>	<u>(353,791)</u>	<u>(43,768)</u>
<b>TOTAL FUNDS</b>	<u>14,843,109</u>	<u>(14,390,561)</u>	<u>452,548</u>

**Designated Funds**

West Hill

Following the acquisition of the Richard Housing Association the charity has decided to designate the value of cash held and the investments at the date of transfer, together with an amount equal to the Social Housing Grant, for the use in relation to West Hill, East Grinstead.

## TURNING TIDES HOMELESSNESS

### NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2025

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#### 17. MOVEMENT IN FUNDS - continued

##### PRS and Personalisation Budget

Funding relating to Private Rented Sector and Personalisation retained for the continuation of our work in these areas.

##### Building maintenance

Funding set aside for planned building projects.

##### Restricted funds

##### WSSC PHE Capital Funding Scheme

The Trustees have reviewed the terms of the grant funding provided by West Sussex County Council and have agreed that these funds are not restricted and the balance held has been transferred to unrestricted reserves.

##### The Big Lottery fund

Funding has been received for the Reaching Communities programme at St Clare's Community Hub and for the Littlehampton Community Hub.

##### Adur Furniture Network

The Adur Furniture Network Fund shall be used by the charity to support low income Adur residents to sustain their independence and ensure suitable housing.

##### Ravenscourt

To enable group working within the Worthing Recovery Project through the refurbishment of a group working space and the employment of a dedicated Group Worker.

#### 18. CONTINGENT LIABILITIES

In the event of the disposal of the property at West Hill, East Grinstead, there may be a requirement to repay the value of the Social Housing Grant, being £186,000, which was awarded to the charity on purchase of the property.

West Sussex County Council provided funding under its PHE Capital Funding Scheme to assist with the purchase of certain properties. Under the terms of the grant agreements there is a potential liability to repay each of the grants if the properties are disposed of within ten years of the grant being provided. The final ten year period comes to an end on 26 April 2027.

#### 19. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2025.