

SNOWflake



The Snowflake Trust

Annual Report

&

Financial Accounts

for the

Year Ended 31 May 2017



The Snowflake Trust is a charity registered number 1119743 and
a company limited by guarantee number 059503950 registered in England
Registered Office: 25 Boscobel Road North, St Leonards on Sea, East Sussex TN38 0NY

REPORT AND FINANCIAL ACCOUNTS
FOR THE YEAR ENDED 31 MAY 2017

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Trustees

The Trustees are also directors of The Snowflake Trust, a company limited by guarantee and registered in England number 059503950, registered charity number 1119743. Trustees are appointed by the Board of Trustees for a normal term of three years. They may be re-elected.

The Trustees serving throughout the year were:

Andrew Charles Crighton (Chair of Trustees)

Retired; former finance/project/programme manager; former diversity coach for major communication company; former board member (Treasurer) Southern Crimestoppers; former Treasurer West Kent Crime Prevention Panel; chair of governors at various Primary Schools in Kent; Hastings Deanery Treasurer; member of Chichester Diocesan Synod

John Mark Troughton (Deputy Chair of Trustees)

Retired; formerly a mental health practitioner working for 'Together Working for Wellness' in Bexhill; previously Assistant Manager at Queen Victoria Seaman's Rest, London; certificates in Counselling and Psychotherapy, and Merchant Navy Welfare Board Merchant Seafarers' Caseworker Certificate

Joseph Cornford-Hutchings

Information Analyst with experience of working in Civil Service and Local Government, and Snowflake volunteer

Peter James Bourner

Retired; on leaving HM Armed Services homeless for a time, substantial experience at His Place & Hope Kitchen, with experience of the street community since 1973, working virtually full-time since 2000; founder Trustee

George Arthur Hornsby

Semi-retired; Trustee of Hope Kitchen leading to significant experience with homelessness and marginalised folk

John Campbell Reid ACIB FCMI (Treasurer & Company Secretary)

Retired; former clearing bank manager, former bursar of large independent school; chair of quality assurance committee of an independent fostering agency; founder Trustee

Officers

Project Manager - Rebecca Teresa Black (full-time, resigned April 2017)

Overnight Supervisor - William Stevens (November 2016 to March 2017)

Addresses

Registered Office: 25 Boscobel Road North, St Leonards on Sea, East Sussex TN38 0NY

Operations Office: Seaview Project, Hatherley Road, St Leonards on Sea TN37 6ET

Night Shelters were operated at the following addresses:

Sunday: St Matthews Church Centre (London Road entrance), St Leonards on Sea TN37 6PD

Monday: The Salvation Army Citadel, St Andrews Square, Hastings TN34 1SR

Tuesday: St Mary Star of the Sea, 1 The High Street, Hastings Old Town TN34 3EY

Wednesday: All Saints, Hastings Old Town TN34 3BP

Thursday: St Leonards Baptist Church (Chapel Park Community Centre), St Leonards TN37 6HR

Friday: St John's Church, Brittany Road, St Leonards TN38 ORD

Saturday: Parish of the Good Shepherd, Concordia Hall, St Leonards TN37 6ET

Advisers

Solicitors: Druces, Salisbury House, London Wall, London EC2M 5PS

Bankers: Lloyds Bank plc, 17 Wellington Square, Hastings TN34 1NX

Insurers: Chris Knott Insurance Consultants Ltd, 5th Floor, Cavendish House, Breeds Place, Hastings TN34 3AA & A-Plan Insurers, 149/155 Mitcham Road, London SW17 9PG

Official Visitor: Rev John Cavanagh OFM Cap

THE SNOWFLAKE TRUST

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MAY 2017

The Snowflake Trust ('Snowflake') is a company limited by guarantee (registered in England & Wales number 059503950) with charitable status (number 1119743). The directors of the company, who are also charity Trustees, present their annual report and examined accounts for the year ended 31 May 2017 ('the accounts') and confirm that these accounts have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime as per the Companies Act 2006 and in accordance with FRS102 Statement of Recommended Practice. The Trustees, officers and principal addresses of the company are as listed on pages 3 & 4, as are particulars of the company's professional advisers in the period. The Trustees are mindful of the Charity Commission's advice in respect of 'public benefit' and consider that the Trust's activities are entirely in accord with the Commission's guidance.

Aims of Snowflake

Snowflake aims to provide a night shelter for genuinely homeless people in Hastings & St Leonards using Church buildings, and Church communities and members of the wider local community as volunteers, through the coldest period of the winter and, as part of this initiative

- With respect and without discrimination, and in a non-judgemental way, to engage church communities and members of the local community generally with some of the most vulnerable people in Hastings & St Leonards in line with Christian principles
- To assist in enabling homeless people move on to appropriate accommodation
- To establish the funding and administrative support necessary to enable the provision of such a shelter to continue in future years.

The need for a shelter had been established in 2007 at a meeting of statutory and other relevant organisations held upon the initiative of Rev John Cavanagh OFM Cap, a Franciscan priest working in the Borough on Social Outreach. Soup kitchen facilities were organised prior to the Snowflake Night Shelter being launched in winter 2012/13. In this, its fifth year, the Snowflake Night Shelter ran nightly from end-November 2016 to mid-March 2017, 116 nights in all (cf 95 in 2015/16).

Objectives of Snowflake

The formal Objects of Snowflake, as defined in its memorandum of Association are:

1. To provide and promote the provision of accommodation shelter and housing and any ancillary facilities, food, clothing, physical, mental, educational and spiritual care and support for people who through age, physical or mental illness, youth, alcohol, or drug

addiction or dependency, and/or poverty are unable to make adequate provision for themselves

2. To provide and encourage the provision of facilities for medical rehabilitation and treatment, spiritual help and guidance and educational training.

Ethos, Access & Inclusion

The Trustees firmly believe that God's is a living word and the Snowflake Night Shelter is an outworking of faith in action. The Trustees are also aware of the great community spirit in Hastings & St Leonards, and have been delighted to welcome Volunteers not only from the Christian faith, but also those of many other faiths and those who profess no faith, but who wish to help and support those local people who are genuinely homeless and for a variety of reasons find themselves on the fringes of society.

The Night Shelter is promoted through a variety of local Church communities, organisations and statutory authorities and provides:

- A warm bed
- Hospitality and engagement with willing Volunteers to facilitate wellbeing and positive self esteem
- Shelter from the winter weather
- Hot drinks and meals
- In liaison with specialist agencies, encouragement in accessing relevant longer-term solutions to individual housing needs.

After due enquiry as to individual circumstances to confirm their *bona fides*, Snowflake welcomed eligible 56 Guests to its night shelter operated by 266 volunteers (187 in 2015/16) working a three-shift system at each of the seven venues (a separate venue each night - see above for addresses).

Snowflake is committed to safeguarding and promoting the safety and welfare of its Staff, Guests and Volunteers, and appropriate training and guidance is provided and regularly monitored. Feedback is sought and received from both Guests and Volunteers. Snowflake is an equal opportunities employer. Whilst undeniably Christian in origin and outlook, Snowflake welcomes those of all faiths and none, and does not permit proselytization in the Shelter.

Review of Activities & Achievements.

A full and comprehensive review of the Night Shelter Project is published by the Trustees and may be downloaded from the website at <http://www.snowflake-nightshelter.org.uk> or obtained by request to the registered office (see address above). In summary, this fifth year of operation of the night shelter was characterised by a number of very significant developments, including:

- The night shelter being open for more nights than ever
 - 116 compared with 95 in 2015/16 and 94 in 2014/15
 - Following feedback from Guests and Volunteers last year, the night shelter remained open until the middle of March 2017
 - 56 Guests were welcomed to the Shelter on at least one night (52 in 2015/16)
 - The average occupancy of the Shelter was 16 (14 in 2015/16)
- Improved Guest outcomes
 - While it is becoming ever more difficult for Guests to move into their own accommodation due to the lack of local authority housing and increased rents by private landlords, nevertheless we were delighted that 16 of our Guests had been enabled to move on in their lives (12 last winter). In particular, one of our Guests who had been with us since the beginning of the night shelter in 2012 now has a place at Merrick House, which provides a specialist housing support service and accommodation for homeless people aged 18 and over with housing support needs
- Greater awareness of Snowflake amongst the local population of Hastings & St Leonards
 - A major poster & leaflet distribution project master-minded by our newest Trustee resulted in much greater support for the night shelter, in both volunteering and donation terms
 - The website was considerably updated, and
 - The Facebook page was further developed
- More grant-making Trusts supporting the night shelter
 - In addition to the continuing and generous support of the Sussex Community Foundation, The Police & Crime Commissioner and various other local trusts, this year we were delighted to receive funds in addition from The Silver Lady Trust, and another very significant contribution from a trust whose Trustees wished to remain anonymous
- More organisations fundraising for the night shelter
 - August 2016 saw a magnificent performance of Handel's *Messiah* at Hastings Castle in aid of the night shelter - many thanks to Katie Harrison and many friends for organising this
 - Many other choirs and organisations arranged events throughout the year
- More individuals donated
 - Greater awareness amongst the local population led to many more individuals donating, with 12 now contributing on a monthly basis
 - In addition to the usual much-appreciated sponsored events, one of the trustees courageously engaged in a sponsored weight-loss followed by his inaugural sky dive

- Sadly, we have received three 'in memoriam' donations, including in respect of Fr Seamus Stapleton, the much-loved Parish Priest of St Mary Star of the Sea in Hastings, Old Town, the venue of the Tuesday shelter. His personal support and commitment will be much missed
- More volunteers than ever before
 - 266 active volunteers were registered during the period. Whilst this has been a very welcome achievement, 25% up on last winter, nevertheless there were still difficulties in staffing the overnight and breakfast shifts on some occasions, with most volunteers understandably wishing to work the evening shifts
 - 75 volunteers were trained by St John Ambulance trainers in first aid/addiction this year
- More staff employed
 - This winter, the trust employed not only Rebecca Black as Project Manager, but also Will Stevens as Overnight Supervisor, without whom it would have been impossible to have had an adequate staffing level to operate the shelter
 - At the end of the night shelter, Rebecca Black resigned her post to take up full-time employment at The Seaview Project. Whilst Trustees are sad to see her leave Snowflake, nevertheless they are delighted that she has felt able to move on in her career - she will remain in close touch with both Guests and Snowflake by virtue of her new duties
 - The Trustees have taken the opportunity actively to consider the organisation of the night shelter for the future, and plans will be published in due course on the website
- Achievement of the Housing Justice Quality Mark (HJQM) at the highest 'Excellent Practice' level
 - Trustees were delighted that the commitment and efforts of Volunteers, the organisation of Rebecca Black and the governance of the Snowflake Trustees has resulted in this prestigious award having been made by the organisation providing the national voice in respect of housing issues
 - The Housing Justice Assessor in his report states: 'The common comradery, courtesy and respect I experienced at the shelter venue, amongst everyone present (volunteers, staff, guests and visitors), is of great credit to Snowflake as a whole. The breaking down of 'us and them' barriers and emphasis on integration as opposed to segregation was evident and a joy to experience.'
- Involvement with the Hastings Borough Council "Rough Sleeper and Street Community Working Group"

- This follows a concerted effort by the Snowflake trustees and others to seek to coordinate services for local homeless people to ensure the best possible support and outcomes for them throughout the year
- Financial Security
 - Whilst fundraising for the future will be necessary, at the financial year-end the Trust was in its best financial position in its short history
- Developing the Board of Trustees
 - At the end of the period the Trustees sought applications from supporters with particular talents to join the Board to complete the range of skills required for best practice governance and to enable key succession planning to come into effect
 - Plans would be published in due course.

Future Plans

The Trustees and, clearly, the kind-hearted Volunteers from our local community, are determined to continue with the Winter Night Shelter initiative for as long as it is needed. Therefore, it is the Trustees' intention to:

- Continue to liaise and work closely with all other voluntary and statutory authorities and agencies under the auspices of the newly formed (Rough Sleeper and Street Community Working Group) for the benefit of genuinely homeless people of Hastings & St Leonards
- Maintain the standards of the HJQM
- Respond to Guest & Volunteer feedback in an appropriate, timely and effective manner
- Develop communication with supporters and prospective supporters
- Consult on the most appropriate dates for the Shelter to remain open
- Employ appropriate levels of staff to ensure proper supervision and management of the shelter operation
- Revise the Volunteers' Handbook in the light of experience and any change in legislation, such changes also to be reflected in an updated website
- Maintain an appropriate level of financial reserves to ensure the shelter can operate into the foreseeable future
- Implement key succession planning within the trustee body

Financial Review of the Year

The accounts which form part of this report, and prepared on an accruals basis in accordance with the Charity Commission's Regulations 2008 and the applicable SORP (see above), reflect the income generated and the expenditure incurred by the Trust.

The excess of income over expenditure for the year amounted to £14,646 (£12,617 in 2015/16), leaving Net Assets at 31 May 2017 of £40,789 (£26,143 at 31 May 2016), virtually all in cash. Whilst all reserves are held on an unrestricted basis, the opportunity has been taken prudently to transfer £10,000 to a van replacement reserve, and £20,000 to a general reserve. The Trustees therefore consider it appropriate that a 'going concern' basis of accounting be adopted.

Reserves Policy

It is the Trustees' policy to seek to retain year-end cash reserves at such a level as to enable an early decision about future operation to be possible. The Trustees estimate this level to be approximately £30,000 of unrestricted reserves (see above). Fundraising will continue to be a priority for Trustees in 2017/18.

Fundraising

A Trustee leads the trust's fundraising initiatives, supported by other Trustees, Staff, Volunteers, organisations and other supporters as necessary. Further details are available in the Trustees' Night Shelter Project report for 2016/17 noted above.

Pension Liability

During the year, employees were offered the opportunity of joining the government sponsored NEST pension scheme, and the Project Manager applied. For this year, contributions were agreed at 3% (staff) and 6% (Trust).

Structure, Governance & Management

The Trust became a company limited by guarantee with charitable status with effect from 28 September 2006. Its governing documents are the company's Memorandum and Articles of Association.

Governing Body

- The directors of the company limited by guarantee are charity Trustees and form the Governing Body of the Trust. One Trustee is also Company Secretary. All Trustees (Directors) give their time freely and no remuneration or expenses were paid to them in the year other than by way of office supplies used.

Recruitment & Training of Trustees (Directors)

- All Trustees are appointed by the Board normally for a term of three years. Trustees may be re-appointed at the end of their term of office. The Board reviews its constituency on a regular basis, analysing the skills available to it and identifying any gaps there might be. The Board seeks nominees from a wide range of local organisations, Volunteers and supporters to ensure an appropriate, wide-ranging skill base is available to the Board. Potential Trustees are interviewed by a sub-group of Trustees, and may subsequently be recommended for appointment to the Board. A full

induction programme, including instruction in respect of Board policy and procedures and any specific requirements appropriate for the individual Trustee, is managed by the Company Secretary.

- Ongoing training is provided via professional organisations, attendance at seminars and regular liaison with statutory authorities and other relevant organisations.

Organisational Management

- The Trustees as directors of the company limited by guarantee and Trustees of the charity are legally responsible for the overall management and control of the Trust and normally meet monthly throughout the year.
- Individual Trustees also take a particular interest in various aspects of the Trust's activities, including liaison with other charities, fundraising, health & safety, safeguarding, employment, volunteer liaison and public benefit issues.

Risk management

- The Board is responsible for the management of risks faced by the charity, and undertakes detailed considerations of risk on a regular basis. Risks are identified and assessed, and controls established. A formal review of the Charity's risk management processes is undertaken annually.
- The Trustees recognise that systems can provide reasonable but not absolute assurance that major risks have been adequately managed. However, through risk management processes established for the Trust, the Trustees are satisfied that the major risks have been identified and appropriate steps taken to mitigate them.

Appointment of an Independent Examiner

- As a company limited by guarantee - the directors understand that for the year ending 31 May 2017 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies. Accordingly the members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476. The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts. These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.
- As a charity - the Trustees understand that, as the Trust's gross income in the year is more than £25,000 they are required to have the accounts independently examined. Mrs Christine Hughes, retired FCA, has graciously agreed to continue as Independent Examiner of the Trust's accounts and has accordingly been re-appointed - her certificate may be found at page 13.

Statement of Trustees' Responsibilities

As indicated above, the Trustees (who are also directors of the company limited by guarantee for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards.

- Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including its income and expenditure, of the charity for the year. In preparing those financial statements the trustees are required to:
 - Select suitable accounting policies and then apply them consistently;
 - Observe the methods and principles in the Charities SORP;
 - Make judgements and accounting estimates that are reasonable and prudent;
 - State whether applicable accounting standards 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 adequate accounting records that are sufficient to show and explain the charity's transactions and disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with requirements of the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Trustees has confirmed that so far as they are aware, there is no relevant audit information of which the charity's examiner is unaware and that they have taken all steps that they ought to have taken as a Trustee in order to make themselves aware of any relevant audit information and to establish that the charity's examiner is aware of that information.

(Original signed)

Andrew Charles Crighton
Chair of Trustees

Highmead
81 Hastings Road
Battle
East Sussex
TN33 0TF

15 June 2017

The Snowflake Trustees (Directors)
c/o 25 Boscobel Road North
St Leonards on Sea
East Sussex
TN34 0NY

Dear Sirs

I have examined, without formal audit, the financial records, vouchers, books and bank statements made available to me in respect of the Trust's financial year 2016/17.

I can confirm that the Income & Expenditure Account for the financial year 1 June 2016 to 31 May 2017 and the Balance Sheet as at 31 May 2017 are in accordance with the financial records I have examined, and that the balance sheet represents the true state of the financial affairs of the Trust as at 31 May 2017.

Yours faithfully

(Original Signed)

Mrs Christine Hughes
(Retired FCA)

NOTES TO THE ACCOUNTS - YEAR ENDED 31 MAY 2017

1. Accounting Policies

1a. Basis of Accounting

The financial statements have been prepared under the historical cost convention. The accounts are in accordance with applicable accounting standards and with principles contained in the 'Statement of Recommended Practice (FRS102) Accounting and Reporting by Charities' issued by the Charities Commission for England and Wales, and in accordance with the small companies' regime as defined by the Companies Act 2006.

1b. Going Concern

As shown in the Balance Sheet the charity (company) had net assets of £40,789 (£26,143 in 2016) at its year end. Accordingly, the Trustees (directors) consider that the going concern basis is appropriate in the preparation of the financial statements.

1c. Incoming Resources

Income from grant-making trusts and donations from other organisations and individual supporters are shown in the accounts on a received basis ie when their receipt has been achieved. Due allowance is made within the accounting records where income is specific to a particular element of the Trust's activity. There have been no receipts where the donor has expressed the wish for the donation to form part of the capital of the Trust.

1d. Resources Expended

All expenditure is accounted for within the time period to which it refers.

1e. Capitalisation of Fixed Assets and Depreciation

Depreciation is provided to write off the cost of capital items over three years. Items acquired which will lose significant value immediately upon purchase (eg screens for the shelter), or whose purchase individual cost is less than £500 are written off in the year of acquisition. The trust has a van for its night shelter operation which was fully depreciated in 2015. As at 31 May 2017 the Trust has no capital commitments.

2. Analysis of Total Income, all Attributable to Charitable Activity

2015/16		2016/17
£18,122	From Grant-Making Trusts	£24,000
£13,947	From Church & Other Communities	£21,280
£4,132	Personal Donations Direct to Snowflake	£7,328
£10,791	Personal Donations via localGiving.com	£8,996
£780	Gift Aid on Direct Personal Donations	£503
£10	Bank Interest	£13
£47,782	TOTAL INCOME	£62,120

3. Analysis of Total Funds Expended in Furtherance of the Charity's Objects

2015/16	Expenditure	2016/17
£18,617	Salaries, NI & Pension Costs	£26,235
£844	Office Expenses	£1,022
£1,713	Website & IT	£1,230
£813	Seaview Rent	£1,062
£223	Fees	£1,466
£2,603	Laundry & Bedding	£1,010
£3,444	Food	£5,304
£1,460	Storage & Transport	£3,459
£859	Insurance	£1,000
£256	Recruitment/Room Hire	£13
£1,032	Training	£1,512
£0	Screens	£1,068
£3,300	Other Costs	£3,093
£35,164	TOTAL	£47,474

4. Balance sheet as at 31 May 2017

31 May 2016		31 May 2017
	Liabilities	
£309	HMRC	£0
£0	Other	£0
£309	TOTAL LIABILITIES	£0
	Assets	
£25,802	Cash at Bank	£40,380
£200	Petty Cash	£270
£451	Prepayments	£138
£26,453	TOTAL ASSETS	£40,789
£26,143	NET ASSETS	£40,789
£13,527	Balance of Capital Account B/Fwd	£26,143
£12,616	Excess of Income over Expenditure	£14,646
£26,143	BALANCE AS AT YEAR END	£40,789
	Being:	
£0	Van replacement Reserve	£10,000
£0	General Reserve	£20,000
£26,143	Operating Reserve	£10,789
£26,143	TOTAL RESERVES AT YEAR END	£40,789

Agreed by the Board of Trustees on 27 June 2017, and signed on their behalf by:

(Original signed)

Andrew Charles Crighton
Chair of Trustees

(Original signed)

John Campbell Reid
Trustee/Hon Treasurer