

SNOWflake



The Snowflake Trust

Annual Report

&

Financial Accounts

for the

Year Ended 31 May 2018



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 2018

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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 (resigned 20 February 2018)

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 (resigned 18 March 2018)

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

Matthew Thompsett BA (Hons), PgDL (appointed 24 June 2017)

Estates Officer with Rother District Council, having previously worked with the homeless

and those at risk of homelessness in the Council's Housing Department. Qualified Solicitor (currently non-practising). Snowflake Volunteer.

Kevin Swaffer (appointed 24 June 2017)

Director of Fuzion4 Ltd, retired Crew Commander with East Sussex Fire and Rescue Service, Snowflake Volunteer and Venue Coordinator

Officers

Senior Project Supervisor - Lesley Crighton

Assistant Project Supervisor - Biff Mooney

Overnight Supervisors - Emma Pepper, Jamie Bournier & Sharon Groves (part)

Morning Supervisors - Bill Sukhbir & Graham Hodgson (part)

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: Hastings Baptist Church, Wellington Square, Hastings TN34 1BP

Thursday: 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 2018

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 2018 ('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 sixth year, the Snowflake Night Shelter ran nightly from end-November 2017 to mid-March 2018, 110 nights in all (cf 116 in 2016/17).

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 63 eligible Guests to its night shelter (56 in 2016/17) operated by various paid staff and 205 active volunteers (266 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 sixth year of

operation of the night shelter was characterised by a number of very significant developments, including:

- The Night Shelter
 - The night shelter being open until mid-March as a direct consequence of feedback received from both Guests and Volunteers
 - 63 Guests were welcomed to the Shelter on at least one night (52 in 2016/17)
 - The average occupancy of the Shelter was 14 (16 in 2016/17)
 - The average length of stay was 24 nights (31 in 2016/17)
- 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 24 of our Guests had been enabled to move on in their lives (16 in 2016/17 and 12 in 2015/16). In particular, the increasing youth of our Guests has resulted in greater use of YMCA facilities for moving on, and we are very grateful to the local YMCA staff for their help and assistance
- Greater awareness of Snowflake amongst the local population of Hastings & St Leonards
 - The website was considerably updated, and
 - The Facebook page was further developed
- Grant-making Trusts supporting the night shelter
 - The generous support of the Sussex Community Foundation, The Police & Crime Commissioner and various other local and national trusts has continued
- More organisations fundraising for the night shelter
 - Local churches and a plethora of other organisations now support the night shelter, and a full list is available in our annual report available on the website
- More individuals donated
 - Greater awareness amongst the local population led to many more individuals donating, with more now contributing on a monthly basis
- More volunteers trained than ever before
 - 75 volunteers were trained by St John Ambulance trainers in first aid/addiction this year, and many also completed a level 2 qualification in Food Safety
- More staff employed
 - This winter, the trust employed seven staff at the peak
 - The Trustees engaged in an independently facilitated Away Day in May 2018 and have taken the opportunity actively to consider the organisation of the

night shelter for the future. Plans have been developed and will be published to Volunteers and on the website in due course

- 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 an excellent financial position
- Developing the Board of Trustees
 - It is appropriate to acknowledge with due appreciation the contributions of Peter Bourner & George Hornsby, both of whom resigned their Trustee positions during the year. Trustees are delighted that Kevin Swaffer and Matthew Thompsett have joined the Board bringing many skills with them for the benefit of the Trust.
 - A sub-group of the Board has been found to identify those skills still required to be made available to the Board and to spearhead the search for new Trustees to provide the required expertise.

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 even better 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 £19,426 (£14,646 in 2016/17), leaving Net Assets at 31 May 2018 of £60,216 (£40,789 at 31 May 2017), 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 £10,000 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 2018/19.

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 2017/18 noted above.

Pension Liability

All employees were offered the opportunity of joining the government sponsored NEST pension scheme and all but one 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, data protection 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.
- The various risks and any perceived weaknesses of the Trust were identified and discussed at the annual Away Day (see above).

Appointment of an Independent Examiner

- As a company limited by guarantee - the directors understand that for the year ending 31 May 2018 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 12.

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.

Andrew Charles Crighton
Chair of Trustees

Highmead
81 Hastings Road
Battle
East Sussex
TN33 0TF

10 June 2018

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 2017/18.

I can confirm that the Income & Expenditure Account for the financial year 1 June 2017 to 31 May 2018 and the Balance Sheet as at 31 May 2018 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 2018.

Yours faithfully

(Original Signed)

Mrs Christine Hughes
(Retired FCA)

NOTES TO THE ACCOUNTS - YEAR ENDED 31 MAY 2018

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 £60,216 (£40,789 in 2017) 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, 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 2018 the Trust has no capital commitments.

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

2016/17		2017/18
£24,000	From Grant-Making Trusts	£21,000
£21,280	From Church & Other Communities	£21,522
£7,328	Personal Donations Direct to Snowflake	£9,830
£8,996	Personal Donations via LocalGiving.com	£10,997
£503	Gift Aid on Direct Personal Donations	£0
£13	Bank Interest	£37
£62,120	TOTAL INCOME	£63,386

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

2016/17	Expenditure	2017/18
£26,235	Salaries, NI & Pension Costs	£26,766
£1,022	Office Expenses	£1,117
£1,230	Website & IT	£1,195
£1,062	Seaview Rent	£875
£1,466	Fees	£682
£1,010	Laundry & Bedding	£1,328
£5,304	Food	£4,551
£3,459	Storage & Transport	£3,025
£1,000	Insurance	£1,011
£13	Recruitment/Room Hire	£25
£1,512	Training	£1,272
£1,068	Screens	£240
£3,093	Other Costs	£1,873
£47,474	TOTAL	£43,960

4. Balance sheet as at 31 May 2018

31 May 2017		31 May 2018
	Liabilities	
£0	HMRC	£0
£0	Other	£117
£0	TOTAL LIABILITIES	£117
	Assets	
£40,380	Cash at Bank	£60,075
£260	Petty Cash	£176
£138	Prepayments	£82
£40,789	TOTAL ASSETS	£60,333
£40,789	NET ASSETS	£60,216
£26,143	Balance of Capital Account B/Fwd	£40,790
£14,646	Excess of Income over Expenditure	£19,426
£40,789	BALANCE AS AT YEAR END	£60,216
	Being:	
£10,000	Van replacement Reserve	£20,000
£20,000	General Reserve	£30,000
£10,789	Operating Reserve	£10,216
£40,789	TOTAL RESERVES AT YEAR END	£60,216

Agreed by the Board of Trustees on 25 June 2018, and signed on their behalf by:

Andrew Charles Crighton
Chair of Trustees

John Campbell Reid
Trustee/Hon Treasurer