



# ANNUAL REPORT 2017



## From homeless to high achiever – Steve is our very own Housing Hero

Former rough sleeper and Two Saints client Steve Neville has been crowned the country's most inspirational resident at Inside Housing's prestigious Housing Heroes Awards.

Steve has overcome addiction issues to transform his future and now leads by example, inspiring other homeless clients to take control of their lives and move forward.

He has made a huge contribution to Two Saints. He helps with our annual Big Get Together and currently chairs our client scrutiny and involvement team, who check we're doing a good job and make valuable recommendations for improvement.



Winner

It's been another positive year for Two Saints. In April we saw the largest service implementation we've ever completed when we started to run the Hampshire social inclusion contracts.

We were also delighted to retain our contract to run Patrick House in Southampton and to win the contracts to run services for young people and parents in Southampton.

Our financial position remains strong with a turnover of £9.1m in the year. But we continue to work in a challenging environment

where government proposals to cap supported housing rents at local allowance levels remains a major risk to our sector. We're continuing to work with Homeless Link and the National Housing Federation to make proposals that both meet the government's objectives but also work for homeless and vulnerable people.



*Steve Benson*

Steve Benson - Chief Executive

# Chair's statement

**We welcomed Nick Cross, Diane Jamieson, Helen Keats and Mark Woosey to our board at our annual general meeting in September and their skills and experience have been invaluable in the discussions and decisions about our strategy.**

During my first year as chairman I have continued to be really impressed with the dedication of our staff and volunteers and would like to thank them for their hard work. I hope that during the year you have read in our newsletter, 'Involve', of the difference that they have helped to make to so many people's lives.

Another group who deserve our thanks are our client scrutiny and involvement

team. This team support key activities including quality assurance service assessments, planning meetings and corporate induction. This year they were also instrumental in achieving a good response to our client survey by visiting services to encourage clients to give their views and complete the feedback forms. They are also working with us to improve internet access for clients in our services.

I hope that you will conclude from reading this Annual Report that Two Saints is continuing to rise to the challenges that face homeless people every day, through the innovation and commitment of all parts of the organisation.



Andrew Cobb - Chairman

## Financial review

**The financial results show an operating surplus for the year of £728k (2016: £396k). Our income remained at £9.1 million of which £3.6 million came from supported housing letting activities and £4.9 million from the provision of support. The remaining income was from other sources such as funding for our day centre in Southampton.**



It is good to see the increase in the operating surplus achieved despite turnover remaining the same and in a period of continuing austerity. We continue to use lean thinking in order to gain efficiencies and reduce our overheads.

Despite the financial pressures on the work we do, and together with the need to stay competitive and efficient, our finances remain fundamentally strong, with sufficient cash balances to support our activities.

After charging for minor changes to the assumptions used to value the past service pension deficit and taking account of interest received on our cash investments we achieved a surplus of £640k (2016: deficit £330k). We no longer operate the defined benefit pension scheme.

As a not-for-profit organisation, our primary business objective is to provide homes and services to people in need. We seek to generate sufficient income to meet our ongoing operating costs, to maintain all of our properties in good condition, and to contribute to our reserves, in order to reinvest in the business. We are committed to setting rents and charges at affordable levels and contract prices that offer value for money to service commissioners.



# Chief Executive's report 2016/17 A year in numbers

**273**

clients were street homeless

**85.4%**

of clients better managed their physical health

**3%**

of our clients have a disability

**85%**

of clients reduced their overall debt

**8,545**

emergency bed nights were provided to homeless people

**87%**

of clients maximised their income with our support

Key Performance Indicator	Target	2016/17	2015/16	Performance in comparison to target
Accommodation services rooms occupied	99%	97.6%	99.8%	☹️
Community support utilisation	98%	97%	98.9%	☹️
Current personal arrears	2%	1%	1%	😊
Former client arrears	3%	2.1%	2.7%	😊
Repairs completed within target time	100%	99.67%	100%	☹️

Rooms available = Rooms - maintenance voids  
Rooms occupied = Rooms - voids

**62%**

of clients achieved a qualification

**91%**

of clients feel their support plan reflects their goals and they receive support to achieve them

**37%**

of our clients are female

**65%**

of clients participated in education, training or employment-related opportunities to help them achieve their goals

**844**

homeless clients received support and accommodation

**138**

clients received accommodation and support through supported lodgings and our private leasing service

**83%**

of clients feel the support they have received has helped them become a more positive and independent person

**84%**

of clients said their support worker has discussed move on and support options for the future

**87%**

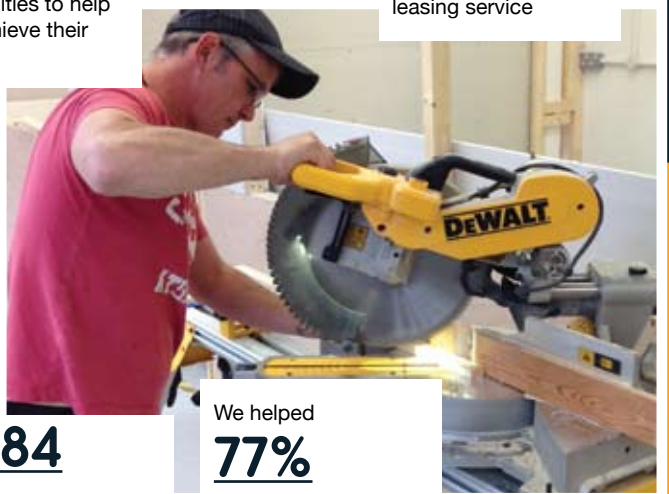
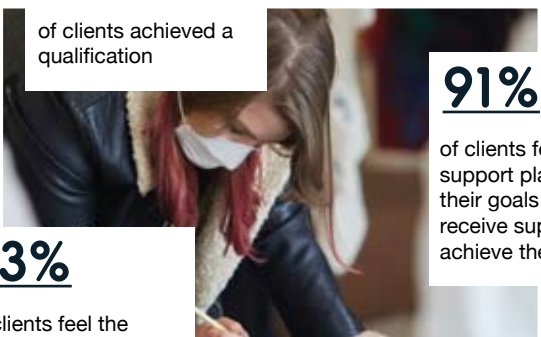
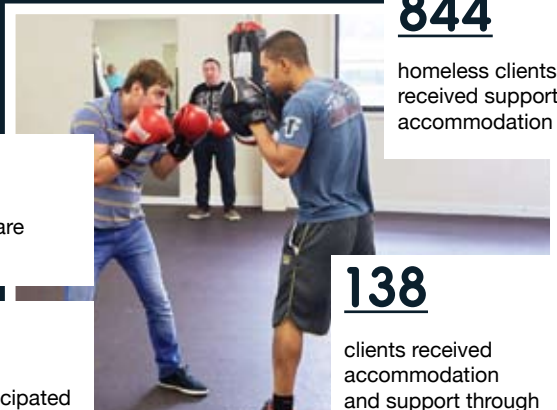
of clients said their support worker helped them to find or keep their accommodation

**1484**

clients were helped through our floating support services

We helped  
**77%**

of clients find paid work



## Annual Report & Accounts

A full set of our published annual report, accounts and value for money report is available on our website or write to us at Two Saints, 35 Waterside Gardens, Fareham, PO16 8SD, Tel. 01329 234600

# Annual report

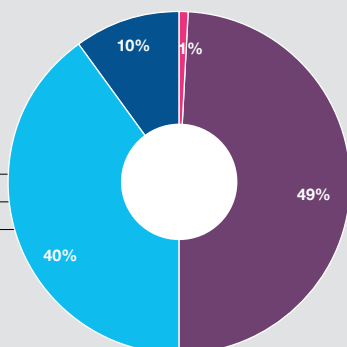
## financial

## information



### Where our money comes from

- Support contracts
- Rent and service charges
- Local authority grants and contracts
- Donations, fundraising and interest



### Two Saints income

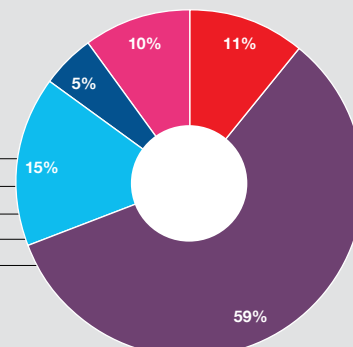
	2016/17	2015/16
	£000s	£000s
Support contracts	4,462	4,220
Rent and service charges	3,641	3,874
Other income	946	897
Donations, fundraising and interest	63	103
<b>Total</b>	<b>9,112</b>	<b>9,094</b>

### Summary statement of income and retained earnings

	2017	2016
	£000s	£000s
Turnover	9,112	9,094
Operating costs	(8,384)	(8,698)
Operating surplus	<b>728</b>	<b>396</b>
Pension scheme remeasurement	(65)	(720)
Net interest payable	(23)	(6)
<b>Surplus for the year</b>	<b>640</b>	<b>(330)</b>

### What we spend our money on

- Salaries and other staff costs
- Housing services
- Housing maintenance
- Housing property lease charges
- Management, office and other costs



### Two Saints expenditure

	2016/17	2015/16
	£000s	£000s
Salaries and other staff costs	4,955	5,050
Housing services	1,221	1,165
Housing maintenance	454	414
Housing property lease charges	806	1,080
Management, office and other costs	948	989
<b>Total</b>	<b>8,384</b>	<b>8,698</b>

### Statement of financial position

	2017	2016
	£000s	£000s
Fixed assets	9,799	9,859
<i>Current assets</i>		
Debtors	776	603
Cash	3,270	2,763
	<b>4,046</b>	<b>3,366</b>
Creditors falling due within one year	(1,337)	(1,312)
	<b>2,709</b>	<b>2,054</b>
Creditors falling due after one year	(6,940)	(6,854)
Provisions for liabilities and charges	(2,401)	(2,532)
<b>Net assets</b>	<b>3,167</b>	<b>2,527</b>
<b>Capital and reserves</b>	<b>3,167</b>	<b>2,527</b>

### Our people

#### Board of Management

Andrew Cobb (Chair)  
John Carter  
Nick Cross  
Bettina Harvey  
Diane Jamieson

Helen Keats  
Jenny Vaux  
Kevin Williamson  
Mark Woosey

#### Senior Management Team

Steve Benson  
Charlotte Buckingham  
Janice Hughes  
James McDermott  
Sharon Smith

Chief Executive and Company Secretary  
Regional Director  
Finance Director  
Regional Director  
Human Resources Director

For more information  
call — 01329 234600  
visit — [www.twosaints.org.uk](http://www.twosaints.org.uk)