

# The Snowflake Trust

REPORT AND ACCOUNTS

FOR THE YEAR ENDED

31 MAY 2016

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

**REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 MAY 2016**

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## Trustees

The Trustees are also directors of The Snowflake Trust, a company limited by guarantee and registered in England & Wales 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)*

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)*

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 the Civil Service and Local Government. A Snowflake volunteer and currently training as a volunteer for St John Ambulance Homeless Service

#### *Christopher Douglas Maxwell-Stewart BSc (Eng), MSc, CEng (Resigned 28 June 2016)*

Retired civil engineer - worked, UK, West Africa, Middle East and Hong Kong; married for 52 years, 3 children; Member St Vincent de Paul Society past 12 years; founding Trustee of Emmaus Hastings and Rother; founder Trustee

#### *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 homeless and marginalised folk

#### *John Campbell Reid ACIB FCMI (Treasurer & Company Secretary)*

Retired; former clearing bank manager; former bursar of large independent school; runs own

consulting agency; chair of quality assurance committee of an independent fostering agency;  
founder Trustee

*Sheila Marie Young BEd (Appointed 18 March 2015) (Resigned 24 June 2015)*

Retired teacher of English and Head of Special Educational Needs. Former Literacy co-ordinator and trainer for the teaching of Literacy. Speech and Language trainer, Drama teacher and University librarian.

### **Officers**

Project Manager - Rebecca Teresa Black

Project Assistant - Claire Land

### **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:

Sundays - St Matthews Church Centre, London Road entrance, St Leonards, TN37 6PD

Mondays - The Salvation Army Citadel, St Andrew Square, Hastings, TN34 1SR

Tuesdays - St Mary Star of the Sea, 1 The High Street, Old Hastings, TN34 3EY

Wednesdays - St Mary Magdalene, Church Road, St Leonards, TN37 6EE

Thursdays - St Leonards Baptist Church, Chapel Park Community Centre, St Leonards, TN37 6HR

Fridays - St John's Upper St Leonards, Church Hall, Brittany Road, St Leonards, TN38 ORD

Saturdays - Christ Church, Blacklands, Church hall, Laton Road, Hastings, TN34 2ES

### **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, 5<sup>th</sup> Floor, Cavendish House, Breeds Place, Hastings TN34 3AA & A-Plan Insurers & 149/155 Mitcham Road, London SW17 9PG

Official Visitor: Rev John Cavanagh

## **THE SNOWFLAKE TRUST**

### **Report of the Trustees for the Year Ended 31 May 2016**

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 2016 ('the Accounts') and confirm they comply with the requirements of the Charities Act 2011, the Charities SORP 2005 and the Companies Act 2006. The Trustees, officers and principal addresses of the company are as listed on pages 3 and 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 homeless people in Hastings & St Leonards using Church buildings and members through the coldest period of the winter and, as part of this initiative

- With respect and without discrimination, to engage church members and local people generally with some of the most vulnerable people in Hastings & St Leonards in line with Christian principles
- To help 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 night shelter had been established in 2007 at a meeting of statutory and other relevant organisations held upon the initiative of Fr John Cavanagh, 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 fourth year, the Snowflake Shelter ran nightly from end-November 2015 to the end of February 2016, 95 nights in all.

#### **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 education and training.

## **Ethos, Access and 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 were delighted to continue to welcome Volunteers not only from the Christian faith, but also those of the Jewish and Muslim faiths, as well as those of no faith. The Gospel text that applies to the Snowflake initiative is found in St Matthew's Gospel chapter 25 vs 33-36.

The Night Shelter is promoted through a variety of local churches, 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 homeless people to its night shelter operated by 187 volunteers working a three-shift system at each of the seven venues (a separate venue each night - see above re 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 proselytisation in the Shelter.

## **Review of Activities and Achievements**

A full and comprehensive review of the Night Shelter Project is published by the Trustees and may be downloaded from the website at [www.snowflake-nightshelter.org.uk](http://www.snowflake-nightshelter.org.uk) or obtained by request to the registered office (see above). In summary:

- The Night shelter operated for seven nights each week in the period end-November 2015 to end-February 2016 - a total of 95 nights (94 in 2015/16)
- 52 Guests were accommodated for at least one night (54 in 2014/15)
- The average length of stay by a Guest was 25 nights (23 in 2014/15)
- The average occupancy of the Shelter on any one night was 14 (13 in 2014/15)
- 158 Volunteers staffed the Shelters (157 in 2014/15), normally 6 on the evening shift, four overnight and four on the breakfast shift.

That the Shelter has continued to be an undoubted success is again due in large part to the commitment and professionalism of Rebecca Black, our Project Manager. She has brought to the Shelter her customary courtesy, care and consideration which has been recognised and welcomed by Guests and Volunteers alike. Similarly, she has been instrumental in making contact with other agencies so as to enable 12 Guests to engage with those authorities necessary for the Guests to move on, many to their own accommodation or to other charities (26 in 2014/15; 24 in 2013/14; 5 in 2012/13). To a degree, the fewer Guests assisted to 'move on' is both a reflection of the success of previous years, and that a hard-core of Guests appears to be building up who do not meet the Local Authority criteria for priority status at a time of reducing statutory provision. A Project Assistant was employed whilst the shelter was in operation to assist with the management of the morning shifts, with the scheduling of Volunteers being undertaken by a Trustee.

### **Future Plans**

Sadly, homelessness in Hastings & St Leonards does not look like it will reduce in the near future despite the efforts of statutory bodies and related agencies. 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. To this end, the intention is:

- a. To apply for the Housing Justice Shelter Quality Mark in Autumn 2016
- b. To continue to reflect on all of the feedback received from Guests and Volunteers with a view to improving the quality of the service the Trust provides in future. In particular, to improve continuing communication and liaison with volunteers - to this end a Trustee has been allocated specifically in this vital area
- c. To continue to liaise and work well with other relevant agencies, and to develop relationships with them further
- d. To make Snowflake's services even better known by the use of modern media, particularly by the re-development of the website and the use of the Facebook page.
- e. To confirm the dates on which the night shelter will operate in light of experience, continuing from end November 2016 to the Middle of March 2017
- f. To employ a Project Manager throughout the year to maintain contact with the client group and to manage the day to day organization of the shelter, and an overnight supervisor to ensure suitable coverage through the time the shelter is open. This will ensure a well-managed and effective operation geared to the needs of local homeless people and in line with the availability of suitably skilled Volunteers
- g. To develop the availability and appropriateness of suitable training for Trustees, Staff and Volunteers alike, including overdose aid, food safety and 'dealing with difficult situations'

- h. To revise the Volunteers' Handbook in line with experience gained, the revision of the Trust's formal policies, and current best practice
- i. To implement a new strategy for the recruitment of Volunteers
- j. To continue to maintain an appropriate level of financial reserves as will ensure continuance of the shelter into future years by developing its contacts among grant-making institutions, local organisations and individual supporters
- k. To build up the skills available to the Trustee Board by the appointment of more members, and to ensure key succession arrangements are in place.

## **Financial Review and Results for the Year**

The accounts which form part of this report reflect the income generated and the expenditure incurred by the Trust.

The excess of income over expenditure for the year amounted to £12,617 (deficit of £9,218 in 2014/15), leaving Net Assets valued at £26,143 (£13,526 in 2015), mostly cash. All reserves are held on an unrestricted basis. 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 will cover salary costs for the ensuing financial year to ensure the viability of the shelter project in the following winter. The Trustees estimate this sum, in current circumstances, to be at least £25,000 (£26,143 at 31 May 2016). Fundraising will continue to be a priority for the Trustees in 2016/17.

### **Fundraising**

A Trustee leads the Trust's fundraising initiatives, supported by other Trustees, the Project Manager, Volunteers, organisations and other supporters as necessary. Further details are available in the Trustees' comprehensive Night Shelter Project Report for 2015/16 indicated above.

### **Pension Liability**

At present, the Trust's employees are not members of any pension scheme. This matter is kept under regular review by the Trustees in consultation with the staff. It is acknowledged that pension arrangements will need to be in place by 2017 to comply with current legislation.

## **Structure, Governance and Management**

### **Governing Document**

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 remuneration for office supplies used (£198 in 2015/16).

### Recruitment and 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 nominations from its volunteer body and other supporters, business, public services, the arts and professions so as to maintain the full range of skills and expertise required to ensure continuing good practice within the Board, and so enhance the overall strategic management of the Charity. A list of potential Trustees is maintained. Potential Trustees are interviewed by a sub-Group of the Board 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 and safety, safeguarding, employment, volunteer liaison and public benefit issues.

### Risk Management

The Board is responsible for the management of the 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 the 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

Trustees recognise that a formal audit of the accounts by a registered auditor is not a statutory requirement given the size of the charity at present. However, Trustees believe that supporters deserve evidence of probity and good financial management, and so have agreed that the annual report and accounts be prepared under legislation appropriate for larger charities, save that a formal audit by a registered auditor not be required on grounds of cost. Instead, an independent examination by an appropriately qualified person is conducted annually. Mrs Christine Hughes, retired FCA, has graciously agreed to continue as Independent Examiner of the Trust's Accounts and has accordingly been re-appointed.

## 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 judgments 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 the requirements of the Companies Act 2006.

They are also responsible for safeguarding the assets of the charity and hence for 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

## The Snowflake Trust

31/5/2015	<b>Balance Sheet as at 31 May 2016</b>		
£48	<b>Liabilities</b>	HMRC	<b>£309.16</b>
£0		Other	<b>£0.00</b>
<b>£48</b>		<b>Total</b>	<b>£309.16</b>
	<b>Assets</b>		
£3,300		Van	<b>£0.00</b>
£0		Prepayments	<b>£450.68</b>
£9,730		Bank Balance	<b>£25,801.65</b>
£545		Petty Cash	<b>£200.44</b>
<b>£13,574</b>		<b>Total</b>	<b>£26,452.77</b>
<b>£13,526</b>	<b>NET ASSETS</b>		<b>£26,143.61</b>
£22,745	<b>Balance of Capital Account Brought Forward</b>		<b>£13,526.28</b>
-£9,218	<b>Excess of Income over Expenditure</b>		<b>£12,617.33</b>
<b>£13,526</b>	<b>Capital Account as at 31 May 2016</b>		<b>£26,143.61</b>

Agreed by the Board of Trustees on 28 June 2016, and signed on their behalf by:

Original signed

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Andrew Charles Crighton  
Chair of Trustees

Original signed

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John Campbell Reid  
Trustee/Treasurer

THE SNOWFLAKE TRUST

Examiner's Certificate

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 2015/16.

I can confirm that the Income & Expenditure Account for the financial year 1 June 2015 to 31 May 2016 and the Balance Sheet as at 31 May 2016 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 at 21 May 2016.

Yours faithfully

Original signed

Mrs Christine Hughes  
(Retired FCA)

## NOTES TO THE ACCOUNTS - YEAR ENDED 31 MAY 2016

### 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 the principles contained in the Statement of Recommended Practice (SORP 2005) Accounting and Reporting by Charities' issued by the Charity Commission for England and Wales.

#### 1b. Going Concern.

As shown on the balance sheet the charity (company) has net assets of £26,143 (2015 £13,526). Accordingly, the trustees (directors) consider that the going concern basis is appropriate in the preparation of the financial statements.

#### 1.c. 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.

#### 1. d. Resources Expended.

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

#### 1. e. Capitalisation of Fixed Assets & Depreciation

Depreciation is provided to write off the cost over three years. Items acquired whose purchase individual cost is less than £500 are written off in the year of acquisition. The Trust's van, purchased for £9,900 in 2013 has been fully depreciated. As at 31 May 2016 the Trust had no capital commitments.

## 2. Analysis of Total Funds Expended in Furtherance of the Charity's Objects:

31/5/2015	EXPENDITURE		
£20,677		Salaries & NI	<b>£18,616.53</b>
£1,666		Office/Leaflets/Hbk	<b>£844.01</b>
£540		Website & IT	<b>£1,712.98</b>
£875		Seaview Rent	<b>£813.00</b>
£190		Fees	<b>£223.00</b>
£1,495		Laundry/Transport etc	<b>£2,299.46</b>
£1,839		Beds & Bedding etc	<b>£303.74</b>
£2,151		Food	<b>£3,444.85</b>
£1,699		Storage	<b>£1,460.04</b>
£859		Insurance	<b>£859.19</b>
£287		Recruitment/Room Hire	<b>£256.49</b>
£813		Training	<b>£1,032.00</b>
£3,300		Depreciation	<b>£3,300.00</b>
£99		Other	<b>£0.00</b>
<b>£36,490</b>	<b>TOTAL</b>		<b>£35,165.29</b>

## 3. Fixed Assets - Vehicles

Balance at 1 June 2015	£3,300.00
Additions	£0.00
Depreciation	£3,300.00
Net Book Value at 31 May 2016	£0.00