

St Giles

Turning a past into a future

ST GILES TRUST

(A company limited by guarantee)

REPORT OF THE TRUSTEES AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020

**Haysmacintyre
Registered Auditors
Liability Partnership (LLP)
London**

**Company Number: 2175146
Registered Charity Number: 801355**

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Foreword from Denise Jagger – Chair

This has been a challenging year for all charities but one in which their contribution to society has never been more keenly felt.

Even before the pandemic, unstable employment, in-work poverty and lack of affordable housing continued to blight the lives of many of the people we help. It has brought these issues into sharper focus and our teams are working tirelessly to mitigate the impact of this on society's most vulnerable.

We have always been an organisation which can react quickly to meet new emerging needs and our ability to do this is now vitally important. The fallout from Covid will be felt most sharply by those who were already vulnerable and disadvantaged. Our teams on the frontline are already working tirelessly to mitigate this. Looking forward, St Giles is expanding its remit to embrace new areas which ensure our clients are equipped to navigate both the immediate and longer term challenges that all of us are facing. The basic necessities of employment and housing will obviously remain a key feature. However, combatting social isolation, promoting wellbeing and the importance of ensuring our clients are not digitally excluded will be areas of increased focus for us in the next year.

The lockdown helped bring these issues into sharp focus. Many of our clients would have faced lockdown totally alone, with little money or food and no access to technology if we had not been there to support them. The ability to learn, volunteer, apply for work and housing and even do a workout online is just as important for our clients as it is for the rest of us as we adapt to an immediate future of periods of self isolation and possible future lockdowns.

During the last year we have recruited 4 new Trustees whose skills and experience complement existing skills on the board and will help to ensure that we steer the company through these uncertain times. We also undertook our first board effectiveness review to ensure that we are operating as efficiently and effectively as possible and are in the process of formalising some of our board sub committee processes to strengthen our governance. I remain very grateful for the time and dedication every one of our volunteer trustees commit to ensuring that St Giles maintains its strategic focus and has the correct people and processes in place to operate effectively.

Our ethos of engaging, upskilling and enabling people with first hand experience of the issues facing the people we help remains core to our work. Our National Lottery Community Fund supported network of Peer Hubs will help us expand this approach across the sector and enable others to benefit from the powerful combination of professional skills and personal insights that our Peer Advisors bring. Just as life is complex, the backgrounds of our Peer Advisors reflect this and they can now support a wide range of disciplines – from substance misuse to help for vulnerable young women.

We have bold ambitions for the future and believe we have the right team at St Giles to deliver excellence in what we do. We also have a strong financial base on which to support this having achieved another year of significant growth, both in terms of income and in the breadth of services provided to our clients, whilst maintaining our free reserves in line with our reserves policy. Further details can be found in our Finance Review section in the report.

The challenges ahead spur us on to do our utmost to ensure that those who need our help feel supported, listened to and have the best chance of realising positive goals and ambitions. I would like to pay tribute to all the staff and volunteers at St Giles and my colleagues on the board for their fantastic work. I would also like to thank our supporters without whom none of this life-changing work would be possible.

Denise Jagger

Chair, St Giles

Statement from Rob Owen OBE – Chief Executive

St Giles was founded in 1962 to offer emergency relief to homeless people. Over the past 58 years St Giles has evolved to tackle new emerging needs – be they prison leavers or young people exploited by gangs.

In the midst of Covid 19, we are revisiting these roots - providing emergency relief. The Covid pandemic and lockdown has left those who were already struggling in potential freefall. Many of our caseworkers have seen their caseloads treble as former clients who had stabilised and resettled due to our support have returned to us, having become part of the first wave of Covid-related redundancies.

Some of them were facing dire circumstances so we had to act fast. In a matter of days, we repurposed our Brewbird Café to effectively become a food pantry, sorting food donations into healthy, substantial emergency parcels for these clients and others also in need. In just 3 months, we provided over 83,000 fresh, healthy meals to people who turned to St Giles as their first port of call. We launched an emergency appeal to support this and other emergency provision and will be forever grateful to everyone who generously supported it. You saved lives at a time of profound national crisis.

Even before Covid, these were challenging times and St Giles had adapted its focus to meet these new emerging needs. We remain committed to ensuring that people who have been there themselves – those with lived experience – are at the centre of our work. By empowering and mobilising people who come from the same communities as our clients we can effect positive social change from the grassroots. 389 people embarked on our Peer Advisor Programme in the past year and we will be harnessing their skills and insights to provide services through St Giles and the rest of the sector over the coming one.

The availability of affordable housing for our clients remains a huge issue and a constant barrier for both our clients and our staff. I'm proud to report that despite these insurmountable challenges we have helped 5,568 people find a permanent place they can call their home over the past year. We helped 699 people overcome major barriers to gain employment and many more experiencing in-work poverty were helped to improve their employment situations.

I report these great results with trepidation. We should not sugar coat the fact that we are heading for challenging times for so many. Our focus going forward will be to ensure that our clients are not the ones who are forgotten and left behind.

I'm humbled by the resilience shown by them in the face of severe adversity. One of our caseworkers discovered that a 17 year old she had previously helped out of a county line last year had sold his XBOX to buy food and utilities during lockdown. We had mixed feelings when we heard this – pleased that our support had resulted in preventing him from going back to a county line but saddened that he had to sell his prized XBOX - something that also crucially kept him indoors and off the streets – to feed himself. Had we known about his situation, we could have ensured he did not need to do this. We are now working with him once more to help him achieve employment and financial independence.

There are many more in similar circumstances who represent the new emerging needs that St Giles is responding to. I would like to pay huge tribute to the staff team here who have been so committed and creative in addressing these needs and ensuring that those who most need our help do not fall through the gaps.

In the midst of our Covid response, we were shocked and saddened when we heard about the death of George Floyd and events in the United States. Like many around the world, we expressed solidarity and support for the Black Lives Matter movement and took this moment to reflect on our own practices and structures. As an organisation, we have held frank, honest and soul-searching conversations to understand how we can be an example for best practice and a beacon of hope. Our staff team has not let us down and we are working together to identify new structures and opportunities to ensure inclusion and equality of opportunity.

Statement from Rob Owen OBE – Chief Executive

The combination of creativity and wisdom from within the St Giles team puts us in an excellent place for the challenges ahead. All of us at St Giles are ready to meet them. I would like to once again say a huge thank to our partners and supporters who share our vision of creating a more equal society. If one good thing can emerge from the dystopia of Covid, it is that we can build communities which embrace people with a past, enabling them to use this to help themselves and those around them. Once all these pasts come together, they form a solid foundation from which people from the grassroots can help mobilise positive social action. We will continue to fight to have their voices heard by those in power.

For everyone who has supported us – a huge thank you. Your support means so much to us and you have helped someone in a profound, life-changing way.

Rob Owen OBE

Chief Executive, St Giles

REPORT OF THE BOARD OF TRUSTEES

The Trustees present their annual report and strategic report, together with the audited accounts of the charity for the year ended 31 March 2020.

Throughout this report we have used the following abbreviations:

CRC – Community Rehabilitation Company

TTG – Through The Gate

CSE – Child Sexual Exploitation

VVE – Violence Vulnerability Exploitation

JCP – Job Centre Plus

DWP – Department of Work and Pensions

ETE – Education Training & Employment

BeNCH TTG – Bedfordshire, Northants, Cambridgeshire and Hertfordshire Through The Gate service

Outliers – Project supporting clients with multiple complex needs

1. About St Giles

ST GILES is an award-winning charity using expertise and real-life past experiences to empower people who are not getting the help they need:

People held back by poverty, exploited, abused, dealing with addiction or mental health problems, caught up in crime or a combination of these issues and others.

We show people there is a way to build a better future – for themselves and those they care about -and help them create this through support, advice and training.

The 25,000 people we support each year have a diverse range of needs. We provide:

- Help for vulnerable young people involved in or at risk of criminal exploitation
- Services helping adults and young people facing unemployment and poverty
- Help for vulnerable women and families
- Prison and community-based support for people in the criminal justice system
- Specialist support for adults facing complex barriers

We believe everyone has the power to turn their life around, regardless of their situation. Many of our employees have been in similar situations to those we help and use their lived experiences to inspire and support those living through it right now.

1.1 Our Vision

We want to see a society where everybody – no matter what their background – has a positive future.

When somebody turns their life around, everybody benefits – their families, their children, the community they live in and society as a whole.

Those we help are facing huge challenges; poverty, deprivation, mental health issues and crime. However, we are working with our partners and local communities to do something about it – supporting people to turn their pasts into positive futures.

1.2 Our Purpose

We believe strongly that given the right support, from someone who has been there, people can be empowered to turn their lives around.

We show people there's a way to build a better future – for themselves and those they care about and help them create this through support, advice and training. It's not easy – we empower and encourage each person to overcome the adversity they face. If they stumble, we're there to pick them back up. We inspire them to think big for themselves and their families and help them to build internal resilience and a place in society. We raise awareness of their situation and fight their corner, we agitate the current landscape to ensure long term changes are put in place to ensure people succeed. We want to see a society where this capacity to change is recognised and those facing complex barriers are given the opportunity and encouragement to turn their lives around.

1.3 Our Solution

We see the person behind the problems and help them turn their lives around, then train and support them do the same for others. We know that they aren't defined by those problems, they're trapped by them and we help them see their strengths and find a way forward. We can do that because many of our staff come from the same backgrounds and have overcome similar problems – they've been there, done that and speak the language of the people we support. That combination of lived experience and expertise means that our staff work with passion and quality throughout everything they do.

Peer led services – those using people with lived experience of the issues facing those they are helping – are at the heart of St Giles' work. We know they bring our services added understanding and compassion. Our Peer Advisor programme underpins our vision, enabling those we work with to become qualified and motivated workers within St Giles. Their first-hand experience of clients' issues benefits both them and the clients they work with. What we do builds more positive futures, saves lives, reduces crime and creates stronger communities.

1.4 Our Values

Positively : Empowering

We will empower our clients to lead positive lives
We will give everyone a chance to make the positive change which we believe they are capable of making

Persistently : Supportive

We will be persistent and never give up on the people we work with

Flexibly : Creative

We will work flexibly, creatively and adapt to circumstances as they arise

Proactively : Empathic

We will work empathically with people

Actively : Inclusive

We will be non-judgemental and open minded

Clearly : Communicative

We will communicate openly and honestly and do what we say we will do

1.5 Our strategic objectives remain based around three key themes. These are:

1.5.1 Building a sense of safety and stability: Across many of our services, it remains clear that most clients cannot focus on longer-term aspirations until the essentials for survival are in place – whether that be having secure accommodation; sufficient money to buy food or pay bills; or to have a reduced risk of poor health, debts, or violence. Before they can turn their attention to our clients' longer term aspirations our staff and volunteers identify and put in place the necessary support to assist them to develop resilience aimed at addressing these basic issues.

Key indicators include:

- stabilisation of benefits,
- reduction/clearing of debt,
- improved ability to manage risk,
- improved sense of wellbeing,
- improved accommodation,
- secure access to food.

1.5.2 Building aspirations, skills and positive futures: One of the realities of our client group is that not all of the people we work with will be ready to enter the job market. We also recognise a growing group of people who are in paid employment but are still experiencing serious poverty and hardship who therefore need ongoing support to improve their employment status. Our wrap-around support inspires clients to develop their skills, confidence and experience to move towards employment. This provides them with structure and social contact.

Outcome measures include:

- improved digital skills,
- entry into further training,
- entry into voluntary work,
- paid employment.

1.5.3 Building connections to move forwards: We support clients to have the confidence and tools to become positively integrated with their families and local communities, helping play a positive role within their family and become a role model in their community. We measure this through:

- improved relationships,
- family life,
- establishment of a support network,
- assisting clients in access to specialist services (drug, alcohol, mental health).

Our work is targeted towards addressing the needs of:

- **Children and young people** who are involved in or at risk of criminal exploitation
- **Vulnerable women**
- **People who face multiple needs** such as homelessness, poverty, ill health and substance misuse
- **Troubled families** affected by poverty, gang involvement and the criminal justice system
- **Offenders including those who have health issues** including learning disabilities and mental health issues

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- **Disadvantaged adults** who need help to boost their confidence, experience and skills to enter employment

The following sections constitute the strategic report: The Impact of our Work, Plans for the Future, Finance Review, Risk Management and Reference and Administration Details.

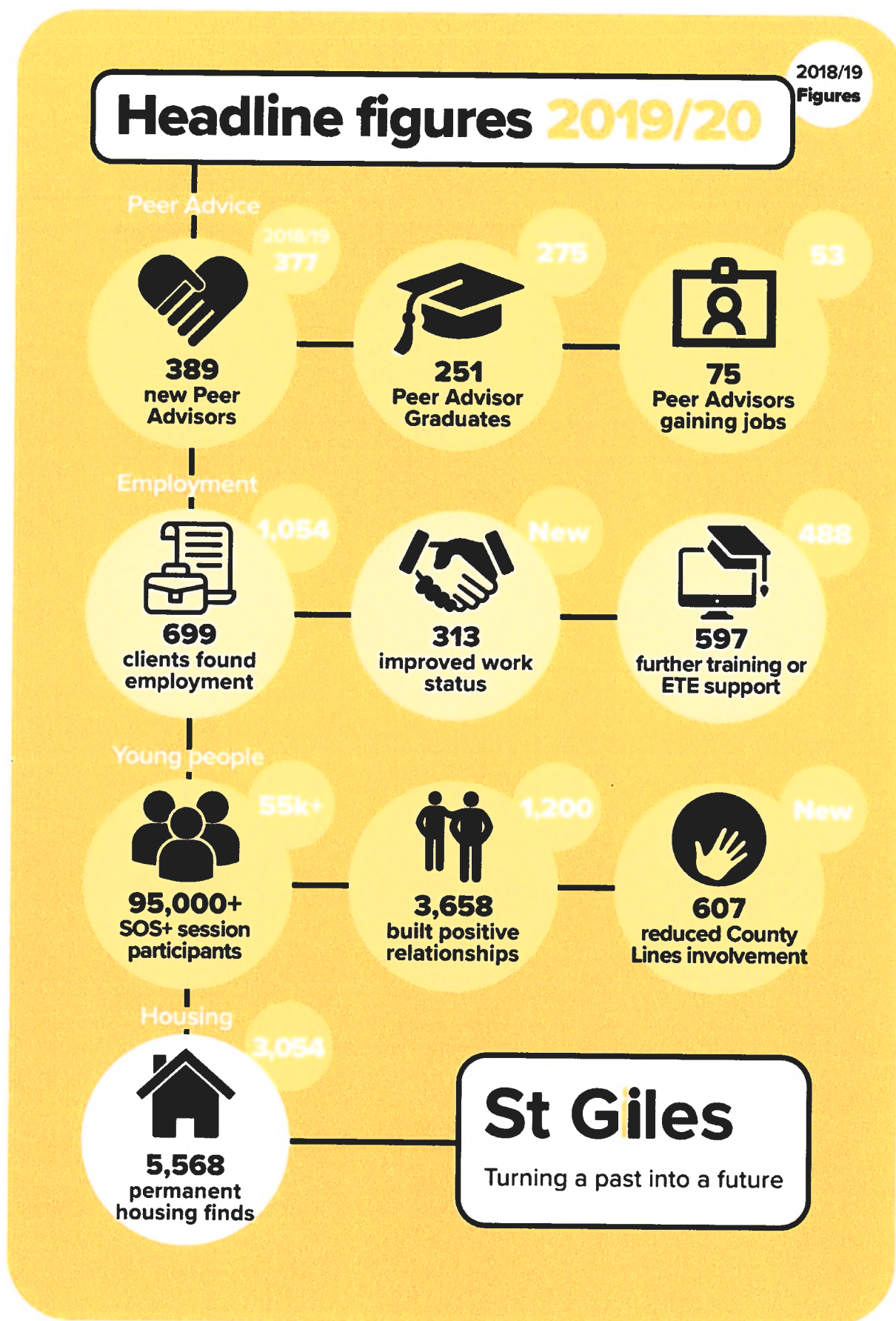
2. The Impact of Our Work

Our belief in the importance of clients receiving “support from someone who’s been there” is at the heart of our strategic thinking; underpins all of our services.

We have been implementing this through the development and delivery of our Peer Advisor Programme which has expanded across both the prison estate and in the community over the last 20 years and has become a key element in how we design and deliver all of our services.

The infographic below provides a summary of some of our frontline work compared to previous years. A narrative explanation follows and some terms are explained here:

- **Peer Advisor**- a St Giles client or disadvantaged adult who has trained through St Giles’ Peer Advisor Programme offering accredited NVQ Level 3 training in Information, Advice & Guidance alongside a supported work placement. Once qualified they offer support to other disadvantaged adults looking to make positive changes in their lives
- **Peer Employee** – A St Giles staff member who has come through our Peer Advisor programme
- **ETE** – education, training and employment
- **Housing saves** – preventing a client from becoming homeless through eviction, typically involving helping to resolve arrears, liaising with their landlord and helping someone maintain a tenancy.



2.1 Peer Advice

- This year we had 389 new Peer Advisors starting their training, which is a small increase on 2019.
- 47 Peer Advisors found paid employment compared to 53 in 2019.
- Over the past year, we have launched new National Lottery Community Fund supported Peer Hubs in London, Yorkshire, the Midlands and North Wales

As soon as the Covid restrictions allow we will be taking forward plans to launch further hubs in Scotland, Northern Ireland and the East of England.

2.2 Support Towards Employment

- Following another challenging year in the employment market, we helped 699 clients find employment in the last year,
- 313 clients have improved their existing employment status.
- 597 clients were helped into further training or ETE support compared to 488 last year and against a target of 370.

2.3 Support into a home

- We have substantially increased the success of finding our clients a safe and sustainable home, increasing from 3,054 permanent housing finds in 2019 to 5,568 in 2020.

2.4 Positive relationships

- There have been a large number of clients who have improved their family lives and also their relationships in wider networks.
- In the last year, 3,658 people have been helped to build these positive relationships.
- We have seen a large increase in the number of clients we have either removed from or reduced their risk of being involved in County Lines - a total of 607.
- Our schools-based prevention work with young people has reached 95,000 participants this year and the work has continued online since Covid restrictions came into effect.

2.5 Financial Stability

- Providing support around benefits, money advice and debt is a key strand to our work. All of our beneficiaries continue to have access to support in applying for financial assistance.

2.6 Female Clients

- We continue to see a large number of female clients engaged with our services, this has steadily increased over the last 4 years with over 4,500 accessing St Giles in each of the last 2 years.

3. Our Services since lockdown in 2020

Within the prisons we work in the number of new clients during April was 50% down on last year. This is only in-part due to lockdown, and largely because we have changed our definition of clients, recording only those clients with whom we have a “caseworking” (longer term) relationship. In the prisons, this means we have removed all those who just receive a statutory needs assessment .

In the community there were 282 new clients registered only marginally less than in March (275) and actually more when compared to the same period (April 2019) when the numbers were 262.

Nearly half of all new clients engaged have been to our Gang/VVE/CSE services across the country. Those receiving most referrals include:

- Our services in the Midlands received 47 referrals through the Accident & Emergency and Police Custody suite outreach teams as well as our Gangs Resettlement service in Wolverhampton.
- Our North and East London borough based SOS teams received 21 referrals
- The London Rescue and Response team engaged with 16 new clients

All contact with new clients (except emergency referrals) has been carried out remotely making ongoing engagement challenging for staff.

3.1 Work and Training Achievements

Although supporting clients with work aspirations has become more difficult during lockdown, we have still been able to make progress with some clients.

- Clients referred to online courses including sports instruction, construction, functional skills in maths and English.
- Clients provided with laptops through St Giles’ COVID19 appeal fund to enable the continuation of school and other educational studies.
- BeNCH TTG spending increased time supporting offenders doing Unpaid Work as part of their sentence.
- Outliers client who lost their job was supported in appealing and was taken back by employer.

3.2 Housing Achievements

Housing became more important than ever during the lockdown, becoming an issue of public health. We continued to support vulnerable clients into housing. Examples

- 10 young people have been placed in temporary housing by St Giles’ Rescue and Response team.
- The St Giles’ Outreach team has supported 5 clients into permanent housing. Challenges have included persuading clients to view properties, and finding and getting furniture and white goods delivered.

3.3 Young People at risk from Gangs/VVE/CSE -achievements

Our work with at risk young people continued throughout lockdown, and focus often shifted to support with relationships, mental health and well being as well as crisis and emergency support. Examples include:

- Caseworkers reporting that some clients have used lockdown to improve relationships with family and episodes where they go missing have reduced subsequently. Use of St Giles’ COVID19 appeal funds has helped to provide resources as a further distraction e.g. laptops, fitness sessions.
- A St Giles’ Rescue & Response client who was not coping with lockdown left his foster placement. He was persuaded to stay with family until he could return to the foster placement.

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- Caseworkers supporting parents with advice/resources on how to cope with their children and providing resources to keep them occupied.
- A County Lines client who was persuaded to stay with family rather than be referred to social services. We provided household items, TV and phone to encourage them to stay together.

3.4 Prison based delivery

Delivery in the prisons has been made more challenging by the lockdown of prisoners, meaning that no face-to-face contact has been possible. Many of our staff were required to work from home for much of April.

Basic assessments and planning have therefore been carried out remotely using a light touch approach with release packs put together by our staff and distributed to prisoners being released.

3.5 COVID-19 Impact

We are all facing unprecedented challenges and increased uncertainty posed by the current COVID-19 crisis, but for our clients the impact has been much more significant than most. Many have already experienced:

- **Job losses:**
Increased poverty
New dangers for criminal exploitation and grooming:
Increased mental health concerns:
Increased educational divisions:

This has resulted in increased demand for our services.

We want to limit the impact on the lives of those we support, and we are determined to ensure that our clients are well supported throughout the crisis and for as long as it lasts.

As this situation is rapidly changing, we have developed a response that is structured but flexible.

Our work has been broadly split into three key phases: immediate crisis support; medium-term solutions; longer term plans.

3.5.1 Immediate crisis support

- **Food support:**

We have converted Brewbird, our social enterprise café in Peckham, to a food pantry which is providing home food deliveries to vulnerable children and families across South and North London. During the two months of lockdown we provided over 83,000 fresh and healthy meals to vulnerable clients. There is such demand and need across all our London services working with vulnerable adults that this increased this to over 700 people per week as of July 2020. We also have plans to open pantries across our regional hubs, starting with Leeds and Coventry.

I would like to say thanks so much for the food parcel to the Team, I can't believe the size of the gammon I was given. I have had gammon pineapple with chips, gammon roast, curried gammon and tonight I'm having gammon salad. Blimey that's a mouth full."

John, client

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- **Help with utilities**

Due to extensive job losses and lack of financial security many of our clients are feeling the immediate impact of becoming unemployed. They are having to prioritise basic essentials over paying for their bills. Many live in social housing with an electric and gas meter. Not having the funds means they are going without access to heating, hot water and electricity.

- **Emotional support**

Our teams are working extra hard to make sure our clients are emotionally stable. Those with a history of substance abuse and mental health concerns are finding social isolation particularly difficult and our caseworkers are working harder than ever to stay in contact with their clients, offering advice, support and encouraging them to stay motivated and engaged with the future. We have also appointed a trauma counsellor who will provide additional expertise and support where needed.

"I have had to support them by giving benefits advice and support them to register for universal credit. For those that have been self employed, I have to break down the advice for self employed persons and support the person to make the right benefits decision for them now."
Caseworker, London Employment Project

- **Resources and support for families**

We work with some of the most disadvantaged families, many of whom are on the troubled families list. Many do not have access to a computer and where they do have smartphones, internet access is often limited making the online resources hard to access

Without these resources children were placed at an increased disadvantage, increasing the gap in relation to peers when on the return to school. With many schools already having to place classes or entire year groups in quarantine since returning and most now requesting homework digitally, it is likely that there will be an element of home schooling and digital requirements for the foreseeable future.

We would like to ensure that children of all our clients have access to educational and creative materials and resources during the pandemic to give them the best chance for the future.

- **IT and equipment**

Many clients only have access to a cheap phone with no internet access and are living alone in low quality cramped living spaces.

By providing clients with a laptop or phone and internet access (via a dongle or similar) they are better able to access a range of wellbeing, practical support and engaging activities, increase their social interactions and reduce the risk of mental health issues. This crisis has shown us that internet access is not a 'luxury' but an essential utility in our world today. Lack of access, particularly now, will widen the gap and increase vulnerability in the most disadvantaged. Access to a computer, laptop or smartphone could be life saving for some of our clients.

3.5.2 Medium term solutions

We predict that the increase in demand for our services will increase as Covid-19 continues to deepen social disadvantage.

- **Serious Youth Violence**

We are particularly concerned about the impact on young people involved in serious youth violence. We are in unprecedented territory but what we do know is that our younger clients are still putting themselves at risk, travelling across the country to supply drugs. With increased poverty and the demand for drugs set to increase and supply predicted to drop we anticipate that serious youth violence and criminal activity will escalate.

Much of our work with young people is done in the community, in public spaces and works best when face to face. However, we had some important successes with digital engagement and will look to provide a combined service going forward.

During lockdown we received reports from the frontline of increased engagement from parents and carers.

We want to build on this to increase our casework provision and work holistically with families; remotely supporting parents and carers to engage with their children and prevent them becoming involved in gangs.

- **Employment and benefits support**

The covid-19 crisis is already having enormous impact on the economy and for our many clients who are already in insecure work this is resulting in increased insecurity. As the economy continues to be impacted it is anticipated that an increasing number of clients will be facing unemployment.

While we have a specialist ETE team in place and a specialist benefits advisor, they are all working at full capacity. As the need increases, we will seek to expand this specialist team.

3.5.3 Longer term plans

- **Peer Training**

There is deep and visible inequality across England and Wales and yet Covid 19 has instigated communities coming together and taking action in a way we have never seen before - to support their neighbours and applaud public services. We want to harness this community spirit to create a better, more cohesive society that enables communities to be a safer, secure and stable community in the aftermath of Covid 19.

How will we do this? Core to the St Giles model is the provision of NVQ Level 3 in Information Advice and Guidance to volunteers with lived experience. We want to ensure that the volunteer and community support networks that have emerged during this period can be sustained and developed. By expanding our offer of training to volunteers with lived experience we can help to professionalise these networks by enabling volunteers to complete an industry leading qualification. They can then embed their lived experience in service delivery across the very communities they have grown up in.

Communities will look very different when we come out of Covid 19 – unfortunately many will have lost their jobs, self-esteem and livelihood, yet a new community spirit has emerged with a focus on volunteering. We want to draw on this and work with community-based groups to identify volunteers with lived experience who would like further training. This allows them to become role models for future generations and facilitate community-led change alongside providing authentic support for those in need.

- **The Pantry**

As highlighted above the purpose of the Pantry is to provide healthy, fresh food each week for disadvantaged individuals and families experiencing food poverty and unable to currently access food. During lockdown we learnt that food is an excellent entry point into further support and we will be working to turn the pantry into a permanent service across the UK.

4. Structure, governance and key management personnel

St Giles is a charitable company, first founded in 1962 and re-incorporated in 1987, with a new Memorandum and Articles of Association. These were reviewed again during 2016 to ensure they are up to date and meet our current requirements.

Trustees may be appointed or re-appointed at any time by the Board and hold office for a period not exceeding three years, with the option of standing for re-election for up to two further three year terms. By exception the Trustees may extend the appointment of an individual with special expertise. Trustees are inducted using paper-based information and service visits, along with induction meetings with the Chair, the Chief Executive, Senior Management Team and Heads of Department.

The Board meets every two months and Trustees focus on governance and strategy, significant new business, risk, and financial issues. The board is supported by a standing Finance and Audit Committee, a Nominations Committee and a Remuneration Committee. The day to day management of the organisation is delegated to the Chief Executive, who is supported by a Senior Management Team comprising a Deputy Chief Executive with responsibility for finance and central services, a Director of Services responsible for service delivery and Heads of Service with responsibilities for fundraising, human resources, community services, employment and training services and prison services.

4.1 Pay policy for key management

Pay of key management is reviewed annually and normally increased in accordance with the average increase in inflation. The remuneration is benchmarked with similar size charities.

5. Plans for the Future

5.1 Our Current Position

5.1.1 Financial

Our turnover over the past year has increased to £15.3 million, which is a significant growth in a challenging economic climate. We are in a relatively stable position with healthy reserves and funding available to enable us to prepare and position ourselves for further growth opportunities and infrastructure development as well as to provide some resilience and safety in what is anticipated to be a challenging economic environment.

5.2 Future Strategy

5.2.1 Growth Areas

Our expertise and positive track record in the areas highlighted below means we are in a strong position to offer services at a greater scale and reach on both a regional and national level.

- **Serious Youth Violence and Exploitation**
 - Our existing reach and reputation, coupled with our model of employing staff with lived experience, means St Giles is seen as a sector lead in this area. Frontline expertise means we

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are able to respond to emerging trends such as county lines, radicalisation and the growth of serious violence beyond London.

- Going forward, we will be using our track record in this area to offer a national solution to this urgent issue, scaling up our existing work and developing it in new regional areas in need.

- **Helping People Into Work and Tackling In-Work Poverty**

- We have successfully developed services in this area mainly due to our strength and reputation in helping people who have not engaged in mainstream welfare to work programmes. This includes helping young people who are not in employment education or training (NEET). Cutbacks mean that sourcing statutory funding for this work is becoming challenging. We will be focussing our efforts on sourcing alternative funders who are willing to step up and plug this gap.
- In-work poverty is a growing area of our work as many of our clients continue to face debts, poor housing, ill health and other issues whilst employed. We anticipate that this will be an area which continues to be a priority for us in the coming year and will be looking at how our services can adapt to emerging changes.

- **Working with Female Clients**

- Funding over the past two years has enabled us to further develop services specifically helping women facing poverty, disadvantage and complex barriers. With both prison and community-based women's services across England and Wales, we will be working closely in partnership with other likeminded organisations to develop our expertise and enhance services for vulnerable women.

- **Working With Families**

- We have been delivering services for vulnerable and troubled families for a number of years. Following a strategic review we have refocused our service, now known as the St Giles Future Proof Families (FPF) Service to offer peer-led, practical and emotional support to the most marginalised and excluded children, young people and families. It adopts a consistent, targeted and needs based casework approach, promoting independence and resilience, creating stronger positive futures for families and communities. The FPF Service works in close partnership with statutory services.
- We have recognised the need to address wider issues affecting the whole family to offer effective support to individual clients. Our approach of intensive 1:1 support with additional assistance from Peer Advisors enables us to offer a client and their family a package of support which addresses all the issues.
- To ensure we are able to maintain and develop this approach we are recruiting a Children and Family Specialist Co-ordinator role who will have a remit to support our teams around the charity and further embed this approach into our services.

- **Working in the Prisons**

- Our prisons work has been key in developing the Peer Advisor Programme across prisons and within the community. Over recent years, our ability to do this has been restricted due to

REPORT OF THE BOARD OF TRUSTEES

changes in the way prison-based services are delivered. More recent shifts in Government thinking allow prisons to have more autonomy over their budgets. Our Peer Advisor Programme was selected to be delivered as part of a pilot of the proposed changes on the horizon. Along with other developments to prison service commissioning, we believe we have a strong opportunity to further expand the Programme across prisons in England and Wales.

- **Extending our reach nationally**
 - The expansion of the Peer Advisor Programme continues to enable us to connect and embed ourselves into local communities.
 - The Peer Hub model is already established in London, Yorkshire, the Midlands and North Wales with further Hubs in Norfolk, Scotland and Northern Ireland in the pipeline. It provides an opportunity for local agencies to tap into a source of well-trained volunteer Peer Advisors who bring credibility, motivation and expertise into delivering frontline services.
 - Our mission to bring added value into local communities has helped to stimulate interest in our other services including around the serious youth violence agenda. Our diverse range of services are responsive to local needs and offer opportunities for further growth.
 - Our long-term vision is to drive sector change, enabling providers across the UK to learn from our Peer Advisor model and put lived experience at the heart of their services. In order to do this, we will be intently focussing our efforts on developing relationships, working in partnership and having conversations at both local and national level, whilst enabling our teams to continue delivering high quality services addressing local needs.

6. Public Benefit

The Trustees confirm that they have complied with the duty in section 17 of the Charities Act 2011 to have due regard to the public benefit guidance published by the Charity Commission in determining the activities undertaken by the charity. Further details on the activities undertaken by St Giles during the year are given above under "Strategic Objectives" and also in the "Impact of our work".

7. Finance Review

Our income in 2019/20 has increased in comparison to 2018/19 with our income being £15.3m compared to £11.1m last year.

	Unrestricted Funds (£)	Restricted Funds (£)	Endowment Fund (£)	Total Funds (£)
Funds B/fwd	3,905,804	1,415,164	827,956	6,148,924
Surplus/(Deficit) for the Year	1,125,450	857,761	(83,900)	1,899,311
Funds C/fwd	5,031,254	2,272,925	744,056	8,048,235

*Restricted funds allocated for expenditure in 2020/2021

Our unrestricted funds have increased by this year's surplus of £1,125,450 to £5,031,254. We recognise that this surplus appears to be substantial, however, during the past year we have identified and planned for a number of essential strategic investments that will take place over the coming year. As such, we have maintained a surplus in order to establish a designated fund of £745,000 to provide increased resources as we

REPORT OF THE BOARD OF TRUSTEES

continue to grow, to increase our ability to improve the digital skills of both our staff and clients and to provide additional infrastructure to support the charity over the coming years.

Based on our forecast for the coming year we have set aside £150,000 towards making our buildings more client focussed, £150,000 towards new finance and accounting software to increase our ability to process a larger number of transactions and improve our financial reporting as funding sources become more complex. £100,000 towards adaptations to our services arising from the response to COVID-19 with a further £50,000 to making sure we have the infrastructure to continue to be able to work remotely where necessary and appropriate. We have set aside £100,000 for increasing digital awareness and skills for both our clients and our staff including use of digital coaching. There is £50,000 towards staff wellbeing primarily around improving their mental health and alleviating some of the issues of lone working. We plan to develop an online platform for our Peer Advisors, who are central to our service delivery, so we can continue to train and develop them whilst our normal training is disrupted during the pandemic and have allocated £45,000 to this. Finally we have started working on our next 3 year strategy and have allocated £100,000 towards ensuring we will be able to improve our service offering to a wider beneficiary base.

We recognise income in accordance with the Charity Statement of Recommended Practice (SORP). This can mean that income is recognised in an earlier period to the associated expenditure.

We received a number of grants late in the year which fall into this category, so they have been recognised as income in these accounts and we have carried them forward as the restricted funds figure of £2,272,925 to be set against expenditure in 2020/21.

We had restricted funds brought forward from last year of £1,415,164 which were allocated for expenditure during this year and we received £2,272,925 during this year which is allocated for expenditure in the coming years. This creates the restricted excess for the year of £857,761.

Our expenditure incurred during the year was £13,319,546 leaving a surplus for the year after gains on investments of £1,899,311.

This surplus is split between a surplus in unrestricted funds of £1,125,450, a surplus on restricted funds of £857,761 and loss on the endowment fund of (£83,900), - see table above.

In summary we hold these as a Designated Fund representing, (Buildings - which include our Camberwell HQ building), Fixed Assets and Investments) of £921,583, a further £745,000 representing projects and a General Fund of free reserves of £3,364,671.

	Unrestricted Funds £	
Designated fund	921,583	Representing Buildings, Fixed Assets and Investments
Designated fund	745,000	Projects
General fund	3,364,671	See Reserves statement below
Total Unrestricted Funds	<u>5,031,254</u>	

Funding

Charitable grants and voluntary donations now form around 30% of St Giles Trust's income compared with 33% in the previous year.

7.1 Reserves

Total funds held by the Charity at 31st March 2020 were £8,048,235 of these free reserves amount to £3,364,671. The Trustees have reviewed the charity's need for reserves in line with the guidance issued by the Charity Commission. The Trustees believe that in order to safeguard the charity's services and the obligations to staff and creditors in the event of delays in the receipt of grants, or any shortfall in fundraising income, approximately three month's running costs which equates to £3,329,886 should be held in free reserves (unrestricted reserves excluding tangible fixed assets and investments). Against this target we are holding £3,364,671 in free reserves at the year-end which is slightly higher but we recognise that the charity is experiencing significant growth this coming year and it is necessary to provide for adequate infrastructure investment and training.

Whilst total funds amounted to £8,048,235 an amount of £2,272,925 was reflected in restricted funds which have donor imposed restrictions attached and are held in cash at the year-end but will be expended over future financial years. In addition we have an endowment fund of £744,056 held in investments which also has restrictions upon its use. Income earned from the endowment fund is also restricted. A further £921,583 has been designated by the Trustees to reflect the investment made over the years in operational assets which are not convertible into cash without affecting the operational running of the business and are not therefore considered to be freely available.

The Trustees have additionally designated a further £745,000 of funds to provide increased resource as we continue to grow, to increase our ability to increase the digital skills of both our staff and clients and to provide additional infrastructure to support the charity over the coming years.

The remaining free reserves held at the year-end amounted to £3,364,671 (£3,013,974 in 2019). We aim to maintain these reserves at this level as we regard them as essential to safeguard the charity's future.

7.2 Investment policy

In investing St Giles' assets the Trustees have to balance competing priorities. These are to use the assets to generate a reasonable income, whilst investing them safely and in such a way that they are easily accessible in order to support cash flow or to make up a funding shortfall. In order to meet these priorities the Trustees invest the bulk of the assets in cash and the Charities Official Investment Fund (COIF). At the year end St Giles held £6,387,347 (2019: ££4,277,970) in various bank deposits and £32,072 (2019: £41,668) in equity-based investment funds. In addition we hold £744,056 in a mixed investment portfolio representing the Endowment fund.

Given the flexibility and multiple uses of these investments coupled with low interest rates during the year, it is the Trustees' opinion that the interest received of £44,484 was reasonable. We suffered a reduction in value of our endowment funds of £83,900 and in our other investments of £9,597, reflecting market performance of both the equity-based investments as they reduced in value at the end of March 2020.

8. Risk Management

The Trustees are responsible for the management of the risks faced by the charity and are assisted by the Senior Management Team. Risks are identified, assessed and controls established throughout the year. The Trustees are satisfied that the major risks identified have been mitigated where necessary. It is recognised that systems cannot eliminate all risks but only provide assurance that the identified risks have been managed.

Risks currently identified are focused around the need to safely steer St Giles through a rapidly changing landscape from both an operational and commissioning perspective. More specifically these risks and their associated mitigations can be described as the following:

REPORT OF THE BOARD OF TRUSTEES

- Continuation of the current Covid-19 Pandemic will undermine our ability to deliver services leading to potential loss of income and staff. The current Pandemic is unprecedented and the restrictions on movement etc have meant nearly all our staff are now working from home with very little direct client contact taking place and few new clients being taken on. Government guidance suggests this situation could continue for some weeks or months and while nearly all funders have given reassurances on funding this may change if it continues for a prolonged period of time. We have reviewed and implemented detailed contingency business plans for all our teams which are working well at the moment and have reassured our Funders of our ability to continue offering as much of a service as is feasible under current restrictions. Our managers and our fundraising team are in constant contact with Funders and therefore in a position to identify where and when any funder begins to change their view on grants and contracts. Our finances are strong and we expect to be able to continue paying staff if some contracts are suspended. In addition we are aware of Government support schemes and will apply where appropriate including current Brewbird trainees.
- Uncertainty around employment services posed by both Brexit and Covid-19. We're unclear of the post Brexit impact, this may well be overshadowed by the current pandemic, or the policies being considered by government in funding employability. If funding is diverted to regional areas out of London, Yorkshire could capitalise on it, but it is unclear if we can find funding from elsewhere for London. In mitigation we have a strong track record as a specialist finder of employment for our client group. We also have strong relationships with local London boroughs such as Southwark and Lambeth which we can continue to develop.
- Potential breaches in data information assurance and security. The current GDPR legislation places great importance in our ability as a Charity to protect the confidentiality and integrity of personal data in all forms. Failure to do so places the Trust at considerable financial risk. To mitigate this we have put a lot of resource into ensuring we are compliant with the legislation and we retain the services of an external expert in this field to provide advice and support in the short term. Equally we have reviewed our policy and processes and all staff and volunteers are required to undertake regular online training in all aspects of data protection and security.
- Reduced Scope for Public Tenders as statutory funders and commissioners seek efficiency savings through larger scale procurement programmes. For many statutory and public services, commissioning continues to be done across large scale, regional contracting partly to minimize the level of contract management required. This lends itself to the larger prime contractors who whilst delivering very little directly have the necessary infrastructure and experience of managing supply chains. This has meant that opportunities to deliver publicly funded services especially in the criminal justice sectors are confined to our ability to get ourselves accepted by primes and hope they win the contract. We continue to have a positive reputation for delivering quality and outcomes with a number of primes which has enabled us to deliver on a number of large programmes as a sub-contractor. It has enabled us to be choosy about who we work with and avoid those and with whom we struggle to identify common ground around approach and ethos. As we continue to grow in size, our capacity and confidence in bidding for some public contracts has increased. It means we can consider leading on some bids and develop our own partnership and contracting competency.

- Lack of Prison based opportunities post Transforming Rehabilitation 2. Currently we operate in over 25 prisons. This is likely to change as a result of the new Probation Reforms and Resettlement Commissioning due to take place this year. The proposed new model will feature a largely in-reach approach to resettlement services with an expected big reduction in prison based presence. In particular this potentially makes Peer Advisor delivery difficult and will have a negative impact on the number of qualifications we achieve with Peers each year. We are currently in the process of designing a series of interventions in response to the proposed Probation Resettlement reforms. Our model of interventions for TTG, Housing and ETE are all likely to feature a prison based Peer Advisor model. The presence of our community based Peer Hubs around the UK will also help to strengthen our Probation proposals by offering TTG support for Peers trained in prison.
- Increased awareness of safeguarding, and the focus upon it externally, means it remains an ongoing risk. We continue to review our policies and procedures in this area. Increasing our clarity around understanding what safeguarding actually means within our service delivery. Training has been rolled out across the organisation including for all new staff and volunteers as part of their Induction

9. St Giles approach to fundraising

Our supporters are key to everything we do. Each year they enable us to directly help thousands of disadvantaged people to find new homes, new jobs and build positive futures. That is why we are committed to being fully transparent and accountable about how their gifts are used.

We try to keep our fundraising costs to a minimum with less than 4p in every pound we spend being spent on the cost of raising funds. This includes the cost of our fundraising team as well as any fundraising activities we undertake.

We are members of the Fundraising Regulator and as members we follow the Code of Fundraising Practice and the policy on dealing with vulnerable people.

In the financial year ending March 2020 we did not work with any professional fundraising agencies and we did not receive any complaints about our fundraising.

We keep up to date on changing regulation and ensure we comply with it by changing processes if necessary. We actively welcome feedback from supporters and will use it to improve and enhance our fundraising activities.

We publish a copy of our Supporter Promise on our website.

REPORT OF THE BOARD OF TRUSTEES

10. REFERENCE AND ADMINISTRATIVE DETAILS

Patrons	Jenny Agutter OBE The Rt Hon The Lord Phillips of Worth Matravers KG PC The Rt Hon The Lord Gus O'Donnell GCB FBA FAcSS	The Rt Hon The Lord Hogan-Howe QPM Kt Martin P. Griffiths
Ambassadors	Christine Ohuruogou MBE Freddie Fox	Mark Tennant Sam Bailey
Trustees	Alfy Hayson Ameeta Rowland Caroline Waddington (appointed September 2020) Charles Pitts-Tucker Denise Jagger (Chair) Duncan Gibson Erica Handling (appointed September 2020) Gary Jones Jahnine Davis (appointed September 2020)	Janet Hills (appointed September 2020) John-Paul Marks Julie Key (née Rice) Monica Ali (resigned December 2019) Peter Little (resigned June 2019-term expired) Phil Wheatley CB Pippa Murray Steve Bending (resigned June 2019) Terry Learmouth

In accordance with the charity's Articles of Association, the members of the Board of Trustees hold office for a period not exceeding three years, at which point they may be re-appointed for up to two further terms of three years and, save in exceptional circumstances, Trustees shall not serve more than a maximum of nine years.

Key Management Personnel

Rob Owen OBE	Chief Executive
Malcolm Walker	Deputy Chief Executive/Finance Director
Andy Cross	Director of Services

Senior Management Team

Becki Navarro	Joint Head of Community Services
Bernie Kastner	Joint Head of Community Services
Evan Jones	Head of CCE Development
Katy Vaughan	Head of Fundraising
Maggie Cramb	Head of Skills & Employment
Maria McNicholl	Development Manager
Nicky Park	Head of Prison Services
Stellamaris Mohammed	Head of Human Resources

Registered Office & Centre of Operations	Georgian House 64-68 Camberwell Church St London SE5 8JB	Solicitors	Russell Cooke LLP 2 Putney Hill London SW15 6AB
Registered Auditors	Haysmacintyre LLP 10 Queen St Place London EC4R 1AG	Investments	Investec 2 Gresham St London EC2V 7QP
Bankers	Barclays Corporate Level 27 1 Churchill Place London E14 5HP		CCLA Investment Management Ltd Senator House 85 Victoria St London EC4V 7QP
Charity Registration No.	801355	Company Registration No.	2175146
Website	www.stgilestrust.org.uk		

11. STATEMENT OF TRUSTEES' RESPONSIBILITIES

The role of Trustees includes the oversight of the preparation of a three year Strategic Plan for St Giles; the preparation of an annual budget; and consequent monitoring of performance, and advising and supporting management.

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 of the charity, including the income and expenditure, 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 in the Charities SORP;
- make judgements and estimates that are reasonable and prudent; and
- 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 which are sufficient to show and explain the charitable company's transactions and which disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

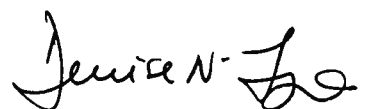
So far as the Trustees are aware at the time this report is approved:

- there is no relevant audit information of which the charity's auditors are unaware; and
- all steps have been taken by the Trustees to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

A resolution to re-appoint Haysmacintyre LLP as auditors will be placed before members at the Annual General Meeting.

In signing this report Trustees are approving the strategic report in their capacity as company directors.

On behalf of the Board



Denise Jagger
Chair of the Trustees

15th September 2020

Georgian House
64-68 Camberwell Church Street
London
SE5 8JB

INDEPENDENT REPORT OF THE AUDITORS

TO THE TRUSTEES AND MEMBERS OF ST. GILES TRUST (A company limited by guarantee)

Opinion

We have audited the financial statements of St. Giles Trust for the year ended 31 March 2020 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, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (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 2019 and of the charitable company's net movement in funds, including the 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 Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity 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.

Responsibilities of Trustees for the financial statements

As explained more fully in the Trustees' responsibilities statement set out on page 16, 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.

Auditor's 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 an auditor's report 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.

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. This description forms part of our auditor's report.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or

INDEPENDENT REPORT OF THE AUDITORS

TO THE TRUSTEES AND MEMBERS OF ST. GILES TRUST (A company limited by guarantee)

- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the Report of the Board of Trustees. 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 there is a material misstatement in the financial statements or a material misstatement of the other information. 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.

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 Board of Trustees (which includes the strategic report and the directors' report prepared for the purposes of company law) for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Report of the Board of Trustees have 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 Board of Trustees (which incorporates the strategic report and the directors' report).

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

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

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 Auditor's 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.

Anna Bennett (Senior Statutory Auditor)
For and on behalf of Haysmacintyre LLP, Statutory Auditors

10 Queen Street Place
London
EC4R 1AG

4/12/20.

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2020**

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	TOTAL 2020 £	TOTAL 2019 £
<u>Income and endowment from:</u>						
Donations		584,352	3,977,666	-	4,562,018	3,625,653
Legacies		121,933	-	-	121,933	-
Charitable activities		4,166,588	6,293,079	-	10,459,667	7,308,326
Trading Income		-	108,736	-	108,736	125,838
Investment and other income		-	44,484	-	44,484	21,639
Endowment Fund Investment Income		-	15,516	-	15,516	27,815
Total Income	2	4,872,873	10,439,481	-	15,312,354	11,109,271
<u>Expenditure on</u>						
Costs of raising funds		51,130	360,453	-	411,583	396,958
Charitable Activities:						
Community Services		-	5,986,356	-	5,986,356	3,279,553
Prisons		3,686,696	845,225	-	4,531,921	3,615,975
Training		-	2,123,903	-	2,123,903	2,670,583
Other programmes		-	265,783	-	265,783	475,022
Total expenditure	3	3,737,826	9,581,720	-	13,319,546	10,438,091
Net income before investment gains/(losses)		1,135,047	857,761	-	1,992,808	671,180
Net (losses)/gains on investments	7	(9,597)	-	(83,900)	(93,497)	8,286
Net income/expenditure		1,125,450	857,761	(83,900)	1,899,311	679,466
Transfers between funds		-	-	-	-	-
Net movement in funds		1,125,450	857,761	(83,900)	1,899,311	679,466
Reconciliation of Funds						
Fund balances B/Fwd	11	3,905,804	1,415,164	827,956	6,148,924	5,469,458
Fund balances C/Fwd		5,031,254	2,272,925	744,056	8,048,235	6,148,924

The notes on pages 33-44 form part of these accounts.

The Statement of Financial Activities also includes the Income and Expenditure account for the year. There are no recognised gains and losses other than those shown above.

Full comparatives for the Statement of Financial Activities are shown in note 12.

**BALANCE SHEET
AS AT 31 MARCH 2020**

	Notes	£	2020 £	£	2019 £
FIXED ASSETS					
Tangible fixed assets	6		889,512		850,162
Investments	7		776,127		869,624
CURRENT ASSETS					
Debtors	8	2,347,901		2,017,570	
Cash at bank and in hand		<u>6,387,347</u>		<u>4,277,970</u>	
		8,735,248		6,295,540	
CREDITORS: Amounts falling due within one year	9	(2,352,652)		(1,866,402)	
Net Current Assets			6,382,596		4,429,138
NET ASSETS			<u>8,048,235</u>		<u>6,148,924</u>
INCOME FUNDS					
Unrestricted funds :					
General fund			3,364,671		3,013,974
Designated funds Projects	11		745,000		
Designated fund – Fixed Assets & Investments including revaluation reserves (£72,908)					
			921,583		891,830
Restricted Endowment Fund			744,056		827,956
Restricted Funds	11		<u>2,272,925</u>		<u>1,415,164</u>
			<u>8,048,235</u>		<u>6,148,924</u>

Approved and authorised for issue by the Board of Trustees on 15 September 2020 and signed on its behalf by:

Denise N. Jagger

Denise Jagger

Julie Key

Julie Key (née Rice)

The notes on pages 33-44 form part of these accounts.

ST. GILES TRUST
(A company limited by guarantee)

CASH FLOW STATEMENT
AS AT 31 MARCH 2020

	2020	2019
	£	£
Cash flows from operating activities		
Net cash inflow from operating activities	<u>2,166,321</u>	<u>628,599</u>
Cash flows from investing activities		
Interest paid	-	-
Interest received	60,000	49,454
Payments to acquire fixed assets	(116,944)	(70,281)
Proceeds from Fixed Asset	-	-
Net cash provided by investing activities	<u>(56,944)</u>	<u>(20,827)</u>
	2020	2019
	£	£
Change in cash and cash equivalent in the reporting period	2,109,377	607,773
Cash and cash equivalents at the beginning of the year	<u>4,277,970</u>	<u>3,670,197</u>
Cash and cash equivalents at the end of the year	<u>6,387,347</u>	<u>4,277,970</u>
Reconciliation of net income/ (expenditure) to net cash inflow from operating activities		
	2019	2019
	£	£
Net income for the reporting period (as per the Statement of Financial Activities)	1,992,808	671,180
Interest paid	-	-
Interest receivable	(60,000)	(49,454)
Depreciation of tangible fixed assets	77,594	61,399
Decrease/(increase) in debtors	(330,331)	(450,383)
Increase/(decrease) in creditors	486,250	395,857
Net cash provided by (used in) operating activities inflow (outflow) from operating activities	<u>2,166,321</u>	<u>628,599</u>

NOTES TO THE ACCOUNTS
AS AT 31 MARCH 2019

1. ACCOUNTING POLICIES

The financial statements of St Giles Trust are prepared under the historical cost convention as modified to include the revaluation of investments at market value, and in accordance with the Statement of Recommended Practice for Charities (SORP edition 2) and applicable accounting standards (FRS 102).

The financial statements are in pounds sterling, rounded to the nearest pound.

a. Income

Donations, income from contracts and sundry income are recognised when St Giles has entitlement to the funds, performance conditions attached to income have been met, it is probable that the economic benefits associated with the income will flow to St Giles and the amount can be measured reliably.

Grants receivable are included in the Statement of Financial Activities (SOFA) and are recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the economic benefits associated with the income will flow to St Giles, and the amount can be measured reliably. Grants relating to subsequent years are carried forward as deferred income.

b. Expenditure

Expenditure is recognised where there is a legal or constructive obligation to make a payment to a third party, it is probable that a settlement will be required and the amount of the obligation can be measured reliably. St Giles is registered for VAT and accordingly, all expenditure is shown gross of irrecoverable VAT. Direct costs are charged to costs of generating funds and charitable activities as appropriate. Support costs are defined as those costs necessary to carry out activities but which do not constitute the output of the activity.

c. Tangible Fixed Assets

Depreciation is provided to write off the cost of the fixed assets, except freehold land, over their expected useful lives.

Freehold buildings and improvements	2% per annum straight line
Furniture and fittings	25% per annum straight line
Motor	33% per annum straight line

d. Taxation

The company is a registered charity, and accordingly is not subject to Corporation tax to the extent that its income is expended for charitable purposes.

e. Pension Costs

Contributions made on behalf of employees' defined contribution pension policies are charged to the statement of financial activities in the year in which they become payable. New and existing employees who are not in the scheme were automatically enrolled in the scheme unless they have exercised their right to opt out of the pension scheme. St Giles matches contributions up to 6% and acts as an agent in collecting and paying over the pension contributions to third party pension providers.

f. Investments

Investments are shown at market value in the financial statements. Net gains and losses are taken to the Statement of Financial Activities.

g. Designated fund

The designated fund represents unrestricted funds tied up in fixed assets and long term investments.

NOTES TO THE ACCOUNTS

h. Endowment Fund

The endowment fund reflects an amount received from the Royal London Society to be held as an endowment. Up to 5% of the capital can be expended annually.

i. Going Concern

The Trustees consider that there are no material uncertainties regarding St Giles' ability to continue as a going concern, they have reviewed budgets and forecasts for the next 12 months and have determined that there is a significant percentage of income available from existing agreements. The Trustees consider that the level of unrestricted funds is within the reserves policy and additionally there are contingency plans in place to reduce expenditure if income is lower than anticipated.

j. Critical accounting judgements and estimates

In preparing these financial statements, management has made judgements, estimates and assumptions that affect the application of St Giles' accounting policies and the reported assets, liabilities, income and expenditure and the disclosures made in the financial statements. 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.

The most significant area of judgement is in relation to income recognition. The policies for income recognition are set out in note 1a.

k. Cash at bank and in hand

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of 100 days or less from the date of acquisition or opening of the deposit or similar account.

l. Financial instruments

St Giles only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments, including trade and other debtors and creditors are initially recognised at transaction value and subsequently measured at their settlement value.

m. Creditors and provisions

Creditors and provisions are recognised where St Giles has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably.

n. Foreign currency translation

St Giles functional and presentation currency is pound sterling. Monetary assets and liabilities denominated in foreign currencies are translated into sterling at the rates of exchange ruling at the balance sheet date. Transactions in foreign currencies are recorded at the rate ruling at the date of the transaction.

o. Dormant Subsidiary

St Giles has one subsidiary undertaking. St Giles Trust Enterprises CIC. The subsidiary has never traded and it is dormant. On this basis consolidated accounts have not been prepared.

p. Legal Status

St Giles Trust is a company limited by guarantee registered in England & Wales. It is also a registered charity. Its registered address is 64-68 Camberwell Church Street, London SE5 8JB.

NOTES TO THE ACCOUNTS

2. GRANTS RECEIVABLE

During the year we received the following amounts as part of our restricted funds:

	2020	2019
Credit Suisse EMEA Foundation	200,100	110,100
Credit Suisse Charity of the Year	504,947	80,179
Quadrature Capital	120,000	-
Lancashire Foundation	41,220	79,256
State Street	39,175	-
The Big Yellow Foundation	21,000	23,309
The Insurance Industry Charity Foundation	10,000	10,000
St. James's Place Charitable Foundation	74,831	-
Gwyneth Forrester Trust	39,850	-
The John Carrafiell Family Fund	10,000	-
Worshipful Company of Cutlers	36,750	-
Worshipful Company of Gunmakers	65,000	-
Holbeck Charitable Trust	25,000	25,000
Minton Charitable Trust	50,000	50,000
Girdlers' Company Charitable Trust	25,000	25,000
Kensington and Chelsea Foundation (Lady Edwina)	25,000	25,000
B and J Lloyd Family Charitable Trust	4,956	10,000
Working Out, Ipswich	128,150	134,270
National Lottery Community Fund - Peer Hub London	803,551	166,933
National Lottery Community Fund - Peer Advisor Centre, Leeds	166,054	88,084
National Lottery Community Fund - St Giles Trust North London	-	83,172
National Lottery Community Fund and ESF Building Better Opportunities	364,057	521,837
Stavros Niarchos Foundation	-	45,000
Bell Foundation	11,314	33,942
Children in Need	28,871	63,845
Supported by City of London's Corporation charity, City Bridge Trust	-	52,100
Peter Stebbings Memorial Charity	-	10,000
Heathside Charitable Trust	-	5,000
The Clothworkers Foundation	-	25,000
Spiers Family Foundation	-	17,500
Norfolk Community Foundation Grant	-	7,000
Tampon Tax	555,685	508,767
Trust for London Level Up	-	20,000

NOTES TO THE ACCOUNTS

3a. ANALYSIS OF EXPENDITURE

	Staff Costs	Other	Depreciation	Total 2020
	£	£	£	£
Cost of raising funds	314,666	94,992	1,925	411,583
Charitable activities:				
Community Services	4,326,250	1,616,880	43,226	5,986,356
Prisons	3,123,155	1,393,994	14,772	4,531,921
Training	1,587,360	520,309	16,234	2,123,903
Other (including RLS)	182,472	81,874	1,437	265,783
	9,533,903	3,708,049	77,594	13,319,546

COMPARATIVE FIGURES 2019 BELOW:

	Staff Costs	Other	Depreciation	Total 2019
	£	£	£	£
Cost of raising funds	275,043	120,122	1,793	396,958
Charitable activities:				
Community Services	2,511,492	741,466	26,595	3,279,553
Prisons	2,539,724	1,062,206	14,045	3,615,975
Training	1,860,516	793,034	17,033	2,670,583
Other (including RLS)	246,400	226,689	1,933	475,022
	7,433,175	2,943,517	61,399	10,438,091

Included within total resources expended are the auditors' remuneration for audit of £16,560 (2019: £15,180), for non-audit services £0 (2019: £4,200), and depreciation of £77,594 (2019: £61,399).

NOTES TO THE ACCOUNTS

3b. ANALYSIS OF TOTAL EXPENDITURE – DIRECT AND SUPPORT COSTS

	Direct Costs	Support Costs	Total 2020
	£	£	£
Cost of raising funds	370,032	41,551	411,583
Charitable activities:			
Community Services	5,301,762	684,594	5,986,356
Prisons	3,876,850	655,071	4,531,921
Training	1,938,227	185,676	2,123,903
Other (including RLS)	258,148	7,635	265,783
	11,745,019	1,574,527	13,319,546

COMPARATIVE FIGURES 2019 BELOW:

	Direct Costs	Support Costs	Total 2019
	£	£	£
Cost of raising funds	359,240	37,718	396,958
Charitable activities:			
Community Services	2,811,990	467,563	3,279,553
Prisons	3,035,430	580,545	3,615,975
Training	2,320,156	350,427	2,670,583
Other (including RLS)	470,788	4,234	475,022
	8,997,604	1,440,487	10,438,091

Included in support costs are governance costs of **£18,144** (2019: £21,277).

NOTES TO THE ACCOUNTS

3c. BREAKDOWN OF SUPPORT COST BY ACTIVITY

	Directorate, Finance, HR and IT	Other central Services Cost	Total 2020
	£	£	£
Cost of raising funds	28,263	13,288	41,551
Charitable activities:			
Community Services	130,686	553,908	684,594
Prisons	123,253	531,818	655,071
Training	59,873	125,803	185,676
Other	6,024	1,611	7,635
	348,099	1,226,428	1,574,527

COMPARATIVE FIGURES 2019 BELOW:

	Directorate, Finance, HR and IT	Other central Services Cost	2019
	£	£	£
Cost of raising funds	21,367	16,351	37,718
Charitable activities:			
Community Services	82,720	384,843	467,563
Prisons	104,626	475,919	580,545
Training	62,641	287,786	350,427
Other	380	3,854	4,234
	271,734	1,168,753	1,440,487

Support costs have been allocated to activities on the basis of staff numbers in each area.

NOTES TO THE ACCOUNTS

4. STAFF-COSTS

	2020	2019
	£	£
Wages and Salaries	8,411,879	6,580,552
Social Security Costs	778,902	615,208
Pension Costs (note 10)	324,716	213,770
Redundancy costs	18,406	23,645
	9,533,903	7,433,175
The average number of employees, analysed by function was:	No.	No.
Community Services	151	89
Training	57	56
Prisons	51	47
Fundraising and publicity	7	6
Management, others and administration of the Charity	36	36
Secondment	0	1
	302	235
*The number of staff earning above £60,000 per annum are:	No.	No.
Band		
£60,001 – £70,000	5	4
£70,001 – £80,000	1	1
£80,001 – £90,000	1	1
Above £90,001	1	1

* This does not include on costs.

The key management personnel are the Chief Executive Officer, Deputy Chief Executive & Director of Services. The total employment benefits paid to key management personnel were £303,110 (2018: £294,409).

5. TRANSACTIONS WITH TRUSTEES

No Trustees receive any remuneration or benefits from their trusteeship. Trustees' indemnity insurance was arranged during the current and prior year at no extra cost. During 2019-20 no expenses were reimbursed to Trustees (2019: nil).

NOTES TO THE ACCOUNTS

6. TANGIBLE FIXED ASSETS

	Freehold, Land & Buildings	Furniture and Fittings	Motor vehicles	Total
	£	£	£	£
At 1 April 2019	1,190,511	562,830	39,420	1,792,761
Additions	-	116,944	-	116,944
Disposals	-	-	-	-
Balance at 31 March 2020	1,190,511	679,774	39,420	1,909,705
DEPRECIATION				
At 1 April 2019	437,135	469,109	36,355	942,599
Charge for the year	21,207	54,875	1,512	77,594
Disposals	-	-	-	-
Balance at 31 March 2020	458,342	523,984	37,867	1,020,193
NET BOOK VALUE				
31 March 2020	732,169	155,790	1,553	889,512
31 March 2019	753,376	93,721	3,065	850,162

Overdraft Charge

St Giles has access to an overdraft of £400,000 with Barclays Bank, if used a charge will be held against the Head Office premises at Camberwell Church Street.

7. INVESTMENTS

Market value at 1 April 2019	869,624	861,338
Net unrealised gains/(losses) on revaluation	(93,497)	8,286
At 31 March 2020	776,127	869,624
Historical cost at 31 March 2019	849,029	849,029

The investments are held in the Royal London Society Endowment fund, Barclays Capital fund, M&G Charifund and the Merrill Lynch Charinco fund.

NOTES TO THE ACCOUNTS

8. DEBTORS

	2020	2019
	£	£
Trade Debtors	2,031,986	1,746,858
Accrued Income	277,075	235,074
Other Debtors	38,840	35,638
	<u>2,347,901</u>	<u>2,017,570</u>

9. CREDITORS

	2020	2019
	£	£
Due Within 1 Year		
Grants received in advance	1,520,551	1,217,810
Trade creditors	393,428	285,545
Taxes & Social Security	189,153	197,717
Other creditors	31	22,400
Accruals	249,489	142,930
	<u>2,352,652</u>	<u>1,866,402</u>

	2020	2019
	£	£
Reconciliation of grants received in advance		
Grants received in advance brought forward	1,217,810	843,020
Amount released during the year	(1,154,196)	(809,886)
Amount deferred during the year	1,456,937	1,184,676
Grants received in advance at 31 March 2019	<u>1,520,551</u>	<u>1,217,810</u>

10. PENSIONS

The company makes contributions to employee defined contribution pension policies. The pension cost represents contributions payable by the company. Contributions payable during the year amounted to £324,716 (2019: £213,770). A creditor is included in the accounts in respect of the amounts due at the year end.

NOTES TO THE ACCOUNTS

11a. ANALYSIS OF NET ASSETS BETWEEN FUND

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Fund Balances at 31 March 2020 are represented by:				
Tangible fixed assets	889,512	-	-	889,512
Investments	32,071	-	744,056	776,127
Current assets	6,462,323	2,272,925	-	8,735,248
Current liabilities	(2,352,652)	-	-	(2,352,652)
Total net assets	5,031,254	2,272,925	744,056	8,048,235

	Fixed Assets & Investments Fund £	General Fund £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Fund Balances B/fwd	891,830	3,013,974	-	1,415,164	827,956	6,148,924
Income	-	4,127,873	745,000	10,439,481	-	15,312,354
Expenditure	-	(3,737,826)	-	(9,581,720)	-	(13,319,546)
Gains/(Losses) on Investments	(9,597)	-	-	-	(83,900)	(93,497)
	882,233	3,404,021	745,000	2,272,925	744,056	8,048,235
Transfers	-	-	-	-	-	-
Shortfall on restricted funding made good	-	-	-	-	-	-
Change in fixed assets	39,350	(39,350)	-	-	-	-
Total net assets	921,583	3,364,671	745,000	2,272,925	744,056	8,048,235

Comparative Analysis of Net Assets Between Funds 2019

	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Fund Balances at 31 March 2019 are represented by:				
Tangible fixed assets	850,162	-	-	850,162
Investments	41,668	-	827,956	869,624
Current assets	4,880,376	1,415,164	-	6,295,540
Current liabilities	(1,866,402)	-	-	(1,866,402)
Total net assets	3,905,804	1,415,164	827,956	6,148,924

	Fixed Assets & Investments Fund £	General Fund £	Designated Funds £	Restricted Funds £	Endowment Funds £	Total Funds £
Fund Balances B/fwd	882,916	2,377,784	-	1,389,055	819,703	5,469,458
Income	-	3,355,239	-	7,754,032	0	11,109,271
Expenditure	-	(2,669,631)	-	(7,768,460)	0	(10,438,091)
Gains/(Losses) on Investments	33	-	-	-	8,253	8,286
	882,949	3,063,392	-	1,374,627	827,956	6,148,924
Transfers	-	(40,537)	-	40,537	-	-
Change in fixed assets	8,881	(8,881)	-	0	-	-
Total net assets	891,830	3,013,974	-	1,415,164	827,956	6,148,924

NOTES TO THE ACCOUNTS

11b. ANALYSIS OF MOVEMENTS IN RESTRICTED AND ENDOWMENT FUNDS

Restricted Funds

	Total B/fwd £	Income £	Expenditure £	Transfer £	C/fwd £
Community Services	343,329	6,458,284	5,986,356	-	815,257
Prison Services	267,192	756,335	845,225	-	178,302
Training	804,643	2,098,626	2,123,903	-	779,366
Other Programmes	-	1,126,236	626,236	-	500,000
Total net assets	1,415,164	10,439,481	9,581,720	-	2,272,336

Designated Projects

	Total B/fwd	Income	Expenditure	Transfer	C/fwd
Repairs and Refurbishment	-	-	-	150,000	150,000
ICT Software Finance	-	-	-	150,000	150,000
COVID -19	-	-	-	100,000	100,000
Infrastructure WFH	-	-	-	50,000	50,000
Digital Training	-	-	-	100,000	100,000
Wellbeing of staff lone working	-	-	-	50,000	50,000
Online platform	-	-	-	45,000	45,000
Developing a 3 year strategy	-	-	-	100,000	100,000
				745,000	745,000

Endowment Funds

	Total B/fwd £	Income/ Investment Loss £	Expenditure/ Investment Losses £	C/fwd £
Royal London Society Endowment Fund	827,956	- 83,900	-	744,056
	827,956	- 83,900	-	744,056

COMPARATIVE ANALYSIS OF MOVEMENTS IN RESTRICTED AND ENDOWMENT FUNDS 2019

Restricted Funds

	Total B/fwd £	Income £	Expenditure £	Transfer £	C/fwd £
Community Services	301,970	3,320,911	(3,279,553)	-	343,328
Prison Services	221,000	1,030,597	(984,405)	-	267,192
Training	866,085	2,609,142	(2,670,583)	-	804,644
Other Programmes	0	793,382	(833,919)	40,537	-
Total net assets	1,389,055	7,754,032	(7,768,460)	40,537	1,415,164

Endowment Funds

	Total B/fwd £	Income/ Investment Gains £	Expenditure/ Investment Losses £	C/fwd £
Royal London Society Endowment Fund	819,703	8,253	-	827,956
Total	819,703	8,253	-	827,956

The investment loss in the funds invested with Investec has led to a fall in value of the Endowment in 2019/20.

NOTES TO THE ACCOUNTS

12. COMPARATIVE STATEMENT OF FINANCIAL ACTIVITIES 2019

	Notes	Unrestricted Funds £	Restricted Funds £	Endowment Funds £	TOTAL 2019 £	TOTAL 2018 £
<u>Income and endowments from:</u>						
Donations		392,813	3,232,840	-	3,625,653	3,380,072
Charitable activities		2,962,426	4,345,900	-	7,308,326	6,300,646
Trading Income		-	125,838	-	125,838	106,040
Investment and other income		-	21,639	-	21,639	18,620
Endowment Fund Investment Income		-	27,815	-	27,815	41,933
Total Income	2	3,355,239	7,754,032	-	11,109,271	9,847,311
<u>Expenditure on</u>						
Costs of raising funds		38,061	358,897	-	396,958	397,581
Charitable Activities:						
Community Services		-	3,279,553	-	3,279,553	2,701,736
Prisons		2,631,570	984,405	-	3,615,975	3,120,910
Training		-	2,670,583	-	2,670,583	2,723,099
Other programmes		-	475,022	-	475,022	453,448
Total expenditure	3	2,669,631	7,768,460	-	10,438,091	9,396,774
Net income before investment gains/(losses)		685,608	(14,428)	-	671,180	450,537
Net (losses)/gains on investments	7	33	-	8,253	8,286	(9,248)
Net income/expenditure		685,641	(14,428)	8,253	679,466	441,289
Transfers between funds		(40,537)	40,537	-	-	-
Net movement in funds		645,104	26,109	8,253	679,466	441,289
Reconciliation of Funds						
Fund balances B/Fwd	11	3,260,700	1,389,055	819,703	5,469,458	5,028,169
Fund balances C/Fwd		3,905,804	1,415,164	827,956	6,148,924	5,469,458

13. COMPANY STATUS

The company is a registered charitable company limited by guarantee.

The members' liability is limited. Every member of the company undertakes to contribute up to £25 to the assets of the company in the event of it being wound up during the time he or she is a member or within one year afterwards. Members comprise the board as constituted from time to time.