

DIRECTORS' REPORT

for the year ended 31 March 2007

The Directors present their report and the financial statements for the year ended 31 March 2007.

Structure, Governance and Management

The Directors, who are also the Trustees of the charity, control decision-making regarding the organisation's long-term direction and focus. Day-to-day decision making is delegated to the Chief Executive and senior staff. The Chief Executive throughout the period was Michelle Gardner. Members of the Charity, who may be approved or rejected by the Board, have voting rights at the Annual General Meeting. An Advisory Committee functions as an advisory body to the Board. At the Annual General Meeting each year Directors who were elected three or more years ago shall retire from office and are eligible for re-election. The Board has the power to appoint new Board members at any time up to a maximum of nine.

The Charity has up-to-date policies and procedures for the recruitment, induction and training of Directors to ensure that individual Directors are fully aware of their roles within the organisation and their responsibilities both internally and within the wider field of charity law. The Directors regularly monitor the risks faced by the Charity. Where major risks are identified, systems are put in place to mitigate their effect on the charity.

The Directors who served during the year and up to the date of this report are listed below. Each director has given a direct £1 guarantee.

Rev Dr M Semple	J M Craig	J Filer
M R Longman	J A Rooke (resigned 20 September 2006)	G N J Semple
C Taylor MBETD		

Objectives and Activities

Principal Objectives

The objectives of the charity are to provide, in the City of Winchester and elsewhere in Hampshire as appropriate, practical and emotional support to those disadvantaged by homelessness, unemployment, addiction, poverty or other forms of social deprivation.

Appreciation

The Directors were sorry to hear of the death last winter of Jane Roberts, Chairman of Trinity from 1997 until 2002. During that time turnover tripled with the introduction of a learning programme and expansion in medical provision. Jane was instrumental in obtaining limited company status in 1999 and she became a founding director. She gave her heart to the charity and managed to cope successfully with many challenging issues. She set a fine example in giving generously of her time. She is missed.

Activities

In the strategic plan 2006-2009, Trinity's Directors stated their intention to continue building on Trinity's present capabilities (including developing the capacity and capability of the workforce, better promoting the organisation's work and better demonstrating the extent of service user involvement in the development of services), to establish and secure funding for Trinity Women's Centre and to increase income to sustain current and future activity, positioning itself as a competitor for future development and tender opportunities. At the same time the Directors expect to see the organisation's ambitious relocation project come to fruition.

The charity's core service, **The Trinity Centre** on St Paul's Hill, continued in operation, offering food, shelter, laundry and bathing facilities, information, advice, healthcare, learning and recreational opportunities and a postal address. It continued to be funded by grants from Winchester City Council and Hampshire County Council, topped up by generous donations from local individuals, churches, trusts and other organisations. Healthcare was funded by the Mid-Hampshire Primary Care Trust. The learning programme was part-funded by Hampshire County Council, supported by a contribution from reserves; the Learning and Skills Council's Global Grant awarded in 2005/06 allowed Trinity also to offer classes at the Women's Centre.

Trinity Women's Centre opened on 16 April 2006, with a programme of interventions to help vulnerable and disadvantaged women make changes in their lives. Funding for the pilot period was from The Rank Foundation, J Paul Getty Jr Charitable Trust, Lloyds TSB Foundation, Awards for All, Connexions and Winchester Round Table. It has been difficult to establish funding for the scale of operation the organisation feels is needed and the Directors decided to underwrite salaries costs for part of the year while the effort to increase the funding for the Centre continued. Trinity's continuing 'Supporting People' contract with Hampshire County Council and a Block contract at Winchester City Council's Sussex Street hostel funded **Trinity's floating support service** which helped people at risk of losing their tenancies.

Achievements and Performance

The Trinity Centre

Trinity continued to be recognised, both amongst service users and amongst its partners in service provision, as a provider of immediate access for shelter, support and safety for homeless, vulnerable and isolated people. The Centre is a unique operation in the district which provides a source of stability to those who may have chaotic lifestyles, apparently unmanageable problems or who may be suffering social exclusion. The average daily number attending St Paul's Hill, at around fifty, continued the upward trend of the last two years. Service users came from a wide spectrum of geographical and social origins, with a continued increase in foreign nationals, principally from the new European Union countries.

Healthcare Service

This vital service delivered at The Trinity Centre by health professionals continued to offer clients healthcare which many might otherwise have been unable to access; many are not registered with a GP. A lead nurse, two GPs, one a sexual health specialist, a mental health nurse and a mental health support worker made up the team.

Floating Support

During 2006/07 70 hours per week of floating support were offered to those at risk of losing tenancies. Trinity considers it a vital part of its service to try to ensure that those who are found housing remain housed and was delighted to continue to be able to provide this work, which dovetails with the housing advice given at The Trinity Centre, in assisting those who may have chaotic lifestyles to acquire the skills to maintain their tenancies. An excellent service was provided.

Trinity Women's Centre

Referrals to the new Women's Centre were steady throughout the year, averaging 1 to 2 per week. By the end of March 2007, nearly 80 women were engaging regularly at the Centre, where, despite its limited opening hours, a varied and flexible programme of interventions has been developed to help women experiencing isolation, domestic abuse, homelessness and other forms of disadvantage. Feedback from service users and other agencies confirms that the Centre is successfully supporting these highly vulnerable women to make significant positive changes to their life chances.

Learning Programme

Trinity's excellent team of tutors with an understanding of the client group continued to provide opportunities for those service users wishing to learn a new skill, improve employability or prepare to apply for further learning outside Trinity. In 2006/07, as before, the added benefits of increased self-esteem and, for many, growing belief that an alternative, less dependent, lifestyle might be possible, though unquantifiable, were immense and for this reason the Directors decided to maintain the previous level of provision despite a cut in the funds available from statutory sources for the kind of intervention required for Trinity's particularly needy client group.

Relocation

The Directors continued to make progress, albeit slower than planned, with the development of a new purpose-built centre on the site provided by Winchester City Council at Durngate. Trinity expresses its appreciation to neighbour Dave Meadham for enabling the joint marketing of the St Paul's Hill site with his site. A buyer has been found and conditional contracts exchanged allowing for continued operation from St Paul's Hill during a reasonable period set for the construction at Durngate. The lease for the new site from Winchester City Council is agreed in outline and will be signed on completion of construction. Denley King, local quantity surveyors, are now taking the construction forward as a Design and Build project, with a view to tendering in August 2007. Peter North, a local developer with extensive experience of supervising similar projects and of the voluntary sector, is co-ordinating the project for Trinity; the Board are immensely grateful for his generosity.

During the year, as well as a further contribution of £50,000 from Hampshire County Council to the fundraising appeal, businesses, trusts and individuals committed funds, building on the momentum created by the earlier support of significant voluntary sector funders such as the Big Lottery Fund, Henry Smith Charity, Garfield Weston Foundation and the Tudor Trust. The Directors are enormously grateful to all of these, as well as to patrons Mary Fagan, Lord Lieutenant of Hampshire, and Professor Khalid Aziz DL together with members of the Appeal Committee, headed by Viscount James Lifford DL, who continued to give tremendous time and energy to their leadership of the fundraising campaign.

Financial Review

Income and Expenditure

Incoming resources in 2006/07 were approximately £90,000 lower than in the previous year, with the decrease due principally to a reduced rate of receipt of income for the Durngate development as the fundraising target is approached. All Durngate income is treated as restricted and is held by the Charity and used for the purpose for which it was given. The overall increase in grants received in the year was due to funding for the Women's Centre which was principally from charitable trusts. The reduction in contract income was a result of the loss of the contract for Ruperts drugs shopfront project and the reduced level of support from Supporting People.

It was a difficult year for generating income: fundraising for the Women's Centre was difficult, the level of Supporting People funding was reduced (for the same outcomes) and Hampshire County Council decided to reduce its support for Trinity's classes from 8 to 5 classes per week for the 2006/07 academic year. The Directors decided to underwrite the losses on the Women's Centre and the learning programme in the year in order to maintain services. Expenditure was kept within budget. Cost-of-living salary increases were 2.5%. Statements of income and expenditure against budget were reviewed at each Board meeting and details of expenditure against specific projects provided to funders when required. Cash surplus to requirements was placed on short-term deposit through the bank, maximising investment income. The results of the annual audit by C W Fellowes Limited are given in the report which follows.

Reserves

The Directors consider it prudent for the sound financial and strategic management of the Charity that sufficient unrestricted reserves are held to:

- continue to provide basic services in the event of temporary funding problems
- meet contractual commitments
- meet the organisation's obligations as a good employer
- build up funds for specific purposes when required
- maintain a healthy cashflow and
- protect and maintain the organisation's assets.

The level of unrestricted reserves required by the Charity varies from year to year depending on these needs and the funds available. The Directors review the level of reserves annually. Funds designated by the Directors for specific purposes are described in Note 13. As outlined above, during 2006/07 the Directors decided to use part of the Staff Contingencies Fund and the Operational Reserve to support service provision where funding was difficult to obtain. It is the Directors' view that this should not be repeated in 2007/08 in view of the risks associated with the Durngate project: whilst every effort is being made to keep to the programme now in place, it is important that adequate reserves are retained to manage related contingencies and overruns.

Plans for Future Periods

Joint working with partner agencies will continue to be an important priority, in pursuit of the shared aim to improve cohesion of services for Trinity's client group. The more spacious accommodation at Durngate will allow Trinity to invite more of its partners to the new centre to work with clients. Already formal links have been established with Cranstoun, providers across Hampshire of harm minimisation services for the Drug and Alcohol Action Team, and with Winchester Youth Counselling, to add to those who already use the Centre to access clients on a regular basis: the PCT, the Community Drugs Service, CRI and others.

Services at the Trinity Centre are expected to continue initially at a level slightly lower than in 2006/07, as a result of several funding decisions which have had an impact on capacity. Funding for both the learning programme and for floating support have been reduced and the Directors were disappointed that the year-long discussions with the City's Community Safety Partnership over the location of an Alcohol Outreach Project at the Trinity Centre from April 2007 were shelved. They were, however, delighted that the Community Safety Partnership and Supporting People have agreed joint funding for a new Domestic Abuse Outreach Worker post to be based at Trinity Women's Centre. The need for such a post has become increasingly clear as many women continue to struggle with the isolation and fear that commonly accompany domestic abuse. Trinity looks forward to being part of the preventative strategy as well as helping to support (usually) women in the aftermath of abuse. The Women's Centre itself will continue to open 3 days a week, since it has not to date been possible to secure funding for 5 days.

Plans for Future Periods (continued)

A very significant task for 2007/08 will be to complete the fundraising for the Durngate development and to start construction. The charity needs to remain in a strong position as it approaches the move to the new building in 2008 and, as well as maintaining high standards of service delivery in all areas, will continue actively to seek funding for work with its client group which will add to the matrix of services currently available. In line with targets set out in Trinity's Strategic Plan 2006-09, the Directors also aim during the current year to move forward in the following areas:

- Further developing user involvement procedures
- Putting in place a new outcomes monitoring system
- Developing new partnerships to take forward healthcare provision
- Reassessing strategies for advertising and publicity

An important new development in 2007/08 is the expansion of Trinity's services to Basingstoke. A group of dedicated volunteers in the city has been working for years to establish support for the setting up of a service similar to the Trinity Centre. Towards the end of 2006/07 premises in the centre of Basingstoke were found, start-up funding secured and the green light given to a new centre. The Directors are delighted to be able to support homeless and other highly vulnerable people in another area of Hampshire and are confident that Trinity's long experience in Winchester will serve the charity well in building the new service in Basingstoke.

Directors' Responsibilities

Law applicable to charities in England and Wales requires the Directors to prepare financial statements for each financial year which give a true and fair view of the charity's financial activities during the year and its financial position at the end of the year. In preparing those financial statements the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed subject to any departures disclosed and explained in the financial statements;
- and prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Directors are responsible for keeping accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Charities Act 1993. 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.

In so far as the directors are aware:

- there is no relevant audit information of which the company's auditors are unaware; and
- the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Approved by the Directors and signed on their behalf by:

CH Taylor - Director
28 August 2007