

Helping more people

Shelter, The National Campaign
for Homeless People Limited

Trustees' annual report and
accounts for the year ended
31 March 2014



Shelter

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Welcome from the Chair



In 2016 Shelter will have been around for 50 years. And although there's plenty to celebrate – the commitment of our original founders, the passion of our staff and the generosity of our supporters – it's sad that Shelter's mission remains as relevant and necessary as ever.

Across England and Scotland there's discussion and investment in a new infrastructure in the form of roads, trams, rail, schools and hospitals. But that other part of the infrastructure of a modern economy – affordable housing – is still, surprisingly, a no-go zone.

But Shelter can take pride that its range of unrelenting, well-argued reports has helped focus public debate and political interest on the essential unfairness and economic illiteracy of this underinvestment.

And alongside this campaigning, our decent, dependable and vital services continue to offer advice and support to tens of thousands of people whose right to a secure home is put at risk by injustice, misfortune and circumstance. Whatever arises, Shelter believes individuals have rights prescribed by law. And it is our job to defend these rights and promote the welfare of our fellow citizens.

For some of this work we are grateful to our statutory funders including government and local councils. We thank them for their trust.

Other areas depend on the money we earn through our training courses and trading, particularly our Shelter shops. This network of shops is kept going by our treasure trove of marvellous donors and volunteers. I thank each and every one of them.

And thanks, too, to the many commercial organisations – local and international – who believe in Shelter's work, and support it accordingly.

The majority of our funding, though, comes from our wonderful supporters. Whatever you do – run, bake, climb, shave something, grow something, or simply give some of your hard-earned cash because you recognise others need it more than you do – you represent all that is good about a civilised, compassionate society. I thank you most warmly.

Such a roll call of intelligent, thoughtful people and organisations cannot be wrong.

I have the privilege of chairing the Board of Trustees of Shelter, to add value to the marvellous work of our staff and volunteers. And ensure every penny is spent wisely, so that we continue to bring forward the experience of those we serve, and offer ideas that promote our vision of a secure home for everyone.

We know there is still much to do. But we are in good shape to continue our contribution.

A handwritten signature in dark ink, appearing to read 'Derek Myers'.

Sir Derek Myers
Chair

Introduction

from the Chief Executive



Two years ago, we laid out a strategy with one aim: to help more people. And thanks to our incredible donors, campaigners, volunteers and staff, we've done just that.

Last year, we answered more than 128,000 calls for help. We had more than 4 million visits to our online advice pages. And we helped more than 65,000 people keep their home through our face-to-face and support services.

But we know this is just the tip of the iceberg, because we know that last year 57,000 homeless households were living in temporary accommodation. That 200,000 people were threatened with retaliatory eviction. That nearly half of all working families were just a single paycheck away from losing their home. And that not even 1 in 10 homes on the market were within the reach of the average family looking to buy their first place.

Britain is in the midst of a housing crisis. And no matter how hard we try, we will never be able to answer every call, attend every visit, represent every person in court. It's for these reasons that we believe so passionately in our right to campaign for a better, fairer, affordable system – to protect the housing safety net, to fight the bedroom tax, and to force housing onto the front pages and into manifestos.

Which all makes the coming 12 months some of the most important in our history. We'll prepare for the results of the Scottish referendum and general election, and launch a blueprint for how the next government can build the homes we need. We'll grow our hubs across England and Scotland to give those in most need the best possible support to get their lives back on track, and put our service users closer to the heart of our organisation. And we'll invest further in our helpline and our website to make sure even more people get the help they need as quickly as possible.

For nearly 50 years Shelter has fought to make sure no one has to face bad housing or homelessness on their own. We continued that fight last year. And we will continue fighting until everyone has a place to call home.

A handwritten signature in black ink that reads "Campbell Robb". The signature is written in a cursive, slightly slanted style.

Campbell Robb
Chief Executive





Every 11 minutes, another family is made homeless. Every year, millions come to us for help.



Strategic report

Who we are and why we're here

We give expert housing advice on the phone, online and in person.

We stand up for people in court facing the threat of homelessness.

We help families keep their home, or settle into a new one.

And we campaign to tackle the root causes of the housing crisis so that, one day, no one will have to turn to us for help.

We're here so that no one has to fight bad housing or homelessness on their own.

We do these things every single day. But it's still not enough.

So in April 2012, we launched our new three-year strategy with one clear, simple goal: to help more people in housing need than ever before.

How? By focusing on seven strategic aims:

1. Supporting more families
2. Increasing the capacity of our website and helpline
3. Creating new integrated advice and support hubs in areas where there is the most need
4. Putting our housing crisis back on the national agenda
5. Generating more independent income
6. Investing in Shelter's people and infrastructure
7. Focusing on our outcomes

We believe everyone should have a home. And we will not stop until that belief becomes reality.

In 2013/14 **we helped 65,285 people** through our network of face-to-face advice and support services across England and Scotland.

Johnny's story

Things were going well for Johnny*. He was 18 and working in a call centre – a job he enjoyed. But one day, his manager got a call from the police.

Johnny's best friend had committed suicide.

Johnny was devastated and began drinking heavily. It cost him his job, and, before long, his home.

'I was homeless – had no education, no job, nothing. I was getting ready for jail. My mates were in there, going in for four years and coming out with a trade,' he says.

But then Johnny was referred to Safe and Sound after his mum received help from Shelter Scotland. Through the programme, Johnny began volunteering for a youth project – a placement that turned into a full-time job as a youth worker.

'The fact that I'm getting a salary means they trust me. I think if I can take what I've learned from Shelter Scotland, it will all be worth it'

*Johnny's name has been changed.



Supporting more families

We know how important it is to have a place to call home. To have the stability of a permanent school, to feel part of the community, and have a future to look forward to. It's for these reasons that we have put families at the heart of everything we do, and why we've increased our reach and strengthened our services.

Safe and Sound

Homelessness is a symptom – the problem is often much deeper. And with Safe and Sound, it's that problem we aim to treat.

A partnership between Shelter Scotland and Relationships Scotland, Safe and Sound uses family mediation to deal with difficult issues, building bridges between parents and children. That way, we can address any problems before any young people are forced out of their homes.

The project provides practical support to help young people moving into new accommodation deal with housing issues. And most importantly, it gives them the tools they need to keep a roof over their head themselves.

Private Rented Sector Advice Service, Manchester

Finding a home can be hard. Keeping one can be even harder.

Our dedicated team in Manchester, the Private Rented Sector Advice Service, gives housing support to families living in Stockport and Tameside. The service works with agencies to reach people in hostels who are about to make the move into private rented accommodation, helping them understand their rights and responsibilities, and settle into their new home.

British Gas Energy Trust

Many families face a struggle to pay their energy bills. This often causes them to build up debt and – worse still – put their homes at risk.

So this year, the British Gas Energy Trust funded six advisers in Birmingham, Norwich, Edinburgh and Dumfries to give debt and energy efficiency advice, and help people make grant applications to the Trust itself.

The numbers behind homelessness

In November 2013, we uncovered the shocking conditions endured by homeless families across the country.

Almost half of the families we interviewed told us their children had witnessed disturbing events such as open drug use and violence, while the majority said they felt unsafe in their emergency accommodation.

Government figures also revealed that 80,000 children would wake up homeless on Christmas Day. This formed the basis of our Christmas campaign which got huge media coverage and raised an incredible £2.7m – making it our biggest campaign yet.

* Children in temporary accommodation figures for Britain (DCLG/Scottish & Welsh Governments)



‘There’s no way I could have challenged the council and won by myself. Shelter has literally turned our lives around’

Amanda’s story

When Amanda’s ex-husband lost his job, they were no longer able to pay the mortgage. A repossession order had been granted – and all she could do now was wait for the bailiffs to knock on her door.

Amanda pleaded with the council for help. They offered her an emergency B&B, miles outside the area. But Amanda didn’t drive, and was worried her two children would miss school. It was at this point that she came across our number.

A Shelter adviser took on her case. After months of negotiation with the council, Amanda and her kids found security in a housing association property.

‘The difference between what I was facing last Christmas and what I’m looking forward to this year is massive. Thanks to Shelter we now have a secure home and my children’s education hasn’t been disrupted – my son is even doing his maths GCSE a year early,’ says Amanda.

Giving more advice

Our helpline and online advice services are lifelines for hundreds of people, every single day. And although we see the incredible difference they make, we still have a duty to keep on improving, to find new ways to do more.

Upgrading our services

On average, we get more than 350 calls for help every day – and it's showing no signs of letting up.

So this year we recruited and trained new helpline advisers in England and Scotland. And we completed our infrastructure investment project to upgrade the helpline software and improve our efficiency – making it possible for us to pick up the phone to even more people in housing need.

Digital advice strategy

With more than 4 million people visiting our advice pages last year, one thing's become clear – more and more people are seeking our help online.

To make sure they can find the help they need, we re-launched our Scotland website with a new look, improved search capability and better accessibility for mobile and tablet users. And we're in the midst of doing the same for our England website.

But we won't be stopping there. Our next phase of investment – part of our digital advice strategy – will help us develop a seamless communication from the contact centre across all advice channels, including mobile, social media, web and local offices.

In 2013/14 we answered 128,865 calls to our helpline and had more than 4 million visitors to the advice pages on our website



Amy's story

'I'm part of the Connect London Service. Not so long ago, I had a call from a family of five renting privately in Bromley. Their house was in a terrible and dangerous condition, and every plea they made to their landlord to repair it was ignored.

'I contacted the environmental health team at Bromley Council. They carried out an inspection and served improvement notices on the landlord, with a view to taking further action if he didn't make the repair.

'In the meantime I discussed the family's situation with the council's housing options team.

They agreed it was unreasonable for them to carry on living in such a dangerous environment.

'The council offered the family safer temporary accommodation in the area. And I'm pleased to say they're now on their way to securing somewhere settled.'

Reaching more people

We want to be where we're needed most. With our integrated advice and support hubs across the country, we're doing just that.

Through these hubs, we can reach more people by working closely with other providers in the community. Supporting not just the individual, but the whole family – by tackling the root causes of homelessness.

And our hub in London is a fantastic example of the difference that can make.

London Family Support Service

They say prevention is better than cure. We agree. That's why we set up our first ever, independently funded Hackney Family Service.

The service helps families with complex needs who are at risk of homelessness by addressing underlying problems that can put a family's tenancy in jeopardy. And make sure they can deal with any issues they may face in the future.

Dedicated family support workers and a network of partner agencies offer intensive, tailored support for up to a year. So that any issue – from illiteracy to substance abuse to domestic violence – is dealt with before it puts a home in danger.

London Advice Services

We know that to help as many people as we can, we have to be easy to reach.

Funded by London councils, our Connect London service aims to prevent homelessness among people aged over 25 by intervening early in a host of different ways.

The service gives welfare benefits and debt advice through a London-wide helpline and face-to-face services in 10 boroughs. Our dedicated link workers help clients access other local specialist services, while our delivery partner Broadway offers employment support and help with finding accommodation.

The service even gives housing advice from Shelter shops in Camden and Fulham, making it simpler than ever for people to get the help they need.

London Legal Advice Service

All too often, people facing housing issues end up facing a court. Which is why our London Legal team exists – to make sure these people have the best possible chance of keeping their homes.


The team offers legal support to anyone living in Hackney, Newham and Islington who's eligible for legal aid. As well as representation in county courts through the housing court duty possession scheme in Clerkenwell, Shoreditch, Bow and Hertfordshire.

Alongside this, our team delivers a specialist children's legal service, funded by Freshfields law firm. Putting children first, they advise and represent clients while campaigning to improve the policies and practices around dealing with homeless or poorly housed families.

The team also uses the law to change the law. And the past year has seen them get involved in a number of high-profile legal challenges and test cases that help protect adults and children facing homelessness.

At the end of September 2013, **more than 57,000*** homeless households were living in temporary accommodation across England.

* Source: DCLG Homelessness Statistics

A woman with dark hair tied back, wearing a patterned long-sleeved top, is smiling and holding a pair of blue jeans. She is standing in a room with white shelving units in the background. The image is part of a document with text overlays.

‘I try hard not to dwell on what I’ve lost, because I have to move forward’

Paula’s story

Paula was a self-employed contractor in the public sector. Things were going well: she’d worked for the NHS for years, built up lots of contacts, and decided to start her own business.

But when the recession hit, the work dried up. The bank foreclosed on her start-up loan. And life began to spiral out of control.

Paula’s business went into liquidation and, before long, her home was repossessed.

With no money for a deposit, and landlords reluctant to take tenants on housing benefit, Paula was officially homeless – listed as a ‘rough sleeper’ while she sofa-surfed with friends.

Paula finally found a flat to rent. And is now getting her life back together, slowly.

‘I’d been a taxpayer. I’ve been a business owner and an employer. I expected something would be there for me when I needed it. I try hard not to dwell on what I’ve lost, because I have to move forward,’ Paula says.

Making more noise

Nine million people now live in the private rented sector. And we're determined to make sure every one of their voices gets heard.

That's why in the past year we've invested in strong, consistent messages to bring to the nation's attention the problems so many of those 9 million face. From the victim of rogue landlords living in unacceptable conditions, to the family slipping through the holes in the safety net.

And we've continued our call for more homes to be built across the country, so that more families have the chance of a long-term, affordable home.

Home wins

Because of our extensive campaigning, all three main political parties have made building more homes a priority. And housing is now in the top five most important issues for voters surveyed by YouGov.

In April 2013, we secured concessions to the bedroom tax for foster carers, the families of armed forces personnel and severely disabled children.

We won new legislation in August 2013 that requires letting agents to sign up for an independent redress scheme, giving renters someone to complain to if things go wrong.

By October 2013, 120 councils had pledged to evict rogue landlords in their area.

Save our Safety Net

Homelessness rose more than 5% in the last year – a number that included 8,790 families. That's 1 family every 15 minutes.

A safety net has never been more important. So in September 2013, we released new research as part of our campaign to stop further cuts.

Our investigation showed that new rules introduced the following month risked turning England into a 'knife-edge nation', where losing your job means losing your home.

Evict Rogue Landlords

This year, our call to boot rogue landlords out of the private rented sector got louder and louder. In July 2013, the Department for Communities and Local Government paid attention, pledging to take action by:

- setting up a dedicated rogue landlords taskforce
- making £6.6m available to councils to deal with rogue landlords
- removing the limits to fines imposed on rogue landlords

And it didn't stop there. The government has recently launched guidance for all local councils on stamping out rogue landlords – much of it based on our recommendations.

Priced out

House prices are rocketing. And for young families across the country, the dream of a home of their own is disappearing fast.

We looked at properties for sale in England in August 2013. In over half the country, fewer than 1 in 10 homes were within the reach of the average family looking to buy their first home. In some areas, zero.

It's little wonder, then, that so many young people are turning to the Bank of Mum and Dad for help. This in turn is doing serious damage to families – with parents dipping into retirement savings and cutting back on their spending.

It's for this reason we launched our priced out campaign, and why we continue to call on the government to build the affordable homes we all need.

The bedroom tax

Thousands face a cut to their housing benefit if they don't move into a smaller place. But if there's simply nowhere to move to, what happens then?

In September, Shelter Scotland launched Banish the Bedroom Tax Monster – a campaign calling on politicians and local authorities to support households affected by the so-called bedroom tax.

In January, the Scottish government listened, making £15m available for discretionary housing payments, softening the tax's impact on 1 in 7 families. And committing themselves to ending the tax for good.



Rachel's story

'I volunteer with Shelter's Offender Floating Support Service team. I began doing it to get more experience in the housing sector.

'Since starting, I've become aware of just what a huge difference Shelter Merseyside and the Offender Floating Support Service make to the people they help. More than 80% of service users say they feel more settled and happier in their home.

And over 70% gave Shelter Merseyside's service 10/10.

'Being part of a team that makes such a big difference to people's lives is a fantastic feeling. It shows me what's possible when vulnerable people are given the right support.'

Building more support

It's simple: without our supporters, we simply couldn't do what we do. And – thanks to all the gift-givers, tower-scalers, hand-lenders, expertise-sharers and everyone else who's given their time and money this past year – we've been able to do more than ever.

We raised **£28.6m**
in voluntary income
in 2013/14.

Marks & Spencer continued to support us through their Food on the Move range and greeting cards, raising more than £250,000 during Christmas.

Vertical Rush

Vertical Rush is the toughest and tallest tower running event in the UK. And on 4 March, 1,300 runners braved Tower 42's 920 thigh-thrashing steps to end bad housing for good.

An enormous 500 employees from our corporate partners Fujitsu and Berkeley Group entered. Their perpendicular efforts helped to raise £500,000 – and make this year's Vertical Rush our biggest to date.

Corporate partnerships

Our corporate partners have a wealth of expertise and experience. This year, they've used those qualities to help make a difference to the lives of people facing bad housing and homelessness.

British Gas committed to promoting gas and electricity safety, and helping us improve more than a million homes in the private rented sector by 2017. Fujitsu conducted a review of the IT infrastructure in our shops. And we continued our work with Nationwide to fix private renting by encouraging other mortgage lenders to allow longer-term tenancies for their buy-to-let borrowers.

Berkeley Homes have made significant investments in our new Hackney Family Support Service to help us tackle the root causes of homelessness. While Legal & General continue to sponsor our research and reports on housing supply, so that, one day, no one will have to turn to us for support.

Meanwhile, KPMG provided pro bono consultancy across Shelter, finding ways to save money in our retail network, creating new frameworks to measure the impact of our services, and helping Shelter Scotland develop new revenue streams. As well as jointly developing *Building the homes we need*, a blueprint for how the next government can solve the housing crisis in a single parliament.

The Street Academy

These are uncertain times for charities. So diverse income streams are vital.

Our new enterprise, The Street Academy, provides direct dialogue fundraising services to charities across the UK. The plan is to create an unrestricted, sustainable income by capitalising on our experience and skills in street fundraising. The £291,000 profit the academy made last year shows that plan is quickly coming together.

Our volunteers

Last year, 1,495 people generously gave their time in our shops and retail administration. While across our services we have 224 valiant volunteers who co-ordinate events, support clients, work with prisoners and develop our policy and research.

We know how lucky we are to have these individuals on our side. And we know we can never thank them enough.

How we will do even more next year

The housing crisis is deepening by the day. And with cuts to welfare, changes in legal aid and the continuing difficulty of finding and keeping a home, more people than ever will be turning to us for help.

So to make sure we can answer every call, be there for every visit and represent everyone who needs it, we've singled out six objectives:



1. We will continue to upgrade and improve our website and helpline, and build our telephone casework services so we can advise and support more people in housing need.
2. We will build on the success of our pilot hub services, adding campaigning, fundraising and more volunteering opportunities to the wide service we already provide.
3. We will launch a blueprint in partnership with KPMG for how the next government can build the homes we need.
4. We will continue campaigning to save the housing safety net.
5. We will continue to develop ways to measure the impact of our advice and support services.
6. We will put service users at the heart of the organisation by involving them in our governance, service design and development. We will work in partnership with them and other organisations to develop new services that are person-centred and co-ordinated so that users will be able to better manage their own lives.

We have plenty to do. But we know that with our incredible team of staff, volunteers, partners and fundraisers, we will achieve everything we set out to.





Shelter

Vertical
04.03.14
Rush

497

Shelter

Vertical
04.03.14
Rush

496

Shelter

Members of Team Shelter prepare to take on Tower 42's 960 stairs as part of our biggest Vertical Rush to date



Financial review

Shelter would like to thank its donors and supporters for their contributions during what has been another challenging year both economically and for housing and homelessness issues.

Shelter started the year with accumulated surpluses. In line with previously agreed investment plans, the organisation invested in the income-generating areas of fundraising and the retail portfolio to support the charity's activities. Spend has also been increased on services and campaigns to raise awareness of homelessness issues and expand our services. The result is an operating deficit of £2.3m (2013: £5.2m). The charity's freehold head office was revalued in the year resulting in a gain on revaluation of £3m, resulting in a net movement in funds of £1.2m (2013 £4.6m).

Total incoming resources at £57.5m (2013: £53.5m) are higher than the previous year. In particular, donations and gifts have increased to £24.9m from £22.8m. This is a result of increased spend on fundraising capacity over the last two financial years which is now starting to have an impact due to the time lag between increase in spend and increase in income due to the nature of such activity. The principal increase in income as a result will materialise from 2014/15 onwards. The new street fundraising enterprise Street Academy has generated a net profit of £291k.

Retail costs have increased from £10.3m to £11m as a result of a significant programme of shop openings in the previous year. Only two further shops were opened in the current year. Revenue has also increased but not comparably, from £9.9m to £10.9m, resulting in a loss in the retail operation because of difficult trading conditions and stock supply. A detailed review of store profitability is currently taking place. The shops are managed by Shelter's trading subsidiary, Shelter Trading Limited.

Statutory and grant income has decreased by £1.2m. This is a result of income from Legal Services Contracts decreasing by £2.2m as a result of a reduction in contracts as part of Legal Aid Agency retender and demand for Civil Legal Advice and legal aid reforms. Other statutory and grant income has increased by £1m due to new contracts in the year.

Investments

Shelter invests in Common Investment Funds (CIFs), specialised unit trusts that are regulated and monitored by the Charity Commission, and benefit from charitable tax exemptions. These funds enable Shelter to take advantage of economies of scale and opportunities for diversification, essentially by pooling our investments with other charities. Shelter invests in both equity and bond CIFs.

The Audit, Risk and Finance Committee has responsibility for reviewing the performance of these funds against comparative CIFs and the stock market in general. Schroders manage the investment fund on a discretionary basis, within the ranges set out in Shelter's Investment Policy. During the year 2013/14 investments have outperformed against benchmark.

Reserves

Under the requirements of the Statement of Recommended Practice on Accounting and Reporting by Charities 2005, Shelter segregates its funds into those which are restricted and those which are unrestricted. A further description of these funds is included within Note 20 to the accounts. Shelter's general funds constitute in practice its reserves. Trustees have identified three possible sources of a call on reserve: a sharp temporary increase in expenditure, a sharp temporary drop in income, or a temporary excess in expenditure over income as the organisation takes time to bring the two back into balance following adverse developments. They have reviewed the major elements of both income and expenditure to identify where such sudden changes might arise and how likely they might be. On the basis of this analysis they have concluded that the general funds of £8.5m are sufficient to provide financial security for Shelter.

Risk management and internal control

The Trustees have overall responsibility for ensuring that the organisation operates an appropriate system of controls, financial and otherwise, to provide reasonable assurance that:

- the charity is operating efficiently and effectively
- proper records are maintained and financial information, used within the charity or for publication, is reliable
- the charity complies with relevant laws and regulations.

The Audit, Risk and Finance Committee is responsible for monitoring the effectiveness of the internal controls and reports to the Board the results of such monitoring. This is achieved through:

- reviewing Shelter's systems of financial control, risk management and compliance
- reviewing the nature and scope of the external audit, and any matters raised, for the attention of management. Any significant findings or identified risks are examined so that appropriate action can be taken
- reviewing and approving the annual internal audit plan, considering and approving the areas of the organisation that are subject to review, approving the scope of such reviews, considering any findings that arise and agreeing changes to audit plans to take account of emerging risks and new areas of business
- ensuring that appropriate action is taken on recommendations made by the internal auditors.

The systems of control operated within Shelter are designed to provide reasonable, but not absolute assurance against material misstatement or loss. They include:

- a strategic plan
- a business plan, annual budget and cash flow forecast
- regular consideration by the Trustees of actual results compared with budgets, forecasts and trends, cash flow and reserves levels
- segregation of duties
- an identification of, and management of, risks
- a regular review of financial procedures.

A three-tier system of risk registers operates in Shelter, with a top ten organisational-level risk register, divisional risk registers and project-specific risk register. The Senior Management team review the top 10 risk register on a rolling basis throughout the year, and with Trustees yearly. The key risks that have been identified to the successful delivery of Shelter's business strategy include the underperformance of the shop operations, further shortfalls in legal aid income and the development of the new online infrastructure taking longer than expected impacting on fundraising income.

Key objectives and statement of public benefit

Shelter was set up in 1966 with the following objectives:

- To relieve hardship and distress among homeless people and among those in need who are living in adverse housing conditions.
- To make monies available to other bodies (whether corporate or not) whose aims being charitable are the relief of such hardship and distress
- To relieve poverty and distress
- To educate the public concerning the nature, causes and effects of homelessness, human suffering, poverty and distress as aforesaid and to conduct and procure research concerning the same and to make available the useful results thereafter to the public.

Statement of Public Benefit

Under the Charities Act 2006, charities are required to demonstrate that their aims are for the public benefit. The two key principles which must be met in this context are, first, that there must be an identifiable benefit or benefits; and, secondly, that the benefit must be to the public, or a section of the public. Charity Trustees must ensure that they carry out their charity's aims for the public benefit, must have regard to the Charity Commission's guidance, and must report on public benefit in their annual report.

Shelter's Board of Trustees regularly monitors and reviews the success of the organisation in meeting its key objectives of helping people to find and keep a home and campaigning for decent homes for all. The Trustees confirm, in the light of the guidance, that these aims fully meet the public benefit test and that all the activities of the charity, described in the report of the Trustees, are undertaken in pursuit of these aims.

How we are organised

Our Trustee board

Shelter, the National Campaign for Homeless People Limited (trading as 'Shelter') is a registered charity (number 263710 for England & Wales and SCO02327 Scotland) and a company limited by guarantee (number 1038133) and is governed by its Memorandum and Articles of Association. Shelter's Board of Trustees, who are also directors of the charity for the purposes of the Companies Act, have overall responsibility for the direction, management and control of the charity.

The Board may be comprised of no fewer than six and no more than 15 members, and currently consists of 15 members. Applications for Board membership are invited by external advertisement or through the use of external agencies. Applicants are interviewed by the Nominations and Governance Committee and are appointed according to relevant skills, competencies and experience. Trustee terms of office are normally limited to a maximum of two terms, each of three years. All new Trustees are given an extensive induction programme and are asked to adhere to Shelter's Trustee Code of Conduct. Trustees are kept up to date with developments through regular bulletins and training where appropriate and the organisation is regularly updated on Trustee governance.

All our Trustees give their time voluntarily and receive no benefits from the charity. Any expenses reclaimed are in accordance with the Trustee Expenses Policy.

The Chair of the Board of Trustees is appraised through a process led by the Vice Chair to which all Trustees and members of the Senior Management team contribute. An appraisal process is also completed for our Board Committee chairs and of those Trustees coming to the end of a term of appointment.

The Board met formally six times during 2013/14 in addition to a meeting in November 2013 where progress against strategic aims within the first 18 months of our 2012–15 strategy was reviewed with the Senior Management team.

Board committees

The following committees support the Board in fulfilling its governance responsibilities and provide a report to the main Trustee Board at each meeting;

■ Audit, Risk & Finance Committee

Supports the Board in the effective identification and management of risks, maintenance of systems of financial management and control to assure financial probity and transparency, and effective financial stewardship and management within Shelter.

■ HR & Remuneration Committee

Considers and makes recommendations to the Board regarding the overall pay and reward of all staff including the Chief Executive and Senior Management team.

■ Nominations & Governance Committee

Reviews the organisation's governance policies in accordance with best practice within the sector and oversees appointments to the Board or its committees.

■ Independent Income Generation Committee

Provides advice and support to the organisation in respect of its generation of independent income.

■ Scotland Committee

Uses its Scotland-specific knowledge, expertise and presence to support and oversee the development and delivery of Shelter's activities in Scotland.

Executive Team

Overall operational management of Shelter is delegated to the Senior Management team, made up of five divisional directors and the Head of HR and led by the Chief Executive.

Executive pay

Shelter believes in being open with our supporters, donors, staff and beneficiaries. In line with this, we want to be transparent about the salaries of Shelter's executive team and the process by which they are set.

Shelter's Chief Executive is paid a salary of £128,000 pa. Shelter's divisional directors are all paid the same salary of £84,660 pa.

We aim to ensure that all Shelter employees are paid a salary that reflects the level of responsibility and leadership expected of them, and that is in line with the salaries paid by other voluntary organisations. We benchmark executive salaries each year against voluntary sector organisations of similar sizes, complexity and profile using established salary surveys to do this. The salary of the Chief Executive and members of the Senior Management team is then agreed by the Board of Trustees.

This practice is in line with the National Council for Voluntary Organisation's executive pay guidance that 'the overall goal of a charity's pay policy should be to offer fair pay to attract and keep appropriately-qualified staff to lead, manage, support and/or deliver the charity's aims.'

By paying salaries that match similar roles at comparable organisations, we're able to attract and retain the highly skilled and committed staff Shelter needs.

In turn, this means that we can continue to deliver the ambitious plans we have to increase our income to deliver help for more people through frontline services and securing the fundamental policy changes needed to eventually end homelessness and bad housing. This information can also be found on our website along with more detail on our governance policies and procedures.

Sir Derek Myers

Chair

Our people

Our people are important to us – they are the driving force behind our goal to help more people. One of the main aims in our 2012–15 strategy was to invest in our people and infrastructure. We committed to doing this by developing a framework through which staff can be recognised and rewarded for their continued commitment to the organisation and also through developing the skills and experience of our volunteers. In October 2013 we adopted a new organisational approach to managing employee performance by assessing and rating employees against both their objectives and also our new behaviours framework. Work is continuing into 2014/15 on our overall policy for pay and reward across the organisation.

Applications for employment by disabled persons are always fully considered, bearing in mind the abilities of the applicant concerned. In the event of members of staff becoming disabled every effort is made to ensure that their employment with Shelter continues and that appropriate training is arranged. It is the policy of Shelter that the support, career development and promotion of disabled employees should, as far as possible, be identical to that of other employees.

Volunteers and service users

The Trustees of Shelter remain ever grateful for the continued support of our network of volunteers across the country. Over 1,495 volunteers donated their time in 2013/14 in Shelter shops and retail administration. Across our services we have over 224 dedicated volunteers who help through events co-ordination, client support, working in prisons to prevent homelessness, and research and policy. During 2013/14 we continued our work to develop a Volunteer Strategy for the organisation and have now implemented a National Volunteering team which enables us to develop a more holistic approach to volunteering.

Alongside this we have a network of service user groups providing us with invaluable insights into how we can most effectively help people in housing need. During 2014/15 we will be further developing our Service User Involvement Strategy to integrate our work in this area with our Board governance policies and connect Trustees and service users at an operational level.

Subsidiary undertakings

The charity's wholly-owned trading subsidiary, Shelter Trading Limited, carries out non-charitable trading activities for the charity; primarily the operation of shops selling donated and new goods, and the delivery of training courses. Details are included in Note 19 to the accounts. Shelter's trading and training activity generates considerable awareness of the charity's wider work and some of the funds required to support the operations of the charity are raised by means of trading activities through Shelter Trading Limited.

Thanks from Shelter

We would like to say a special thank you to some of our most significant supporters and partners in 2013/14

1989 Willan Charitable Trust
29th May 1961 Charitable Trust
3Ts Charitable Trust
A D Power Will Trust
Absolute Radio
Addiction Dependency Solutions
Adint Charitable Trust
Affinity Sutton
Alan Boyle QC
Alastair Mundy
Albert Hunt Trust
Alice Ellen Cooper Dean Charitable Foundation
Andy Green
Aquaterra Leisure
Armando Iannucci
Art Marketing
Audioscope
B M Solutions
Back on Track
Baroness Ruth Rendell
BBC Children in Need
Beatrice Laing Trust
Berkeley Foundation
Big Lottery Fund
Billy Bragg
Bracknell Forest Homes
British Gas
British Land
Building Societies Trust Limited
Caledonian Concepts
Calypso Browning Trust
Capita
Cattanach Trust
Cheshire and Greater Manchester Community Rehabilitation Company
CHK Charities Limited
City and Hackney Mind
ClearChannel UK
Colin Jackson
Co-operative Insurance
David John Hodge Currie Charitable Foundation

Dexter Lee
DG Charitable Trust
DMF Ellis Charitable Trust
Donald Wilson
Earl of Home
East End CAB
Edward Hill
Esmée Fairbairn Foundation
Evan Cornish Foundation
Eveson Charitable Trust
Family Action
Flow Foundation
Frank Turner
Freshfields Bruckhaus Deringer
Fujitsu UK
Fulmer Charitable Trust
Gateway Housing
Geoffrey Evans
George Clarke
Giles Wright
Gourmet Burger Kitchen
Guy Morton
Hackney Council
Hackney Homes
Hackney JobCentre Plus
Harramead Trust
Hugh Norton
Hunter Foundation
Ian Williams Limited
Ingram Trust
J Van Mars Foundation
John Davis
John Mills
JUSACA Charitable Trust
Kevin Eldon
Knight Ayton Management
KPMG
L&Q Housing Association
Larry Sadler
Legal & General
Lismore Trust
Liz & Terry Bramall Charitable Trust
Liz MacKenzie
Marks & Spencer
Max Publishing
Melanie C
Michael Bresges
Michael Connelly
Millfield House Foundation
Miss R C R Angel Charitable Trust
Mulberry Trust
Muslim Aid
Nationwide Building Society
Newcastle Building Society
Nicholas Moore
Nigel Sale
Northwood Charitable Trust

Oak Foundation
Orbit East & South Housing Group
Paul Bassham Charitable Trust
Paul Heneker
Paul Read
PBJ Management
Peabody
Pennies
Philippe Lintern
Pilkington Charities Fund
Rail Freight Group
Rat Race
Redwood Consulting
Reverend W N Monteith's 2004 Charitable Trust
Richard Allan
Rita and David Slowe Charitable Trust
Riverside
Robertson Trust
Robin and Bridget Pinchbeck
Robin Anker-Petersen
Royal Institute of British Architects
Sanctuary Group
Sanctuary Housing
Savoir Beds
Saxon Weald Housing Association
Scottish Gas
Self Help Services
ShareGift
Spareroom.co.uk
Stephen Ziff
Stolt-Nielsen Limited
Stuart and Bianca Roden
Talisman Charitable Trust
Thames Valley Housing Association
The Co-operative Group
The estate of Angela Lloyd
The estate of Clare Smith
The estate of David Clelland
The estate of Dr Malcolm Carpenter
The estate of Gillian Carpenter
The estate of Harold Turner
The estate of Ian Rhind
The estate of Marjorie Page
The estate of Morag McHardy
The estate of Patricia Radford
Tower 42
Trust for London
UK Greetings
Valentine Charitable Trust
Volant Charitable Trust
Whistles
William Allen Young Charitable Trust
William Jones
Zochonis Charitable Trust

Legal and Administrative Information

Ambassadors

George Clarke
Baroness Ruth Rendell

Board of Trustees

Sir Derek Myers (Chair) (appointed as Trustee and Chair 30 November 2013)
Jon Kenworthy (Vice Chair)
Paola Barbarino
Julie Bentley
Nigel Chapman
Professor ADH Crook, CBE (retired as Trustee and Chair 29 November 2013)
John Devaney
Sharon Flood
Rosemary Hilary
Kelvin Macdonald
Ros Micklem (appointed as Trustee 13 February 2014)
William Anthony Rice
John Rogerson (retired as Trustee 12 February 2014)
Gavin Sanderson
Joanna Simons
Shirley-Anne Somerville
Ian Wall

Audit, Risk & Finance Committee

Sharon Flood (Chair)
Rosemary Hilary
Andrew Martyn-Johns (Co-optee)
William Anthony Rice
John Rogerson
(Retired 12 February 2014)
Joanna Simons

Nominations & Governance Committee

Jon Kenworthy (Chair)
Paola Barbarino
Julie Bentley
Professor ADH Crook, CBE (retired 29 November 2013)
Sir Derek Myers (appointed 30 November 2013)
Shirley-Anne Somerville

HR & Remuneration Committee

Sir Derek Myers (Chair) (appointed 30 November 2013)
Julie Bentley
Nigel Chapman
Professor ADH Crook, CBE (Retired 29 November 2013)
John Devaney
Rosemary Hilary

Shelter Scotland Committee

Ros Micklem (Chair) (appointed 13 February 2014)
Graeme Hardie (co-optee, retired 4 December 2014)
Kelvin MacDonald
Ian MacAlpine (co-optee)
Lindy Patterson QC (co-optee)
John Rogerson (retired 12 February 2014)
Liz Sheil (Co-optee)
Shirley-Anne Somerville
Ian Wall

Income Generation Committee

Paola Barbarino
Sharon Flood
Kelvin Macdonald
Gavin Sanderson
Ian Wall

Chief Executive

Campbell Robb

Company Secretary

Daniel Oppenheimer

Shelter, The National Campaign for Homeless People Ltd; registered office

88 Old Street
London EC1V 9HU

Registered charity number

England and Wales 263710 / Scotland SCO02327

Solicitors

Bates, Wells and Braithwaite
2-6 Cannon Street
London EC4M 6YH

Investment managers

Schroders PLC
3rd Fl, 100 Wood Street
London EC2V 7ER

Auditors

Crowe Clark Whitehill
St Bride's House, 10 Salisbury Square
London EC4Y 8EH

Principal bankers

Lloyds Bank
4th Fl, 25 Gresham Street
London EC2V 7HN

Statement of Trustees' responsibilities

Preparation of the annual report and accounts

The Trustees (who are also directors of Shelter, the National Campaign for Homeless People Limited for the purposes of company law) are responsible for preparing the Trustees' annual report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of the incoming resources and application of resources, including the income and expenditure, of the charitable company and group 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 judgments and estimates that are reasonable and prudent
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

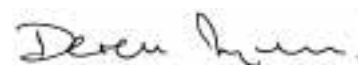
Each of the Trustees who were directors of the company at the date when this report was approved has confirmed that:

- so far as they are aware, there is no relevant audit information (as defined in the Companies Act 2006) of which the company's auditors are unaware
- they have taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information (as defined) and to establish that the company's auditors are aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

In approving the Trustees' Report the Board are also approving the strategic report in their capacity as Directors.

Signed on behalf of the Board



Sir Derek Myers

Chair of the Board of Trustees
16 July 2014

Financial statements

Independent auditor's report to the Members and Trustees of Shelter, the National Campaign for Homeless People Limited

We have audited the financial statements of Shelter, the National Campaign for Homeless People Limited for the year ended 31 March 2014 set out pages 32–56.

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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 and to the charitable company's Trustees, as a body, in accordance with section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005. 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 company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Statement of Trustees' Responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

In addition, we read all the financial and non-financial information in the strategic report and the Trustees' annual report to identify material inconsistencies with the audited financial statements and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2014 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and Regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (amended).

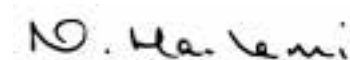
Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the strategic report and the Trustees' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 or the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us
- the parent charitable company financial statements are not in agreement with the accounting records and returns
- certain disclosures of Trustees' remuneration specified by law are not made
- we have not received all the information and explanations we require for our audit.



Naziar Hashemi
Senior Statutory Auditor
7 August 2014

For and on behalf of
Crowe Clark Whitehill LLP
Statutory Auditor
London

Crowe Clark Whitehill LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

Consolidated statement of financial activities

For the period ended 31 March 2014
(incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2014 £'000	Total 2013 £'000
Incoming resources					
Incoming resources from generated funds					
Voluntary Income: Donations and Gifts	2	23,387	1,527	24,914	22,755
Legacies	2	3,159	559	3,718	3,312
Activities for generating funds:					
Retail sales	3	10,863	–	10,863	9,942
Academy Income		1,318	–	1,318	–
Investment income	3	206	–	206	244
Other income		62	–	62	60
Incoming resources from charitable activities					
Training		1,360	–	1,360	1,136
Publications		256	–	256	54
Research, Digital Advice and Campaigning		43	–	43	35
Statutory and grant-funded activities	4	3,413	11,387	14,800	15,999
Total incoming resources		44,067	13,473	57,540	53,537
Resources expended					
Cost of generating funds					
Costs of generating voluntary income:					
Fundraising activities	2	10,281	–	10,281	10,447
Retail costs	3	11,032	–	11,032	10,331
Academy costs		1,027	–	1,027	
Total costs of generating funds		22,340	–	22,340	20,778
Net incoming resources available for charitable application		21,727	13,473	35,200	32,759

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2014 £'000	Total 2013 £'000
Cost of charitable activities					
Training		1,097	–	1,097	1,047
Publications		531	–	531	947
Research, Digital Advice and Campaigning		5,223	–	5,223	4,255
Housing Aid and other grants made	6	86	–	86	169
Housing Services		14,510	15,887	30,397	31,423
Total cost of charitable activities		21,447	15,887	37,334	37,841
Governance Costs	7	171	–	171	167
Total resources expended	5	43,958	15,887	59,845	58,786
Net income for the year					
		109	(2,414)	(2,305)	(5,249)
Net gain on investments	13	450	–	450	653
Net gain on revaluation	12	3,030	–	3,030	–
Net movement in funds		3,589	(2,414)	1,175	(4,596)
Fund balances at 1 April		14,179	3,383	17,562	22,158
Fund balances at 31 March	20	17,768	969	18,737	17,562

All the above results are derived from continuing activities.

All gains and losses recognised in the year are included in the consolidated statement of financial activities.

Included within restricted funds is a permanent endowment fund of £39,000 (2013: £39,000).

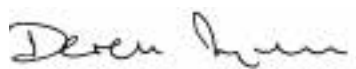
Charity & Group Balance Sheets

As at 31 March 2014

	Notes	Group		Charity	
		2014 £'000	2013 £'000	2014 £'000	2013 £'000
Fixed Assets					
Tangible fixed assets	12	9,196	6,417	9,196	6,417
Investments	13	5,982	5,374	6,062	5,454
Investments – Cash Deposits*	13	1,574	3,658	1,574	3,658
		16,752	15,449	16,832	15,529
Current Assets					
Stock	14	331	220	–	–
Debtors	15	5,718	5,363	5,842	5,456
Cash at bank		3,133	3,363	2,920	3,226
		9,182	8,946	8,762	8,682
Current liabilities					
Creditors: amounts falling due within one year	16	6,034	5,789	5,707	5,618
Net Current Assets		3,148	3,157	3,055	3,064
Total Assets less current liabilities		19,900	18,606	19,887	18,593
Provisions for liabilities and charges	17	1,163	1,044	1,163	1,044
Net Assets		18,737	17,562	18,724	17,549
Accumulated funds					
Unrestricted income funds					
General funds	20	8,572	7,762	8,559	7,749
Designated funds	20	9,196	6,417	9,196	6,417
Restricted income funds	20	930	3,344	930	3,344
Permanent endowment fund	20	39	39	39	39
		18,737	17,562	18,724	17,549

The Notes on pages 36 to 56 form part of these accounts.

The financial statements were approved by the Board of Trustees and authorised for issue on 16 July 2014.
They were signed on its behalf by:



Sir Derek Myers,
Chair of the Board of Trustees

Consolidated Cash Flow Statement

Period ended 31 March 2014

	Notes	2014 £'000	2013 £'000
Cash flow from operating activities		(1,225)	(4,107)
Returns on Investment and servicing of finance			
Investment income received	3	171	165
Interest received	3	35	79
Net cash flow for returns on investment & servicing of finance		206	244
Capital expenditure and financial investment			
Purchase of listed investments	13	(158)	(156)
Purchase of tangible fixed assets	12	(1,137)	(1,886)
Net cash outflow for capital expenditure and financial investment		(1,295)	(2,042)
Net cash inflow / (outflow) before management of liquid resources & financing		(2,314)	(5,905)
Management of liquid resources			
Decrease / (Increase) in investment cash		2,084	5,940
Increase /(decrease) in cash at bank		(230)	35
Reconciliation of net incoming resources to net cash inflow from operating activities			
Net incoming resources		(2,305)	(5,249)
Depreciation	12	1,211	842
Loss on disposals of fixed assets	12	177	32
Investment income received	3	(171)	(165)
Interest receivable	3	(35)	(79)
Movement in provisions		119	154
(Increase) / decrease in stocks		(111)	(63)
(Increase) / decrease in debtors		(355)	(213)
Increase / (decrease) in creditors		245	635
Net cash inflow from operating activities		(1,225)	(4,107)
Analysis of changes in net debt	1 April 2013	Cash flow	31 March 2014
Cash at bank	3,363	(230)	3,133
Cash on deposit	3,658	(2,084)	1,574
Total	7,021	(2,314)	4,707

1. Accounting policies

(a) Basis of Accounting

The accounts have been prepared under the historical cost convention with the exception of investments and the 88 Old Street freehold property which are stated at market value. They have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 with applicable accounting standards. They also comply with Statement of Recommended Practice on Accounting and Reporting by Charities (SORP 2005). As explained in the report of the Trustees the planning process, including financial projections, has taken into consideration the current economic climate and its potential impact on the various sources of income and planned expenditure. The Trustees have a reasonable expectation that there are adequate resources to continue in operational existence for the foreseeable future. The accounts have therefore been prepared on the basis that the charity is a going concern.

(b) Group accounts

Group accounts have been prepared for Shelter, The National Campaign for Homeless People Limited, and its wholly owned subsidiary company, Shelter Trading Limited, in accordance with the requirements of SORP 2005. Shelter Merchandising Limited was dissolved during the year. The accounts have been consolidated, on a line-by-line basis to include the results of Shelter Trading Limited. The results of Shelter Trading Limited are shown in Note 19. Shelter operates 64 advice services throughout England and Scotland. The income and expenditure relating to these advice services are included in the consolidated statements. In accordance with the Companies Act 2006, no individual statement has been prepared for the parent company, Shelter, The National Campaign for Homeless People Limited.

(c) Incoming resources

All incoming resources are included in the Consolidated statement of financial activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

The following specific policies apply to categories of income:

- (1) Legacy income is accounted for on the earlier of cash receipt or notification of estate accounts being finalised.
- (2) Grant income is split between government and other. Grant income that is received in advance of performance is deferred and included in creditors.

(d) Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources. The majority of overheads have been apportioned on the basis of headcount because that is the main driver of costs in the charity.

Expenditure is stated in line with the SORP 2005 recommended practice. Support costs, which include finance, IT, head office functions (London and Scotland) and facilities are allocated across the categories of charitable expenditure, governance and the costs of generating funds. The basis of the cost allocation is explained in the accounts.

Governance costs, separately identified, relate to the general running of the charity as opposed to the costs of fundraising or charitable activity. Included within this category are costs associated with the strategic as opposed to day-to-day management of the charity's activities.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities or costs of negotiating contracts for the provision of services.

Grants are charged to the Consolidated statement of financial activity when a constructive obligation exists.

Irrecoverable VAT is charged as a cost to the Consolidated statement of financial activity.

(e) Donated services and facilities

Donated services and facilities are included at the value to the charity where this can be quantified. No amounts are included in the financial statements for services donated by volunteers.

(f) Gifts in kind

Gifts in kind are included at current market value where their value is ascertainable and material. The estimated valuation of gifts in kind is based on the value of the contribution to the charity, or the valuation the charity would have had to pay to acquire the assets.

(g) Tangible assets and depreciation

Assets with a cost in excess of £500 intended to be of ongoing use to Shelter in carrying out its activities are capitalised as fixed assets. Fixed assets are included at cost with the exception of the 88 Old Street freehold property which has been included at market value as at 31 March 2014. Depreciation is charged, on a straight line basis, as follows;

Freehold buildings:

50 years

Short-leasehold buildings:

In line with the lease term

Freehold improvements:

10 years

Furniture and fittings:

4 years

Computer and office equipment:

3 years

Vehicles:

3 years

Freehold land on which buildings are constructed is not depreciated.

Fixed assets are subject to a review for impairment where there is an indication of a reduction in their carrying value. Any permanent impairment is recognised in the Consolidated statement of financial activities in the year in which it occurs.

(h) Dilapidations

Provision is made for all dilapidations on leasehold properties where Shelter has a contractual obligation to bear such costs. The provision for these costs is based on the results of an internal Chartered Surveyor's review and is reviewed periodically. Movements on the provisions are included in the expense headings to which they relate.

(i) Investments

Listed investments (such as shares, bonds, etc) are stated at market value. Any realised or unrealised gain resulting from movements in investments and changes in valuation are reflected in the statement of gains and losses on investment assets and are accounted for in the relevant fund (see Note 1 (k)). Investments in subsidiary companies in the balance sheet of Shelter, The National Campaign for Homeless People Limited, and unlisted investments, in the form of donated shares, are stated at cost.

(j) Stock

Stock is stated at the lower of cost or net realisable value. Stock consists of new goods held by Shelter Trading Limited.

(k) Fund accounting

Due to the constraints of law and donor imposed restrictions, the charity segregates its funds between those that are restricted and those that are unrestricted. General funds represent the accumulated surplus on income and expenditure and are available for use at the discretion of the Board in pursuing the general charitable objectives of the charity (see Report of the Trustees).

Designated funds are funds that have been set aside by the Board for a specific purpose. An analysis of designated funds is provided in Note 20 to the financial statements.

Included in designated funds is a freehold property and fixed asset fund that represents the net book value of Shelter's freehold property and fixed assets. This fund has been separated from the general fund in recognition of the fact that the freehold property and fixed assets are used in Shelter's day-to-day work, and the fund value would not be easily realisable if needed to meet future liabilities.

Where funds are received under contracts to provide services they are classified as restricted, this is on the basis that the contracts specify the service to be performed by the charity. The treatment of these contracts as restricted enables monitoring of performance and outcomes against the contractual agreement. The terms of the contract for legal services are such that it is categorised as unrestricted.

Restricted funds represent income received where the donor or the nature of the appeal generating the income has imposed restrictions as to how the monies shall be used. The nature and purpose of the designated and restricted funds are also set out in Note 20 to the financial statements. The cost of raising and administering such funds are charged against the specific fund.

Endowment funds comprise a capital sum donated under the restriction that the money is invested and only the income arising is available for expenditure.

(l) Operating leases

Rental income and expenditure applicable to operating leases are credited or charged to the Consolidated statement of financial activities on a straight-line basis, in the period to which the cost or income relates.

(m) Pension costs

Contributions to the company's defined contribution pension scheme are charged to the Consolidated statement of financial activities in the year in which they are payable to the scheme.

2. Voluntary income

	2014 £'000	2014 £'000	2014 £'000	2013 £'000
Donations and gifts	Unrestricted	Restricted	Total	Total
Individuals	20,971	170	21,141	20,212
Donated services	473	–	473	90
Charitable foundations	630	329	959	880
Corporate donors	1,313	1,028	2,341	1,573
Total	23,387	1,527	24,914	22,755
Legacies	3,159	559	3,718	3,312
Cost of generating voluntary income	Unrestricted	Restricted	Total	Total
Fundraising costs				
Staff costs	6,421	–	6,421	5,650
Other costs and support costs	3,860	–	3,860	4,797
Total	10,281	–	10,281	10,447

The charity has been notified of legacies with an estimated value of £11.8m (2013: £1.4m) which have not been recognised as income at 31 March, 2014 because no confirmation of impending distribution or notification of estate accounts being finalised has been received.

3. Activities for Generating Funds

i) Income from retail activities	Shops			Mail Order	Total 2014	Total 2013
	Donated Goods £'000	New Goods £'000	Other £'000	£'000	£'000	£'000
Sales	9,354	1,373	4	132	10,863	9,942
Costs	(8,907)	(2,033)	–	(92)	(11,032)	(10,331)
Incoming resources available	447	(660)	4	40	(169)	(389)
ii) Direct cost of retail activities	2014 £'000 Staff	2014 £'000 Other	2014 £'000 Total	2013 £'000 Staff	2013 £'000 Other	2013 £'000 Total
Shelter Shops	3,529	7,411	10,940	4,056	6,148	10,204
Mail Order	–	92	92	77	50	127
	3,529	7,503	11,032	4,133	6,198	10,331
iii) Investment Income					2014 £'000	2013 £'000
Interest on cash at bank					35	79
Listed securities					171	165
					206	244

4. Housing Services

Contract and statutory grant funding in Shelter comprise the following:	2014 £'000 Unrestricted	2014 £'000 Restricted	2014 £'000 TOTAL	2013 £'000 TOTAL
Legal Services Contracts	3,045	–	3,045	5,271
Government grants				
Scottish government	4	333	337	411
Department for Communities and Local Government	–	2,872	2,872	2,493
Grants from Other Agencies				
Local authority grants	220	2,107	2,327	2,254
Local authority Supporting People grants	–	2,086	2,086	2,548
Big Lottery Fund	–	1,519	1,519	673
HM Prison Service	–	1,499	1,499	1,540
Other agencies	144	971	1,115	809
Total statutory and grant funded activities	3,413	11,387	14,800	15,999

5. Total resources expended

Support cost allocation	Apportioned cost								
	Direct cost* £'000	HR £'000	Finance £'000	IT £'000	Facilities £'000	Director £'000	Total £'000	Total 2014 £'000	Total 2013 £'000
Costs of generating funds									
Voluntary income									
Fundraising & legacies	9,321	189	113	257	165	236	960	10,281	10,447
Costs of activities for generating funds									
Retail costs (shops and trading)	11,032	–	–	–	–	–	–	11,032	10,331
Academy	1,027	–	–	–	–	–	–	1,027	–
Costs for charitable activities									
Training	995	20	12	27	18	25	102	1,097	1,047
Publications	429	20	12	27	18	25	102	531	947
Research, Digital Advice and Campaigning	4,366	169	101	229	147	211	857	5,223	4,255
Housing Aid and other grants made	86	–	–	–	–	–	–	86	169
Housing Services	22,438	1,571	935	2,129	1,368	1,956	7,959	30,397	31,423
Governance	171	–	–	–	–	–	–	171	167
Total direct and apportioned costs	49,865	1,969	1,173	2,669	1,716	2,453	9,980	59,845	58,786

* Direct costs are directly attributable to the department.

Indirect support costs are directly allocated where possible or apportioned on the basis of headcount or time allocated.

6. Grants made

Housing Aid and other grants	2014 £'000	2013 £'000
Shelter Wales/Cymru	75	150
Inverness CAB	1	–
Ayr Housing Aid Centre	–	9
Andy Ludlow Homelessness Awards	5	5
Sheila McKechnie Foundation	4	5
Glasgow Winter Night Shelter	1	–
	86	169

7. Governance costs

	2014 £'000	2013 £'000
Fees payable to the Charity's auditors for the audit of the Charity's annual accounts	46	46
Fees payable to the Charity's auditors for other work	1	4
Internal audit	56	55
Trustee expenses, insurance and recruitment	10	13
Board and committee support costs*	58	49
	171	167

* These costs reflect a proportion of the pay and non-pay costs of the CEO, directors, and support staff who support the Board and governing committees.

8. Staff costs

	2014 £'000	2013 £'000
Wages and salaries	29,163	30,519
Social Security costs	2,675	2,779
Pension costs	2,242	2,202
Other staff-related costs	4,082	2,646
	38,162	38,146

Average full-time staff numbers

	2014 No.	2013 No.
Fundraising	74	63
Retail Shops and Trading	249	227
Training	13	15
Publications	8	14
Campaigning and education	67	63
Legal Services contracts	151	245
Housing Services	474	397
Governance	2	2
Support	84	73
	1,122	1,099

The average full-time equivalent number of employees who received emoluments (excluding pensions) in the following ranges were:

	2014 No.	2013 No.
£60,001 to £70,000	2	2
£70,001 to £80,000	–	–
£80,001 to £90,000	5	6
£110,000 to £120,000	–	1
£120,001 to £130,000	1	–

All of the higher paid employees shown belong to a defined contribution scheme that Shelter operates for employees. The assets of the scheme are held separately from those of the charity, being invested with AEGON Scottish Equitable plc. The pension cost shown above represents contributions payable by Shelter to AEGON Scottish Equitable. Of the total, £57,211 (2013: £50,064) related to the higher paid employees and £259,928 (2013: £214,000) was outstanding to AEGON Scottish Equitable at the year-end, and was paid in April 2014.

Trustees are not entitled to, and did not receive, any remuneration in respect of their services throughout the year. Travel expenses incurred by Trustees in respect of Shelter meetings amounted to £9,773 (2013: £6,997) during the year. The number of Trustees receiving expense reimbursement during the year was 11 (2013: 9).

9. Related-party transactions

The Charity has taken advantage of the exemptions under FRS8 not to disclose balances with or transactions with group entities eliminated on consolidation other than as disclosed in Note 19. There were no transactions with other related parties in the year.

10. Net incoming resources

The net incoming resources to funds is stated after charging:

	2014 £'000	2013 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	37	37
Fees payable to the charity's auditors for the audit of the charity's subsidiaries pursuant to legislation	9	9
Total audit fees	46	46
Other services	1	4
Total fees payable to the charity's auditors	47	50
Depreciation of tangible fixed assets	1,211	842
Rental costs relating to operating leases		
– Plant & machinery	50	39
– Others	3,379	3,229

11. Taxation

The company is registered as a charity and as such is entitled to the exemptions under the Corporation Taxes Act 2011. During the year, the group incurred VAT of £801,000 (2013: £748,000) which it was unable to recover from HM Revenue and Customs under current VAT legislation. This resulted in a commensurate reduction in the resources of the charity.

12. Fixed assets – group and charity

	Freehold buildings & improvements £'000	Short leasehold buildings £'000	Furniture and fittings £'000	Computer and office equipment £'000	Vehicles £'000	Total £'000
Cost or valuation						
At 1 April 2013	4,841	749	3,150	1,932	5	10,677
Additions	–	–	351	786	–	1,137
Revaluation	2,159	–	–	–	–	2,159
Disposals	–	(635)	(90)	(35)	–	(760)
At 31 March 2014	7,000	114	3,411	2,683	5	13,213
Depreciation						
At 1 April 2013	(742)	(499)	(2,074)	(941)	(4)	(4,260)
Charge for the year	(129)	(74)	(465)	(542)	(1)	(1,211)
Revaluation	871	–	–	–	–	871
Disposals	–	475	73	35	–	583
At 31 March 2014	–	(98)	(2,466)	(1,448)	(5)	(4,017)
Net book values						
At 31 March 2014	7,000	16	945	1,235	–	9,196
At 31 March 2013	4,099	250	1,076	991	1	6,417

Freehold buildings include £1,000,000 of land that is not depreciated. The Old Street property is included at market value, based on a valuation undertaken on 27 January 2014 by Strettons Chartered Surveyors acting as independent valuers. The valuation was undertaken in accordance with the Royal Institution of Chartered Surveyors valuation – professional standards. The charity undertakes an independent professional valuation every five years. The Trustees are not aware of any material changes to the value of the freehold property since the last valuation.

Included in freehold buildings are assets held for use as operating leases with a gross value of £871,429 (2013: £871,429) and accumulated depreciation of £87,143 (2013: £69,714).

Aggregated rental income received from operating leases amounted to £62,170 (2013: £60,415).

13. Fixed asset investments – group and charity

	Group		Charity	
	2014 £'000	2013 £'000	2014 £'000	2013 £'000
Listed investments				
Investments at market value at 1 April	5,374	4,565	5,374	4,565
Additions	158	156	158	156
Disposals	–	–	–	–
Net gain for the year	450	653	450	653
Listed investments	5,982	5,374	5,982	5,374
Cash investments	1,574	3,658	1,574	3,658
Investment in subsidiaries	–	–	80	80
Total investments at 31 March	7,556	9,032	7,636	9,112
Historical cost: listed investments as at 31 March	4,519	4,361	4,519	4,361
Common Strategy Investment funds				
Schroders Equity Fund	4,787	4,116	4,787	4,116
Schroders Fixed Interest (Bond)	1,195	1,258	1,195	1,258
Cash investments				
Schroders Cash Management	1,069	1,060	1,069	1,060
Royal London Cash Management	505	2,598	505	2,598
	7,556	9,032	7,556	9,032

14. Stock

	Group		Charity	
	2014 £'000	2013 £'000	2014 £'000	2013 £'000
New goods	331	220	–	–

15. Debtors

	Group		Charity	
	2014 £'000	2013 £'000	2014 £'000	2013 £'000
Trade debtors	1,246	1,067	930	1,032
Amounts due from subsidiary companies	–	–	584	178
Taxation recoverable – Gift Aid	547	602	547	602
VAT	23	113	23	113
Other debtors	1,513	1,355	1,513	1,355
Prepayments	1,339	1,018	1,262	968
Accrued income	1,049	1,087	982	1,087
Accrued legacy income	1	121	1	121
	5,718	5,363	5,842	5,456

16. Creditors: amounts falling due within one year

	Group		Charity	
	2014 £'000	2013 £'000	2014 £'000	2013 £'000
Trade creditors	1,842	1,651	1,642	1,578
Amounts due for taxation and Social Security	721	749	667	692
Other creditors	957	922	957	916
Accruals	1,292	1,314	1,219	1,279
Deferred income	1,222	1,153	1,222	1,153
	6,034	5,789	5,707	5,618

Movement on deferred Income

	Group		Charity	
	2014 £'000	2013 £'000	2014 £'000	2013 £'000
Deferred income brought forward	1,153	1,100	1,153	1,100
Realised during year to March 2014	(1,153)	(1,100)	(1,153)	(1,100)
Deferred in March 2014	1,222	1,153	1,222	1,153
Deferred income carried forward	1,222	1,153	1,222	1,153

Deferred income relates to income received in advance of its recognition in the accounts.
All deferred income brought forward is released and the carry forward relates only to new deferrals.

17. Provision for liabilities and charges – group and charity

	Dilapidations	Total 2014	Total 2013
	£'000	£'000	£'000
Balance at 1 April 2013	1,044	1,044	890
Utilised during the year	(192)	(192)	(76)
Additions in the year	311	311	230
Balance at 31 March 2014	1,163	1,163	1,044

Provisions relate to dilapidations on leasehold properties where Shelter has a contractual obligation to bear such costs. The provision for these costs is based on the results of an internal Chartered Surveyor's review. The dilapidations will become payable on lease terminations.

18. Leasing commitments – group

As at 31 March 2014 the group had annual commitments under non-cancellable operating leases of:

	2014		2013	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Operating leases which expire:				
within one year	727	33	438	6
within two to five years	2,225	98	2,560	135
after more than five years	54	–	123	–
	3,006	131	3,121	141

19. Trading subsidiaries

The principal activities of Shelter Trading Limited (STL) in the period under review was the sale of new goods via Shelter's retail chain, mail order activities, the management of the fundraising enterprise Street Academy and managing the corporate sponsorship activities of Shelter, the National Campaign for Homeless People Limited.

Audited financial statements have been prepared for STL and all taxable profit is gifted to Shelter.

Shelter Trading Limited

	2014 £'000	2013 £'000
Total income	3,385	1,978
Cost of sales	(995)	(876)
	2,390	1,102
Administration costs	(2,166)	(1,075)
Net profit gifted to Shelter	224	27

As at 31 March 2014, Shelter Trading Limited had total assets of £1,009,051 (2013: £445,403) and total liabilities of £913,938 (2013: £350,290).

Retail costs have increased from as a result of a significant programme of shop openings in the previous years. Only two further shops were opened in the current year. Revenue has also increased but not comparably resulting in a loss in the retail operation because of difficult trading conditions and stock supply. A detailed review is currently taking place of store profitability. The results of the new street fundraising enterprise Street Academy are included in the accounts which has generated a net profit of £291,000.

20. Statement of funds

	Balance 1 Apr 2013 £'000	Incoming resources £'000	Resources used £'000	Net gain on investments £'000	Net gain on revaluation £'000	Transfers £'000	Balance 31 Mar 2014 £'000
Unrestricted income funds							
General funds	6,749	44,067	(42,747)	–	–	(960)	7,109
Unrealised investment gain	1,013	–	–	450	–	–	1,463
Total general funds	7,762	44,067	(42,747)	450	–	(960)	8,572
Designated funds							
Revaluation reserve	2,706	–	–	–	3,030	–	5,736
Property and fixed asset fund	3,711	–	(1,211)	–	–	960	3,460
Total designated funds	6,417	–	(1,211)	–	3,030	960	9,196
Restricted income funds (Note 21)							
Permanent endowment – John Rees Fund	39	–	–	–	–	–	39
	17,562	57,540	(59,845)	450	3,030	–	18,737

The Endowment fund relates to a donation from John Rees to fund an award to volunteers. Interest added to the Permanent endowment will be utilised in future years with capital remaining in perpetuity. A formal plan has been put in place to use the interest on the endowment for Volunteer Awards to recognise individuals who have made a significant contribution to Shelter as volunteers.

The net movement in funds for the year for the charity only was £1,175,000 (2013: £4,596,000), Shelter's income (including gains on investment and revaluation of property) was £57,859,000 (2013: £52,329,000) less expenditure of £56,684,000 (2013: £56,837,000).

21. Statement of restricted funds

	Balance 1 April 2013 £'000	Incoming resources £'000	Resources used/ transfers £'000	Balance 31 March 2014 £'000
Restricted Funds name				
Advice Service Transition Fund	–	45	45	–
Berkeley	–	112	112	–
BIG Manchester Complex Needs	–	88	88	–
British Gas advice work	–	363	363	–
Build it up Great Yarmouth	–	33	33	–
CAIAS	–	133	133	–
Caledonia	–	25	25	–
Central Tenancy	47	–	47	–
Child Support – Glasgow	–	101	85	16
Child Support – South Lanarkshire	27	–	27	–
Children & Young People Service	4	47	51	–
Childrens Fund	7	32	39	–
Childrens Legal – Freshfields	–	32	32	–
Childrens Service	355	–	–	355
City Wide	41	530	550	21
Crisis Projects	11	145	156	–
DAAT Project	52	–	52	–
Dumfries Families Project	–	125	125	–
East Lothian Project	–	91	91	–
Empty Homes	–	47	47	–
Empty Homes Partnership	17	87	76	28
Feel at Home with Your Finances	–	138	138	–
FS Offenders	–	81	81	–
Glasgow Families Project	–	223	223	–
Homeless Families	1	252	253	–
Housing Association Advisers Fund	–	196	196	–
Housing Law and Debt Advice	–	254	254	–
KPMG advice work	10	288	298	–
Keys to the future Knowsley	–	215	215	–
Liverpool Family Support	–	66	66	–
London Councils	–	392	392	–
London Councils Second Tier	–	–	–	–
London Impact Project	23	7	30	–
Making Advice Work Glasgow	–	44	44	–
Mortgage Debt Advice	–	723	723	–
National Homelessness Advice Service	–	1,771	1,771	–
National Homelessness Advice Service – Gold Standard	–	378	378	–
Nationwide Partnership	38	157	195	–
Neighbourhood renewal fund	23	–	23	–
Newcastle Advice Partnership	–	62	62	–
North East Prisons	12	305	317	–
North Lanarkshire Service	–	42	42	–
North of Scotland Offenders	–	291	291	–
Northumbria Probation Trust	–	84	84	–

	Balance 1 April 2013 £'000	Incoming resources £'000	Resources used/ transfers £'000	Balance 31 March 2014 £'000
Norwich IFC	–	42	42	–
Older Persons	–	390	390	–
Oxford City Council	21	73	94	–
Prison projects	53	–	53	–
Prisons North West	–	724	724	–
Prisons Yorkshire	–	410	410	–
Probation Service	1	22	23	–
Realising Ambition Programme	–	470	470	–
Restricted Projects – Scotland	1,353	590	1,941	2
Restricted Projects – Services	592	83	654	21
Restricted to Shop Expansion	106	63	–	169
Safe and Sound Project	–	257	257	–
Scottish Housing Law Service	–	217	217	–
Shelter Olympics Project	–	54	54	–
Single Persons Project	–	243	243	–
South Lanarkshire Families	–	335	335	–
South Somerset LA	30	–	30	–
SS Second Tier Advice with CAD	–	63	63	–
Standard Life – debt advisers	–	94	94	–
Supporting People	215	1	–	216
Supporting People – Birmingham	–	177	177	–
Supporting People – Bristol	–	29	29	–
Supporting People Domestic Abuse	28	262	290	–
Supporting People – Merseyside	–	244	244	–
Sustain Private Sector Rental Research	–	45	45	–
Sustain Private Sector Rental Research	–	21	21	–
TREE Project (Herefordshire)	–	56	56	–
Troubled Families	–	90	84	6
Troubled Families – Birmingham	–	175	175	–
Volant Trust – Early Years	28	15	18	25
Welfare Reform Info Service	–	43	43	–
Other Funds – Income resources <20K	249	180	358	71
	3,344	13,473	15,887	930

Included in the Note are the following projects funded by Big Lottery Fund:

	Balance 1 April 2013 £'000	Incoming resources £'000	Resources used/ transfers £'000	Balance 31 March 2014 £'000
Safe and Sound project *	–	257	257	–
Keys to the Future Knowsley	–	118	118	–
Herefordshire TREE project	–	56	56	–
Research Programme **	–	66	66	–
Supporting Prisoners; Advice Network – Scotland ***	–	291	291	–
Realising Ambition Programme	–	470	470	–
Feel at Home with Your Finances ****	–	138	138	–
Newcastle Advice Partnership*****	–	62	62	–
Manchester Complex Needs	–	88	88	–
	–	1,546	1,546	–

Project name	Deferred income brought forward £'000	Cash received 2013/14 £'000	Deferred/ (accrued) income at 31 March 2014 £'000
Safe and Sound project	47	230	21
Keys to the Future Knowsley	–	118	–
Herefordshire TREE	8	60	12
Research Programme	24	42	–
Supporting Prisoners; Advice Network – Scotland	6	291	5
Realising Ambition Programme	20	446	(4)
Feel at Home with Your Finances	20	174	56
Newcastle Advice Partnership	–	92	30
Manchester Complex Needs	–	88	1

* The income for the Safe and Sound project includes the amount received from Big Lottery Fund payable to Relationships Scotland of £54k.

** The income for the Research Programme includes the amount received from Big Lottery Fund payable to Crisis of £11k.

*** The income for the Supporting Prisoners Advice Network Scotland includes the amount received from Big Lottery Fund payable to Sacro of £127k and received from Big Lottery Fund payable to Inverness CAB of £18k.

**** The income for the Feel at Home with your Finances project includes the amount received from Big Lottery Fund payable to Citizens Advice Slough of £49k.

*****The income for the Newcastle Advice Partnership includes the amount received from Big Lottery Fund payable to Newcastle Law Centre of £10k and Newcastle CAB of £23k.

22. Contracts and grants from statutory bodies and local authorities

Listed below are grants in excess of £2,000 receivable in respect of the year ended 31 March 2014.

The list is prepared in compliance with section 37 of the Local Government and Housing Act 1989.

Funder	Purpose of funding	Incoming resources £'000 2013/14	Resources used £'000 2013/14
District, Borough and County Councils in England and Wales			
Birmingham City Council	Birmingham Domestic Abuse	261	274
Rochdale MBC	FS Offenders	80	82
Rochdale MBC	Central Access Information Assessment Service	130	132
Oxford City Council	Oxford Housing Advice Services	73	80
Bristol City Council	Bristol Homeless to Home – Tenancy support	28	146
Bristol City Council	Troubled Families	87	84
Bristol City Council	Children & Young People Services	46	51
Sheffield City Council	Sheffield Older Persons Services-Tenancy Support	390	396
Sheffield City Council	Sheffield Homeless to Homes-Tenancy Support	252	272
Sheffield City Council	Sheffield Central Tenancy Support	530	550
Sheffield City Council	Sheffield Childrens Fund	32	39
Birmingham City Council	Birmingham Domestic Abuse	260	275
Birmingham City Council	Birmingham Homeless to Homes – Tenancy support	178	245
Birmingham City Council	Troubled Families Programme – Birmingham	175	175
Liverpool City Council	Supporting People – Merseyside	238	252
Newcastle City Council	Casework Service	17	17
Newcastle City Council	Secondary Support to Homelessness Agencies	43	37
Sheffield City Council	Housing Support Services for Addiction Sheffield	10	10
London Councils	First-Tier Services	392	456
Total		3,222	3,573

Funder	Purpose of funding	Incoming resources £'000 2013/14	Resources used £'000 2013/14
Government departments			
Department of Communities & Local Government	National Homelessness Advice Service	366	366
Department of Communities & Local Government	National Homelessness Advice Service	12	12
Department of Communities & Local Government	National Homelessness Advice Service	1,771	1,791
Department of Communities & Local Government	Mortgage Debt Advice Service	723	738
Scottish Government	Empty Homes – Scotland	47	52
Scottish Government	Training and Support – Scotland	6	8
Scottish Government	Home Again Project	5	5
Scottish Government	Shelter Housing Law Service	217	199
Scottish Government	Second-Tier Advice	63	63
Scottish Government	Home Again Project	20	–
Total		3,230	3,234

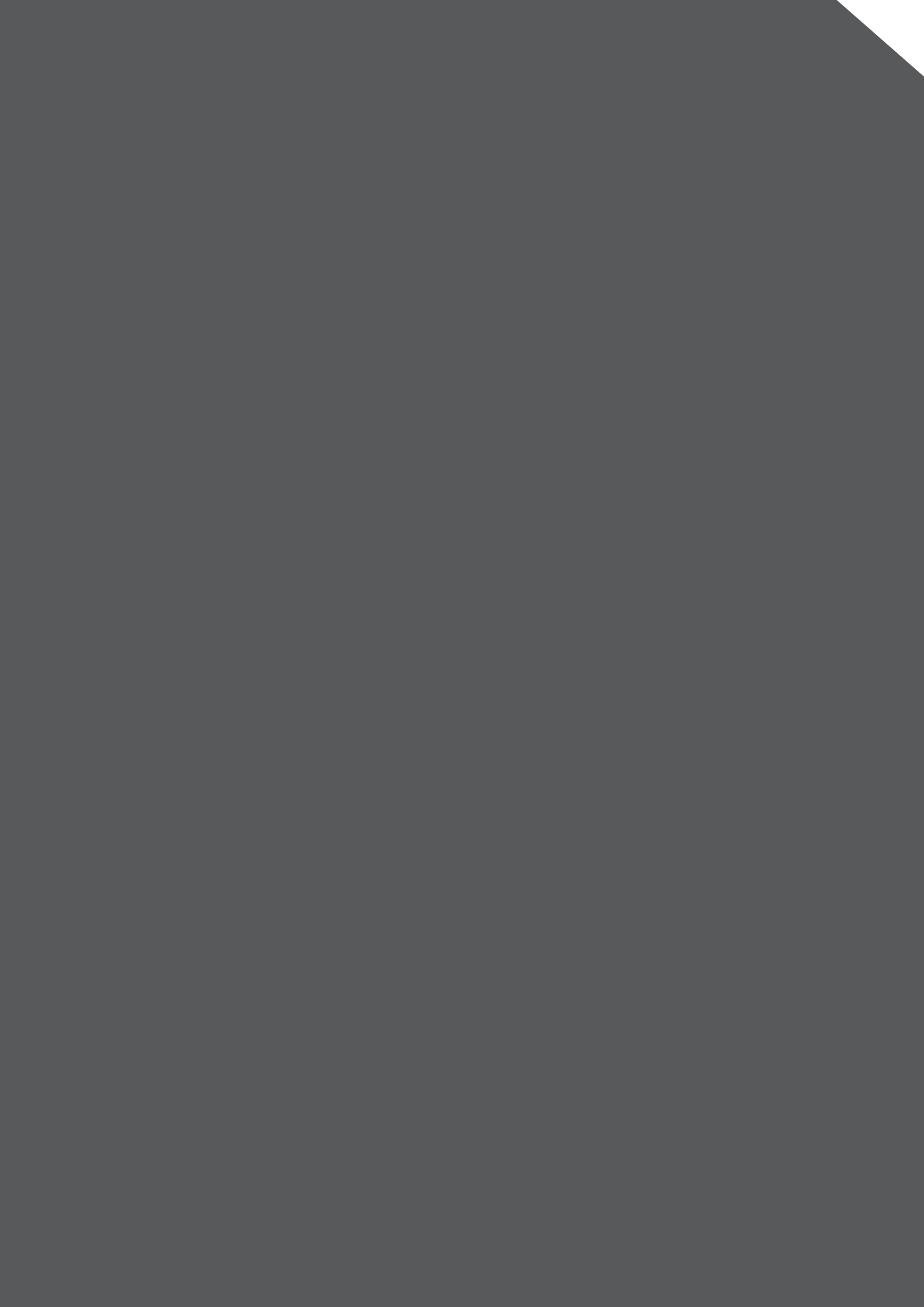
Funder	Purpose of funding	Incoming resources £'000 2013/14	Resources used £'000 2013/14
Local authorities in Scotland			
West Lothian	Home Again Project	15	14
East Lothian Council	Home Again Project	15	14
Dumfries & Galloway Council	Home Again Project	15	14
Fife Council	Home Again Project	16	14
Scottish Borders	Home Again Project	15	14
Glasgow City Council	Families project – Child Support Contract	101	85
Glasgow City Council	Glasgow Families project	223	223
South Lanarkshire Council	South Lanarkshire Families project	335	346
Dumfries & Galloway Council	Dumfries & Galloway Families project	125	165
Dumfries & Galloway Council	Single Persons Project	243	190
Edinburgh City Council	Gypsy Traveller Project	11	13
North Lanarkshire Council	North Lanarkshire Service	42	42
Glasgow City Council	Housing Options Pilot	13	25
Stirling City Council	Dundee Advice Service	39	31
Aberdeen City Council	Dundee Advice Service	81	72
East Lothian Council	East Lothian Project	91	91
Clackmannanshire Council	Home Again Project	9	8
Falkirk	Home Again Project	9	8
Stirling City Council	Home Again Project	9	8
South Lanarkshire Council	South Lanarkshire Families Project	1	4
Total		1,408	1,381

Funder	Purpose of funding	Incoming resources £'000 2013/14	Resources used £'000 2013/14
Other			
BLF	Manchester Complex Needs	88	88
BLF	Research programme	66	85
BLF	TREE project	56	56
BLF	Newcastle Advice Partnership	62	62
BLF	Feel at Home with your Finances	138	138
BLF	Realising Ambition	470	470
BLF	Keys to Furture Knowsley	118	118
BLF	Safe and Sound project	257	257
BLF	North of Scotland Offenders	291	291
Arun & Chichester Citizens Advice Bureau	Advice Services Transition Fund – West Sussex	24	24
Central and South Sussex Citizens Advice Bureau	Advice Services Transition Fund – West Sussex	12	12
Maidenhead Citizens Advice Bureau	Norwich Improving Financial Confidence	4	4
Berkeley Housing	Job creation programme	3	5
Essex Probation Trust	Essex Probation project	22	23
Youthnet UK	Shelter Helpline – England	19	20
King's Lynn Area Resettlement Support	Advice Services Transtion Fund – Eastern Counties	21	21
Norfolk Citizen Advice Bureau	Advice Services Transtion Fund – Eastern Counties	4	4
Norfolk Community Law Services	Advice Services Transtion Fund – Eastern Counties	7	7
Colchester Citizens Advice Bureau	Advice Services Transtion Fund – Eastern Counties	7	7
Crisis	Hospital Discharge Fund Cornwall	39	35
Crisis	Eastern Counties projects	10	10
Great Yarmouth Community Trust	Build it up Great Yarmouth	33	34
Cotman Housing Association	Norwich Improving Financial Confidence	42	43
Crisis	Cornwall project	40	47
Crisis	Cornwall project	30	20
Department of Health	Hospital Discharge Fund Cornwall	13	12
Crisis	Dorset project	26	42
Department of Health	Hospital Discharge Fund Dorset	20	17
HM Prison Services	Prison Housing Advice Service – Humberside & Yorkshire	392	410
HM Prison Services	North West Prison Services	724	724
HM Prison Services	North East Prison Services	271	320
Sodexo	North East Prison Services	29	29

Funder	Purpose of funding	Incoming resources £'000 2013/14	Resources used £'000 2013/14
HM Prison Services	Northumbria Prison Services	83	84
Crisis	Welfare Benefit Advice – Crisis	11	285
Scottish Legal Advice Board	Tayside Law Service	254	254
Scottish Legal Advice Board	Making Advice Work	102	102
Affinity Sutton	Housing adviser	30	47
L&Q HA	Housing adviser	30	31
Thames Valley HA	Housing adviser	30	31
Gateway HA	Housing adviser	30	34
Orbit Group	Housing adviser	30	35
Saxon Weald	Housing adviser	6	14
Sanctuary HA	Housing adviser	30	32
Total		3,974	4,384

23. Analysis of Net Assets between funds – group

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Group total funds £'000
Fund balances as at 31 March 2014 are represented by:				
Tangible fixed assets	9,196	–	–	9,196
Investments	7,517	–	39	7,556
Net current assets	2,218	930	–	3,148
Provisions	(1,163)	–	–	(1,163)
Total net assets	17,768	930	39	18,737



Shelter helps millions of people every year struggling with bad housing or homelessness – and we campaign to prevent it in the first place.

We're here so no one has to fight bad housing or homelessness on their own.

Until there's a home for everyone.

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