

A photograph of a man with short brown hair, smiling and looking down at a baby he is holding. The baby is wearing a pink and white patterned onesie and has a pacifier in its mouth. The man is wearing a dark blue t-shirt with the words "ST CLUB" visible. The background is a blurred indoor setting. The image is framed by red geometric shapes in the top right and bottom left corners.

# annual report 2018/19

Shelter

Strategic report

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## What we do

**Shelter exists to defend the right to a safe home for individuals, in communities, and across society. Every year, we help defend the rights of millions struggling with bad housing or homelessness through our advice, support and legal services. And we campaign to make sure that, one day, a safe home will be a reality for everyone.**



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The year 2018/19 was one of transition for Shelter as we prepared to embark on our new organisational strategy. A home is a fundamental human need and a basic moral right, as vital as education or healthcare, and yet across Britain today far too many lives are blighted through homelessness, insecure housing, the threat of eviction, or discrimination. This annual report sets out how we are laying the foundations to defend the right to a safe home with individuals, in communities and nationally. It shows the journey we are embarked upon as a charity, strengthening our organisational systems and resources so that we can bring change where it is most needed.

2018/19 was a strong year for Shelter financially. A significant increase in donations and legacies resulted in a healthy surplus. We have built a more robust planning and budgeting framework, taking a more risk-based approach, updating our Reserves policy, and setting aside a new Strategic Investment Fund to support new developments. All this will allow us to be more agile and responsive in how we use our financial resources to deliver the strategy.

During the past year we also started a review of how to improve the efficiency of our working practices, including new investments in technology and ensuring that services are more consistently designed around the needs and priorities of individuals. Nearly 80,000 households were helped through our face-to-face services or via our helpline. At the same time, we expanded the facility for people to get help themselves via our website, and last year 4.3 million people sought Shelter's advice through this route.

We are establishing the charity as a force for change in local communities, harnessing the power of our 16 local hubs, our shops, the voice of individuals with lived experience, campaigners, donors, and partners to tackle the housing emergency. As one example, in Manchester we work with the mayor, people with lived experience of homelessness, and local partners to continue to develop the groundbreaking Inspiring Change programme to cut across the cycle of homelessness on Manchester's streets.

Nationally, 2018/19 was a big year for Shelter. We published our Commission on the Future of Social Housing calling for 3.1 million new social homes to be built in England over the next 20 years as well as a tough new consumer regulator and vital reforms to the system of land and planning. I want to thank all 16 of our commissioners as well as Grenfell United for their tireless work in contributing to the final report which provides a blueprint, not just for Shelter's future campaigning, but also, I hope, for future governments to invest in solving the housing emergency.

Our staff and volunteers are central to our ambition and to everything we achieve, and we are extremely grateful to all of them for their vision, hard work, and commitment. Shelter also benefits greatly from the direct involvement and voice of increasing numbers of people who have experienced homelessness or the risk of becoming homeless. Our new strategy was built and shaped through consultation with all these groups. They are now also engaged with the work of reviewing our culture which flows from this, and will continue across the current year.

I am immensely proud of the work which Shelter is undertaking but recognise that so much more still needs to be done. As we look increasingly outwards to build a powerful movement for change I want to thank all those individuals, communities, and organisations across both England and Scotland who share our values and determination, and who join us in our fight against social injustice.

**Helen Baker**  
Chair



# Our new strategy

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# The housing crisis is now a national emergency

**A home is the foundation upon which we build our lives. It's the basis for strong communities and a good society.**

And yet many of us are denied our right to a home or threatened with the loss of this right. Shelter exists to fight for and defend all those whose lives are blighted by the loss of their right to a home – and all whose lives will be affected if things don't change.

The right to a home isn't just the right to a roof over your head. A home is the right to somewhere safe, secure, and affordable. It's an indictment of years of failure that across England and Scotland as many as six million households are either denied this right or are threatened with losing it. That's one in four households who are affected by one or more of the following issues:

**Six million households are denied their right to a home or threatened with the loss of this right**

## Homelessness

We know that in England, more than 4,500 people sleep rough on any given night – and that's just the tip of the iceberg. There are over 90,000 households hidden from sight in temporary accommodation across England and Scotland, a number that's risen 39% in the last five years.

It's a basic expectation that if you have a job and an income, you can afford to have a home. And yet more than half of homeless families are working, demonstrating that this most basic deal between the individual and society has broken down as the national housing emergency has worsened.

## Inadequate housing

Millions of people are living in homes that don't provide for their basic needs. They include those living with potentially lethal hazards, such as unsafe electrics, people who cannot keep their home warm or run a hot bath, and families struggling without enough space to live comfortably.

## Unaffordability

Many households struggle to meet their housing costs – particularly families with children. As a result, people are cutting back on necessities like food and heating. This struggle to pay for even the bare essentials can all too easily result in households falling behind with rent payments, and finding their home at risk.

## Lack of security

The rapid growth of private renting – fed by the decline of social housing – has transformed the number and types of households having to contend with one of the most deregulated rental systems in the developed world.

With the children of one in four families in England and Scotland now growing up in a private rented home, the consequences of this instability are being felt deeply by those who in the past would have had the security of ownership or a social home.

Together, these four rising threats foreshadow a worsening emergency. We face even greater homelessness, insecurity, and hardship, unless they are addressed.

# How we will achieve change

## A nationwide movement demanding social housing and defending rights

- In communities, we harness the power of our services, shops, campaigners, donors, and partners to effect change
- Everyone who comes into contact with Shelter can contribute to ending the national emergency

## We want a future without discrimination based on housing or benefits status

- We use the law to strengthen rights and fight discrimination
- All whose rights are denied or at risk can get the best digital advice

## Every Shelter hub is a base for change in its community

- We understand what's needed in every area we work in, and the individual, local, and national impact of denying the right to a home
- We help others to tackle the housing emergency by providing professional training and support

## People who struggle are supported to find the best solution for them and their children

- We empower people to challenge society's denial of rights and to believe change is possible
- We ensure support is available for children and their families who have been homeless or living in slum conditions
- Local partnerships help people overcome the problems that put them at risk of losing their home
- Anyone who is homeless or whose home is at risk can get advice on the phone immediately

## Rights for renters

## Help for people who are struggling

## Building social housing

## By 2022

Renters have greater security, and do not face discrimination

People who struggle to manage their housing have support

All political parties promise to build enough social housing

## By 2029

People have housing rights and understand them

People get support to assert their rights, and are not stigmatised or marginalised

All those in greatest need have access to social housing

## Shelter exists to defend the right to a safe home

We strive for change with individuals, in communities, across society

# Rights for renters

The millions of people living in private rented accommodation now have the highest weekly housing costs compared with other tenures, a problem made worse for many by recent benefits cuts. One in six private renters in England and Scotland is behind with or struggling to pay their rent.

The low-regulation private renting market creates flexibility, but to huge numbers of families, flexibility simply means insecurity. The imbalance of power between landlord and people who rely on benefits also creates an environment that can lead to abuse and exploitation, while discrimination is widespread and endemic against tenants on benefits.

## Aims

At Shelter, our job is to defend private renters from the worst excesses of the market, and to help build the case for genuinely affordable rents, better rights, and more protections. We're not against private renting, but the sector isn't currently fit to provide homes for all those – particularly families and children – who have no option but to rely on it.

## Our aim is that by 1 April 2022, people will:

- be able to predict how much their rent will cost throughout their tenancy
- never be evicted without a legitimate reason
- be able to access advice from Shelter either online or on the phone

## And families with children under 16 will:

- be supported to overcome the traumatic effects of homelessness and unsuitable housing
- never be threatened with losing their children to the care system because of homelessness

# Building more social housing

Our lack of social housing is at the heart of this emergency – we just can't fix things without more social homes.

Levels of social housebuilding have plummeted since the 1980s. Yet home ownership has also fallen, leading to a sharp increase in families stuck in expensive, poor-quality, privately rented housing. 1.1 million households are now on the waiting list for social housing in England, but fewer than 6,500 new social homes were delivered in 2017/18. It's a tiny drop in an ocean of need.

The actions of government after government at a UK level have failed to reflect the magnitude of this problem. On no other issue do we see such a damaging impact on people's lives accompanied by such inertia in addressing it.

## Aims

The country urgently needs long-term, large-scale action to address this issue. It's wreaking havoc on millions of lives. We want everyone who needs social housing to get it, and the only way we can fix the housing emergency is by building homes that are genuinely affordable for people on lower incomes to rent. Alongside this, we must also end the stigma of social housing, and recognise the important role it can play in our society, our communities, and our economy.

## Our aim is that by 1 April 2022, people will:

- have greater access to social housing
- no longer be discriminated against, stigmatised, or marginalised based on their housing need



## Spotlight on: Westminster Tube campaign

By late spring 2019, 75,000 people had signed our petition to build more social housing. But with changes in government and a spending review on the horizon, it was time to talk directly to MPs. We ran an advertising takeover of Westminster station, covering it with adverts illustrating the effect and consequences of the housing emergency on people from across society – all pointing to social housing as the solution. Online adverts also drove people to the petition, increasing pressure on the government to act.



# Supporting people who are struggling

Shelter's services provide frontline support that can be the difference between someone keeping or losing their home. As the housing emergency has worsened, we're dealing with greater demand and more complex problems.

Last year, we helped more than 38,000 households through our face-to-face services in England and Scotland, while there were six million visits to our online advice pages from people seeking help. Our helpline was able to answer only one in every six calls, such was the demand.

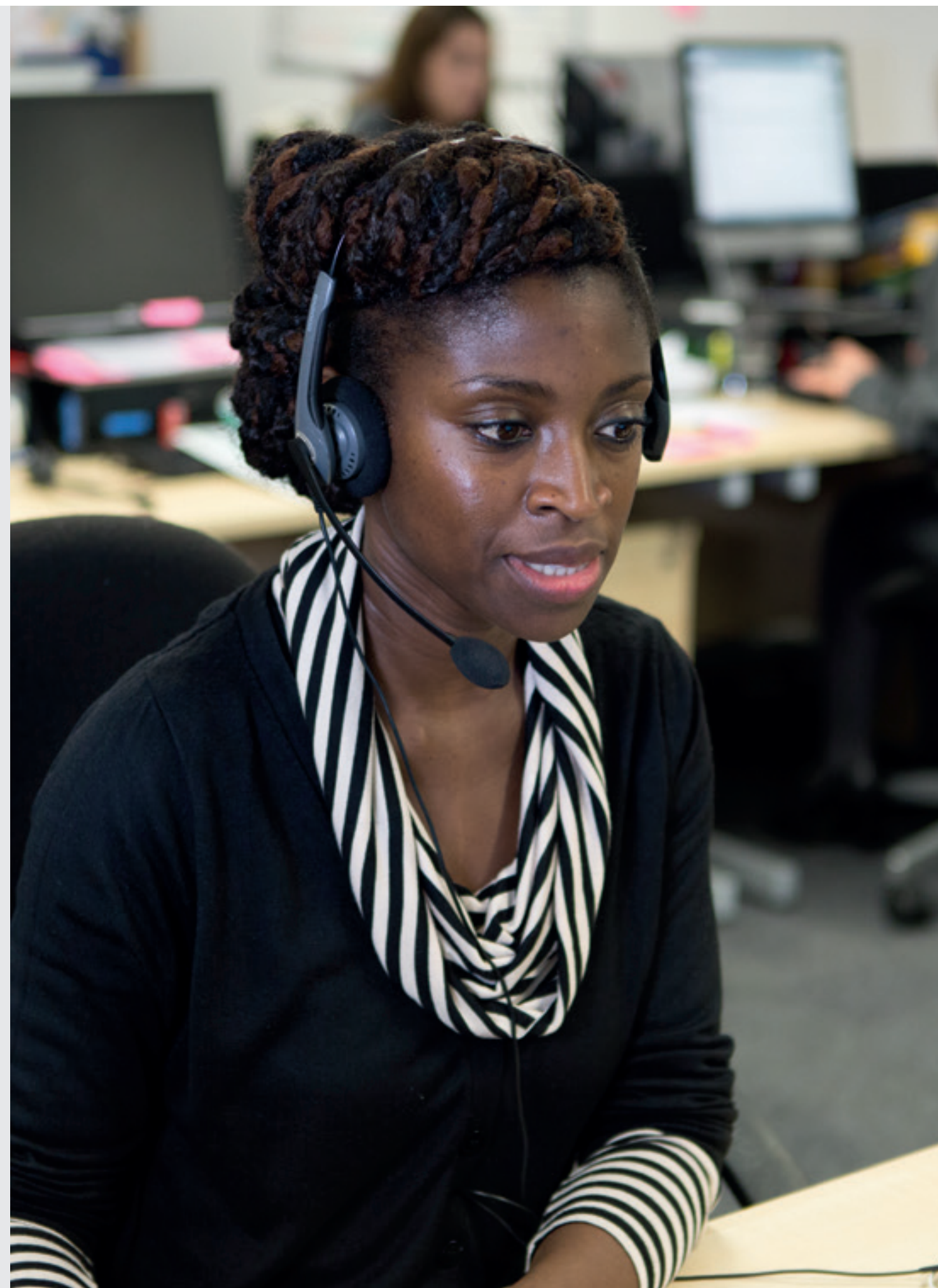
## Aims

To meet this increasing need, we'll enhance our digital advice to cater to everyone, while ensuring anyone needing emergency help can always speak to one of our helpline advisers. And we'll develop services in our local hubs in partnership with the community, developing a local vision for each.

## Our aim is that by 1 April 2022, people will:

- be empowered and supported to find and keep a decent home by Shelter and our partners
- be able to overcome their difficulties because they have somewhere safe and affordable to live
- be less likely to become homeless in the future

# Last year we helped more than **38,000 households** through our face-to-face services



# Empowering communities and building a movement

**Our homes are the building blocks of our communities. We all instinctively know this, which is why we care deeply when we see the right to a home denied to our neighbours. It's why we demand action when local people are shut out because prices are too high and social housing has been lost.**

The aftermath of the Grenfell Tower fire showed us community in action more powerfully than any tragedy of recent years. Shelter was founded as a community movement 52 years ago, and we believe our future lies in enabling and leading change at a community level, as well as for individuals and nationally.

With this in mind, we're aiming to recruit 500,000 supporters on the ground and in the heart of our communities who'll help us defend the right to a safe home. We'll harness the power for change found in our services, shops, campaigners, donors, and partners, and in our vision outlined opposite.

## Community organising

Our vision for our hubs and shops is for them to live at the heart of their communities, as bases for activism as well as for help and support. We want people to share Shelter's belief that change is possible, and work to empower their communities to challenge society's denial of rights. We must spread the word that to be effective, movements must grow from the bottom up, not from the top down.

Part of this involves helping others to tackle the housing emergency by providing professional training and support. Over the past year, we've piloted using community organisers at a local level, and this will expand under our new strategy.

Through community organising, our hubs will identify and support Community Champions: volunteers who will work in places of faith, work, and education to promote Shelter's values, campaigns, and services within diverse communities. They will help achieve the change that – alongside the direct support and help we provide – will mean individuals in that locality have the right to a safe home.

Together, we can have much greater impact and better support those whose housing rights are denied or at risk.

## Our hubs are a base for change

The future of Shelter at a local level is as a catalyst for change. In every hub, we bring together our national expertise with the experience of those we help, our volunteers, and our external partners to form a local vision.

We already have flagship projects in Manchester and Glasgow where services are shaped by the people who need them – where we've moved from 'service user involvement' to real co-production. Now it's time to replicate this everywhere we work.

## Building support

To make sure our service users and supporters are at the heart of everything we do, we're investing heavily in a programme of Transforming and Improving Digital Engagement (TIDE), a comprehensive plan to improve our technology infrastructure. This work will enable us to give the best possible customer experience online, on the phone, and in our hubs and shops, while also making recruitment of new supporters as streamlined as possible.

The programme includes replacing our website content management system, our supporter database and our marketing software, and ensuring all our data, systems, and platforms are fully integrated. Some of the work is close to completion and we aim to finish the remainder later this year and in 2020.

## Getting Real Opportunities of Work trainees and Peer Mentor project

The Getting Real Opportunities of Work (GROW) trainee programme and Peer Mentor project create learning opportunities and on-the-job training for adults with personal experience of the issues our service users may face. These paid roles enable those facing difficult circumstances to progress in the world of work while receiving a clear framework of support.

Peer mentors provide great benefit to the users. Moreover, their lived experience of the issues we deal with also helps us shape the development of our services to better reflect the needs of service users.



## Our year in numbers

78,402

households were  
given help through  
our helpline or face-  
to-face services

8.7m

visits were received  
to our website  
[shelter.org.uk](https://shelter.org.uk)

4.3m

people came to our  
advice pages for help last  
year, and our webchat  
advice service had 41,508  
conversations



# Achieving change in society





# Greater security for those who rent

**Over the last year, Shelter supporters have been instrumental in getting the government to announce its intention to end no-fault evictions in England.**

This will be a major change in private renting and dramatically increase the rights of those who rent in the way it already has in Scotland, where similar changes came into force in December 2017 following a decade of campaigning by Shelter Scotland.

In Autumn 2018 in England, the government announced a consultation on three-year tenancies. This was a huge opportunity for supporters to demand an expansion to renters' rights, and with nearly 6,000 Shelter campaigners taking part, we certainly made our voices heard. During the process, we said that three years is an improvement, but that it didn't go far enough. We wanted an end to section 21 evictions. This would give every renter the permanent right to stay in their home, allowing families to put down roots and invest in their communities.

And in April 2019, the government announced its intention to scrap section 21 for good. This is fantastic news for all housing campaigners who've fought tirelessly for change. Alongside Shelter supporters, we now have an important role to play in holding the government to its word and making sure this becomes law. Together, we can secure this important change and make sure every tenant in England has the right to stay.

## Letting fees

At the start of 2019, after a long campaign from housing rights groups including Shelter, the government announced it will be protecting renters and bringing an end to unfair letting fees. This is a significant gain for renters – from 1 June 2019, every renter in England will be protected by the Tenant Fees Act. Government analysis suggests this will save renters, who previously paid fees, between £200 and £300 each time they move house.

Shelter supporters were at the heart of this change. Together, we managed to get MPs to debate letting fees in Parliament – and this was the first step in helping to ensure change. We then kept up the pressure: more than 4,000 campaigners emailed their MP about unfair fees, with a further 335 tweeting to demand change.

Our supporters also gave examples of what they had been charged. We heard some extraordinary stories of random fees being charged – such as £500 for reference and credit checks, £45 to replace a dustpan and brush, and £200 to check out of a property. This evidence was instrumental in helping to convince the government.

## Fitness for human habitation

In response to the Grenfell Tower fire, in January 2018 the Homes (Fitness for Human Habitation) Bill was brought forward by MP Karen Buck for its second reading in Parliament.

The Bill required that all homes be 'fit for human habitation' at the start of the tenancy and to remain so throughout. A vital piece of legislation that could save lives, it would enable renters to take legal action over any hazards in their home and in so doing could help prevent another tragedy like Grenfell.

Our task was to get at least 100 MPs to attend the reading, as the Bill would likely fail its second reading if not. This had happened previously, when one MP blocked the Bill from passing, back in 2015.

Thanks to the combined efforts of supporters across the country, the Bill cleared a huge hurdle and passed its second reading. 44,582 supporters signed our petition, 7,639 contacted their MPs through the post, email, Twitter, and over the phone. Together we piled on the pressure, so that enough MPs went to Parliament to make sure the Bill went through successfully. Even the government announced it was backing the Bill, meaning it achieved crucial cross-party support.

## Strategic litigation

With unrivalled expertise in housing law, our team of more than 70 solicitors and specialist legal advisers is central to Shelter's commitment to supporting anyone who needs our help. But if we're going to end homelessness and bad housing, we know that we need systemic change.

That's why our increasing use of strategic litigation is equally important: we're using our legal expertise to pursue issues where winning one case can change thousands of lives. By publicly exposing injustice in this way, we are strengthening housing rights and fighting discrimination to bring about broader changes in legislation and policy at a national level.



# DSS discrimination

Since August 2018, we've been campaigning with the National Housing Federation (NHF) against discrimination faced by renters who get benefit payments to help them pay their rent. 'No DSS' policies, named after the defunct Department for Social Security, have unfairly locked hundreds of thousands of people out of homes they could otherwise afford, pushing them closer to homelessness.

After uncovering these discriminatory practices at seven major letting agents, we launched a petition demanding they change their ways, and this was signed by 37,000 people. Supporters also helped us campaign to raise the profile of DSS discrimination, challenging property portals and mortgage lenders who imposed these discriminatory practices on landlords.

Because of the efforts of these supporters, we got DSS discrimination on to the political agenda. MPs launched a select committee investigation to examine this discrimination, hearing from renters, letting agents, landlords, mortgage lenders, property portals, and Shelter. Mortgage providers such as NatWest, Co-op and other with restrictive policies announced that they would drop them. And to top this off, Zoopla, the market-leading property portal, announced that they would be banning all 'no DSS' adverts on their site.

While we still have some way to go in ending discrimination across the country, our progress in this campaign has been monumental, in no small part due to the role of our supporters in raising the profile of this endemic discrimination.





# A new vision for social housing

**In January 2018, Shelter brought together 16 individuals from across the political spectrum to form its social housing commission.**

In partnership with the Grenfell community, it also included prominent commissioners Baroness Warsi, Ed Miliband MP, Lord O'Neill of Gatley, and Baroness Lawrence of Clarendon OBE.

A year on, on 8 January 2019, the commission launched its findings to a packed event in Westminster. The commissioners' final report exceeded all expectations in terms of scale and ambition. Based on a huge amount of new policy and research work around social housing and the housing emergency more widely (including three major pieces of commissioned research from Britain Thinks, Capital Economics, and Urbed), the report examines the factors that have brought us to our current crisis point.

Making bold recommendations about how Britain should solve the housing emergency, the findings call for change across three key areas: reforming social renting and tackling stigma, reforming private renting, and building more social housing.

## The report:

- calls for a 20-year programme to deliver 3.1 million more social homes. This would extend the opportunity of a social home not just to those in urgent need but also to young families facing the prospect of a lifetime of insecure renting, and to over-65s facing uncertainty over their rents in later years
- identifies the large, long-term savings that would be generated by investment in new social housing – with Capital Economics identifying that the investment would pay back in full over 39 years
- calls for a new regulator across social and private renting to underpin common standards for both tenures
- calls for a change to land purchase rules to make land available more cheaply for social home

The report received an extremely positive reception at launch, with around 100 people attending the launch event, blanket media coverage on launch day, and huge engagement on social media. Currently, 75,000 people have signed the accompanying petition for more social housing, and the report has been opened on the website nearly 3,500 times.

As well as our commission report, Shelter supporters have secured vital changes to help improve the supply of social homes:

- after years of campaigning for change from Shelter and our allies, in October the government lifted the Housing Revenue Account cap, allowing councils to borrow to build social homes. For councils that build homes, the cap was a major barrier to delivering more of them. Its removal opens the door to a revival of council housebuilding for the first time in decades
- following campaigning from Shelter supporters, the government introduced new planning rules to close the viability loophole. The loophole previously made it easy for developers to avoid building social homes. Developers now need to provide far more evidence to reduce their commitments to building social and affordable housing, helping councils get more out of the homes that are built
- our Policy and Public Affairs team provided evidence to a parliamentary inquiry into land value capture, resulting in clear backing



**75,000 people  
have signed our  
petition calling for  
more social housing**

# Achieving change with individuals

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# Advice services

**We provide expert advice and support to anyone who needs it, 365 days a year.**

## Face-to-face support

With 16 hubs across England and Scotland, we offer face-to-face support in housing, welfare benefits, and debt matters, delivered in partnership with and tailored to the local community. Legal advice and representation can also be accessed via all hubs.

## Free national helpline

Our free national helpline provides help to people in urgent need of housing advice, helping people resolve their problems there and then.

## Digital advice services

Online, our digital advice services give people what they need to resolve their housing problems. We have a comprehensive range of step-by-step guides, interactive tools, live webchat, template letters, and videos to help people navigate the complex world of housing law.

# Supporting people with complex needs

**Often, the people who need us most require personalised, flexible support to maximise the chance of their continued engagement.**

That's why we use innovative methods to support people facing challenging circumstances. These typically involve combining an intensive approach tailored to individual need with coordinating support alongside local partners.

## Inspiring Change Manchester (ICM)

Inspiring Change Manchester (ICM) is an eight-year programme funded by National Lottery Community Fund and launched in 2014 to support Manchester's most vulnerable residents. It aims to inspire and support those who have entrenched, damaging lifestyles to take positive steps to improve their lives. Shelter works alongside other agencies to make sure that when people do seek help, there is no 'wrong door'. This means that different agencies work together to put in place the support that is needed for that individual, regardless of their first point of contact.

## Housing First

After the successful implementation of the Housing First model in several European countries, Shelter began delivering Housing First projects in Manchester and Dorset, and for women leaving HMP Styal. The Housing First model was designed for those with high support needs and recurrent experiences of homelessness. It is based on the principle that when people have a stable home, they are better placed to tackle other issues in their lives. Individuals who may have been street homeless for years are offered a permanent home, without conditions they may struggle to adhere to. Alongside this, they receive intensive, personalised support to help them sustain their tenancy and rebuild their lives.

## Changing Futures

Shelter runs the Changing Futures project in Birmingham alongside other local agencies. We provide intensive support to individuals who have previously disengaged with support services. These are typically people who have several needs across homelessness, mental health, substance misuse, and/or offending behaviour. Our team has specialist experience of working with these individuals, and includes peer mentors, who have lived experience of the issues themselves. Peer mentors can offer a particularly empathetic approach, building up trust and empowering people to identify and achieve their goals.





# Working together with service users

We know that working together with the people we help to design and develop our services is key to their success. This is because we recognise that with their first-hand experience, they truly understand what we need to offer. In Manchester, individuals with lived experience led a pioneering piece of research recommending ways to break the cycle between homelessness and mental health problems. As well as research, our service user groups across the

country also develop ideas, help design services, and even support us in recruiting staff. They also feed into our campaigns, making sure we address the issues that affect those we support the most. Service user input was a fundamental part of the development of Shelter's 2019–2022 strategy, and we held our first ever Involvement Conference in 2018 to provide a forum to capture everyone's views.



# Shelter's legal services

Our team of solicitors offer expert legal advice, help fight repossession, eviction, and attend court to defend people at risk of losing their home. They can challenge local authority homelessness decisions, and step in when councils aren't doing enough to support those in housing need. They also defend tenants by helping to pursue claims against landlords where disrepair is causing a serious risk of harm, or in cases of unlawful eviction.





# Our work with women and families

**Research shows that families with children are worse affected by housing problems. It is lone parents – and particularly single mothers – whose families are being disproportionately affected by the types of circumstances that can make you most vulnerable to homelessness.**

To combat this, Shelter offers specialised services for women and families across the country. Our aim is to empower women to thrive in safe environments free of violence, fear, or instability.

We also work closely with families to help them integrate into their communities, ensuring they can benefit from local services, and have the resources they need to support their children's wellbeing.

## Hackney Family Service

Homelessness or the lack of a permanent home can have a damaging effect on families and children. We know that frequent changes in a child's environment, school, and childcare can be harmful to their development. The Hackney Family Service was launched in 2014 in response to rising rates of family homelessness in the borough. It offers intensive support to the families who are most at risk of homelessness and housing advice to hundreds more. Our Family Support Workers provide long-term, tailored support to help prevent homelessness, including advice on getting into work, accessing mental health support, and managing finances and rent arrears.

## Birmingham Domestic Abuse Service

In Birmingham, domestic abuse is a leading cause of homelessness. That's why we deliver a specialist service for women who are experiencing, or are at risk of, domestic abuse. We offer emotional and practical support to women and their families, empowering them to make their homes safe and access emergency accommodation where needed. We also guide women looking to resettlement into new accommodation, and help relocated families access local resources and establish new support networks.





# Supporting our work





# Shelter shops

Our shops have continued their upward trend for both net profit and overall shop numbers. By the end of 2018, there were 90 shops open across the country – 37 in Scotland, 51 in England, and two in Wales. During the year, we opened two large furniture stores: one in Glasgow city centre next to our services hub, and the other in a major shopping centre in Preston. We also opened four boutique stores – all in London – and closed three unprofitable shops.

Of our new boutiques, the most notable is our flagship unit at King's Cross, set at the heart of exciting new retail development Coal Drops Yard. The fact we were invited to open a store alongside such an eclectic mix of aspirational, high-end brands reflects the success of the chain, and its location paves the way for other innovative opportunities. In addition to its role delivering sales income, the boutique acts as the focus of other income-generating activities and for campaigns.

Across the UK, we continue to have fantastic support from more than 2,300 volunteers in our shops. We're constantly exploring new initiatives: we've begun to invest in new technology across our shops estate, including electronic receipts, iPads, and contactless cash donation points. Our community shop managers are also working closely with community organisers and fundraisers in pilot areas, helping to ensure that our community engagement is streamlined. Our core aim here is building a movement that reflects its locality, and this engagement has already helped develop ties with both small social enterprises and larger corporate donors.

# Volunteering

2018/19 has been a great year for volunteering across retail in England. Our volunteer offer continues to grow, and we've stepped up our volunteer journey. This reflects our commitment to inclusivity and to supporting development opportunities for our volunteers.

And it's clearly making an impact: across the UK we now have more than 2,300 registered volunteers working in retail, while more than 200 active volunteers support our work in Shelter Services and the Old Street Office, England.

In January 2019, our Services and Old Street Office achieved accreditation with Investing in Volunteers (IiV) – a big win for us as it represents the UK standard for good practice in volunteer management. This is testament to the outstanding volunteer experience that Shelter provides.

But this doesn't mean we are resting on our laurels. We continue to explore new ways to recruit and retain volunteers, both publicly and behind the scenes. One example of this is the development of a new volunteer database in our Support Office. Currently being piloted in retail, the aim is to ensure consistency and upgrade the way we capture relevant data to improve our volunteer journey.

We also continue to champion our volunteers publicly, and 2019 marked the inaugural Shelter England Involvement Conference. The event – which focused on our volunteers and celebrating the fantastic work they do – was such a success that it was followed by a second event involving even more volunteers.





# Sleep Walk

The inaugural Sleep Walk for Shelter – a 10 kilometre night-time walk through London – took place on the evening of 1 December 2018. 1,200 people came together to brave the winter cold and walk from Liverpool Street to Waterloo, make a stand against homelessness, and raise money for Shelter's Christmas campaign. The event was a huge success, generating £260,000 against a target of £80,000 and engaging a new audience.



## Spotlight on: face-to-face fundraising

**‘I’ve been in the team here for six years and in the industry for 12 years. I love working for Shelter; I absolutely love it!’**

**‘Most have heard of Shelter but don’t always know exactly what we do – legal, campaigning, services – and the depth of what we do. As fundraisers we get to share that, and inspire the public about all of our work, and show them they can help.’**

### Why work for Shelter?

‘As a 60s-born child, my family found it very hard. We had no bathroom, our cooker was on the landing, we had an outside toilet. We were a whole family – four children and two adults – in just one room. And there was violence. Our whole family was exposed to domestic violence and there was no formal education for us. I felt like there was no escape.

‘Social housing changed all that. Life got better. Social housing was a life-saver.’

### Maureen Charles

Senior Team Leader for  
London Face2Face team

### Current housing in the UK

‘My concern now... is that we’re hitting a brick wall... In my day, if you worked hard and saved hard you could get there... but now there’s not enough social housing. The amount of children homeless is horrendous. These children are suffering and I don’t think it’s acceptable.

‘[I am] out here fighting so that no one has to have the childhood I had to go through.’



# Our work in Scotland





# Services

Shelter Scotland provides direct assistance to people experiencing bad housing and homelessness across Scotland. Our core offer includes advice on housing, welfare rights, and money and debt, and is delivered by our four community hubs in Glasgow, Edinburgh, Aberdeen, and Dundee.

We provide a broad range of services that include drop-in sessions, targeted outreach, digital resources, and a helpline. These provisions are underpinned by the Scottish Housing Law Service, which represents clients to ensure their housing rights are enforced and protected. Our services ensure that, wherever or however we get involved,

our advice deals not only with the presenting problem but also builds an evidence base of the systemic issues we need to challenge.

In addition to the core offer, our local hubs are centres for user-led innovations that respond to issues experienced by people facing homelessness and housing issues. By working together on the design of new approaches, we're able to harness the untapped, lived experience of individuals. In creating new opportunities for user involvement, delivery, and professional development, our approach secures positive outcomes for both individuals and the sector at large.

# Campaigns and policy

In 2018 Shelter Scotland continued to direct changes to legislation affecting those dealing with bad housing and homelessness. Our Homelessness: Far From Fixed campaign reflected our commitment to those dealing with homelessness and bad housing. The campaign had called for a new strategic approach to homelessness with the aim of putting it firmly on the political agenda, raising public awareness, and driving change to improve outcomes for homeless people across Scotland. The campaign led to homelessness featuring highly in the 2017 Programme for Government and contributed to the creation of the Homelessness and Rough Sleeping Action Group (HARSAG) which ran until June 2018 and resulted in the £50 million 'Ending Homelessness Together Fund' being created in November 2018.

With homelessness on the rise for the first time in nine years and concerns over the failure to meet local authority statutory homeless obligations, we

also drew attention to the issue of 'gatekeeping' in Glasgow. This is where a council refuses to accept a homelessness application and/or provide accommodation, despite having a legal duty to do so. Official statistics showed that the council broke the law through gatekeeping more than 3,000 times in the previous year, so Shelter Scotland took direct action against this unlawful activity and led a protest outside Glasgow City Chambers.

Throughout our anniversary year, the Campaigns and Policy team remained especially active in the community. We engaged with supporters, service users, volunteers, and politicians. We piloted a community organising scheme in Glasgow and celebrated our progress – and marked how far we still have to go – with a 200-strong parliamentary reception at Holyrood, where First Minister Nicola Sturgeon MSP made the opening address.





# Volunteering

Volunteers are vital to us. In 2018/19, 201 volunteers contributed 12,178 hours to support Shelter Scotland's work. This included providing outreach and triage support to people in our community hubs, befriending vulnerable clients in our support services, conducting research in our Policy team, and providing peer support in our Men's Shed. We also embedded our new community volunteer roles, providing a flexible opportunity for people to help out with a variety of activities including fundraising, campaigning, and activism. In 2018/19, during our 50th year, we were delighted to involve our volunteers in a number of events to mark the occasion, including attending our parliamentary reception, photography exhibitions, and our Home Truths event.

As a result of our relationship-based approach, volunteers are resilient, dedicated, and passionate. In a survey distributed in April 2019, volunteers gave us an overall satisfaction rating of 4.36 out of 5. When asked about the impact on them personally, 23% reported their volunteering provided experience or a reference that had helped them gain employment or a qualification, and 52% reported that volunteering increased their confidence. 87% reported that it provided them with a way to make a difference.

As one respondent to the survey noted: 'Volunteering is a chance to get eye-opening insight into the housing challenges that people are having to deal with every day and the opportunity to help in a small way to make things better for them'.

## Our 50th year

In 2018, Shelter Scotland turned 50 years old. To mark this significant milestone, an anniversary campaign ran for the whole of the year (March 18–April 19). Using the slogan 'We're still fighting' and a logo created by students from the Glasgow School of Art, we successfully engaged key stakeholders throughout Scotland.

Activities supporting this included a range of community events, national thought leadership events, and a photography exhibition<sup>1</sup>, which was created by Glasgow School of Art students and toured Scotland. Together with a significant media campaign, this activity raised awareness about what we do as a national charity in Scotland today and why we're still needed 50 years on from our foundation.



**Until there's a home for everyone**



## The Scottish Empty Homes Partnership (SEHP)

One success of the past year is the Scottish Empty Homes Partnership (SEHP), an initiative funded by Scottish government and hosted by Shelter Scotland, to encourage local authorities to bring private sector empty homes back into use. Because of its work, a record number of properties once again became homes (1,128) in 2018/19, 18% of which added to local affordable housing supply.

The partnership delivered this through a range of activities including policy work,

practical support for homeowners, and advice for anyone concerned about an empty home in Scotland. The total number of councils with a dedicated empty homes officer in Scotland is now standing at 20, and these officers are supported with training and learning opportunities thanks to the SEHP. To help empty homes officers share best practice, they have access to a range of guides, tools, and templates, and receive support through an online knowledge hub.

<sup>1</sup> [https://scotland.shelter.org.uk/50/photography\\_exhibition](https://scotland.shelter.org.uk/50/photography_exhibition)



# Our corporate partners

## Nationwide Building Society

We're hugely grateful for the support of Nationwide Building Society over the last 18 years. This past year Nationwide has raised more than £580,000 through a combination of corporate donations, donating £5 for every Home Move Box it sends out to new mortgage customers, and employee and member fundraising. Nationwide also continued to fund two posts on our helpline team and a Shelter policy officer. Sponsoring our Christmas carol service, it match-funded all donations on the night, and supported our immersive event This Is Not A Home. Employees supported our partnership too, organising fundraising activities and volunteering at our shops and services. Together, we also created a TV advert featuring Shelter beneficiaries as part of our joint Christmas campaign.

## Marks & Spencer (M&S)

For the 13th consecutive year, M&S kindly donated 5% of every sale across their Food on the Move, Festive Food Collection to support Shelter's helpline. Last year, through the sales of drinks, sandwiches, and rolls, M&S and their customers raised an incredible £723,000. This funded all the calls answered by our helpline at Christmas. Along with Sparks card customer contributions and vital clothes donations to our Shelter charity stores, M&S's support helped thousands of individuals and families struggling with issues relating to homelessness and bad housing across the year.

## B&Q

B&Q, along with its parent company Kingfisher, has partnered with us since April 2017. This year we celebrated raising £1 million which funded our DIY Skills Adviser service in England, as well as other essential frontline services. To date, B&Q and Kingfisher's support has helped more than 700 families and individuals by teaching them home improvement skills that assist with maintaining, redecorating, and making their homes safe. Funds have been raised from corporate donations, carrier bag charges, and customer and employee fundraising. Also, for Christmas 2018, B&Q donated £2 from every sale of their Shelter Christmas Fairy, and this alone raised £25,000.

## Spotlight on: DIY Skills Advisers

Kim had to leave her home to escape an abusive relationship. As she had left the area she lived in, her local council could no longer help, and she kept being referred to different councils. She was staying with friends, sleeping on sofas, and was then placed in an unsuitable and overcrowded room. A friend then told her about Shelter.

'Shelter has done more for me than anybody; it's been amazing. They wrote to the council and explained why I had fled, and told the council that they had a duty of care. Now, thanks to Shelter, I'm in a three-bedroom place. Even though it's too small really for all of us, it's lovely here; it's so quiet.

'Shea [from the DIY Skills Adviser Service in Bristol] has done so much for me. He helped me move a lot of my stuff, and he's helping me to find some

more furniture, like bunk beds for the kids – at the moment the youngest three are in my bed.

'Shea's helped me to do a lot of painting and decorating. We did the kitchen; we fixed all my radiator cupboards as they'd all been broken. We fixed them all up and attached them to the wall and painted them, and now they're all really secure and looking pretty!

'It was really nice to learn all that and to have the support – being out here by myself and doing all of it alone, it was really quite scary. Shea came out, and I felt a lot more at ease. It's definitely looking like a home now, and it's getting there. And it's mine. It's quite hard getting stuff done what with working, and the kids and everything, but I do what I can.'





# Thanks

## Individual supporters

Iain Adams  
Neil Adleman  
Tom Anderson  
Michael Bresges  
David Cairns  
Lady Jill and Sir Simon Campbell  
Gordon Cooper  
Ben Davis  
Jason Fox  
A. Hill  
Edward Hill  
Guy Morton  
Donald and Lucy Peck  
Oliver Pell  
Andy Phillipps and Andrea Hopkins  
Chris and Joyce Pountain  
Margaret Sheppard  
Mark Sorrell on behalf of the JMCMRJ Sorrell Foundation  
Richard Swann  
The Trillium Trust  
Tim Walker  
Jo Walton  
Gareth Williams  
Giles Wright  
John Young

## Trusts and foundations

29th May 1961 Charitable Trust  
Adfal Trust  
Aire Valley Holdings Charitable Trust  
Albert Hunt Trust  
Alchemy Foundation  
Alice Ellen Cooper Dean Charitable Foundation  
The Ashley Family Foundation  
Bird Charitable Trust  
Carnation Trust  
Comic Relief  
Constance Travis Charitable Trust  
D G Charitable Settlement  
Dr Mortimer and Theresa Sackler Foundation  
Elizabeth Frankland Moore and Star Foundation  
Eunice Helen Johnson Discretionary Will Trust  
Eveson Charitable Trust  
The Franey Foundation  
Fulmer Charitable Trust  
Hyde Park Place Estate Charity  
Ingram Trust

L&Q Foundation  
Masonic Charitable Foundation  
Mills and Reeve Charitable Trust  
Miss R C R Angel Charitable Trust  
National Lottery Community Foundation  
Nationwide Foundation  
Northwood Charitable Trust  
Oak Foundation  
Pilkington Charities Fund  
Porta Pia 2012 Foundation  
Rita & David Slowe Charitable Trust  
Safe Deposits Scotland Trust  
ShareGift  
StreetSmart  
STV Children’s Appeal  
TA Fund  
Talisman Charitable Trust  
William Allen Young Charitable Trust

## Corporate partners

All Bar One  
B&Q  
Baillie Gifford  
Barton Willmore  
BM Solutions  
British Land  
Duni  
Freshfields Bruckhaus Deringer LLP  
HSBC UK  
Levitt Bernstein  
M&S  
M&S Bank  
MoneySuperMarket  
Nationwide  
U+I

## Legacies

The late A Allen  
The late M Backhouse  
The late H Bahadurji  
The late E Blacklock  
The late R Burt  
The late G Clarke  
The late D Cockram  
The late E Feldt  
The late M Friend  
The late M Gall  
The late A Girling  
The late L Gollancz  
The late J Goodall  
The late M Griffin  
The late G Gross  
The late A Harris  
The late A Holden  
The late A Howes  
The late P Jefferies  
The late G Jones  
The late A Lacey  
The late P Lee  
The late K Lewis  
The late Lady Lucan  
The late R Maddock  
The late L McGovern  
The late P Medcraf  
The late C Moore  
The late P O’Brien  
The late S Peacock  
The late C Peters  
The late S Phelps  
The late S Scott  
The late A Smith  
The late N Thatcher  
The late P Tunncliffe  
The late A Vidler  
The late I Walden  
The late J Watson

## Celebrities

Adrian Lester  
Alex Crockford  
Armando Iannucci  
Brenda Blethyn  
Cel Spellman  
David O’Doherty  
David Schneienider  
Desiree Burch  
Ed Gamble  
Evan Davies  
Fleur East  
Gabby Allen  
Gail Porter  
George Clarke  
James Acaster  
Jo Brand  
John Thompson  
Jon Richardson  
Josh Widdecombe  
Julie Adenuga  
Laura Crane  
Liam Gallagher  
Mandip Gill  
Melanie C  
Mike Rosenberg/Passenger  
Mo Gilligan  
Paul Chowdhry  
Percelle Ascott  
Reginald D Hunter  
Sofie Hagen  
Suzi Ruffell  
Simon Amstell  
Simon Callow  
Tim Downie  
Tristan Phipps



# Our governance





# How we are organised

## The charity

Shelter, the National Campaign for Homeless People Limited (trading as 'Shelter'), is a registered charity (number 263710 for England and Wales and SCO02327 Scotland) and a company limited by guarantee (number 1038133) and is governed by its Memorandum and Articles of Association.

## Our Board of Trustees

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 met formally six times during 2018/19.

Our Board currently consists of 12 members. Applications for membership are invited by external advertisement and promotion through social and other networks. Shelter is committed to diversity, and inclusiveness is a core value of Shelter's work. This commitment is a social and moral responsibility, and informs everything we do. We welcome applications from everyone, and believe our decision-making Board should be fit for purpose, future-proof, and bring a collection of different skillsets, perspectives, and experiences.

Applicants are shortlisted and interviewed by our Nominations & Governance Committee and are appointed according to their skills, competencies, and experience, as well as their fit with the current Board membership. Trustee terms of office are normally limited to a maximum of two terms, each of three years, and all new trustees are given an extensive induction programme. Both new and existing trustees are asked to adhere to Shelter's Trustee Code of Conduct. Our trustees are unremunerated and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses policy.

## Board committees

The Board has established a number of committees to support the fulfilment of its governance responsibilities.

- **Audit, Risk & Finance Committee – disestablished April 2019**  
supported the Board in the management of risk; maintained systems for financial management and control to assure financial probity and transparency; and provided effective financial stewardship and management within Shelter
- **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
- **Scotland Committee**  
uses its Scotland-specific knowledge, expertise, and presence to support and oversee the development and delivery of Shelter's activities in Scotland

In 2018 the Board undertook a governance review. It agreed to disestablish the Audit, Risk & Finance Committee and replace it with two new committees, the Audit & Risk Committee and the Committee for Resources & Internal Systems. The Board also agreed to establish the Quality & Impact Committee. The three new committees became operational from April 2019 and are defined as follows:

- **Audit & Risk Committee**  
support the Board with the management of risk; maintenance of systems of internal control to assure financial probity, effective management control and oversight within Shelter
- **Committee for Resources & Internal Systems**  
ensures financial and human resources are adequate, and effectively allocated across Shelter, and that internal systems and processes are suitable for the delivery of the Board's stated strategic objectives and the charitable purposes of Shelter
- **Quality & Impact Committee**  
supports the Board by evaluating and assessing the organisation's externally-facing activities to ensure they are aligned to strategy

## Our people

We employed an average of 1,319 people, or 1,206 full-time equivalent, in 2018/19. In addition to more than 2,500 volunteers, we have campaigners and supporters who play a pivotal role in the movement for change, making sure that no one fights bad housing or homelessness on their own.

We employ skilled, experienced, and passionate advisers, support workers, solicitors, peer mentors, and many other housing and homelessness specialists. They deliver critical services face-to-face, by telephone, or online in England and Scotland. We also employ campaigners, policy developers, and researchers. This ensures the evidence we get through our services is translated into our campaigns and into the creation of a movement that will bring lasting change. All our work is supported through our income generation people and those people in support functions who ensure our culture, capability, and digital and physical infrastructure is fit for purpose.

## Our culture

Throughout the year we have carried out a deep review of our organisational culture, ways of working and what really engages our people. This work has confirmed how passionate, committed and skilled our people are as well as showing us where we can improve and become even more effective. Following this diagnostic work the executive leadership team and Board agreed the changes we need to make – very clearly informed by the views of all our people – to ensure our culture will enable us to deliver our strategy.

- we are more productive because we all are engaged in our purpose and understand our role in achieving Shelter's outcomes
- we are empowered to make decisions as close as possible to where they have impact
- we take collective responsibility for what we do, encouraging openness and learning from our mistakes just as much as from what goes well

- we respect each other's expertise and bring the right people and functions together to get the job done
- we are driven by our purpose and all our activity contributes to achieving that purpose

Ultimately the success of the culture change programme will be an organisational culture that ensures we successfully deliver our strategy. An output of the programme will be a suitable suite of measures of the realisation of the new culture.

More specifically we will be looking for:

- increased confidence and trust in leadership and a change in the nature of leadership – becoming more generous, empowering and authentic
- empowered people, with decision making being made as close to where it adds value as possible
- clear, shared expectations and responsibilities within and across directorates, functions and hubs, breaking down silos and supporting properly managed risk taking
- unblocking of operational barriers and the establishment of consistent processes and practices to support and reinforced the desired culture
- connection of staff and volunteers to Shelter's purpose and strategy and an increased sense of being cared for, getting a fair deal and having opportunity to develop

This will be our primary internal focus for the year ahead and we are investing in appropriate external expert support to ensure its success.



## Our volunteers

The Board of Trustees acknowledges and greatly appreciates the high contribution volunteers make to the charity with their enthusiasm and dedication.

Shelter had more than 2,500 volunteers giving their time to us in 2018/19, with around 2,300 supporting our retail operations and around 300 supporting us in delivering our services, campaigning for us, and helping to run the organisation. There were more than 180,000 hours of volunteering across the organisation with approximately 145,150 in retail and around 37,700 in the rest of the organisation.

## Executive team

Overall operational management of Shelter is delegated to the Executive Leadership team, made up of six directors and led by the Chief Executive. Shelter's directorates are:

- Services
- Communication, Policy and Campaigns
- Scotland
- Finance and Resources
- People
- Income Generation

## Our Pay and Staffing policy

Our approach to pay and reward enables us to recruit and retain the skilled staff we need. We have a performance management culture that enables staff and volunteers to understand and deliver our strategy, while being accountable for their role in doing so. Shelter is a diverse organisation that competes in different job markets for varied skills and experience. Our pay policy is structured to reflect this and is guided by the following principles:

- we aim to pay staff a salary that is at the market median position of the relevant job market
- we benchmark salaries against service providers and charities of comparable size and roles to ours
- we commission a full benchmarking exercise at regular intervals, and supplement this with annual checks against charity sector salary surveys in order to monitor our pay position in the market

- we aim to offer a good benefits package that makes our reward offer competitive
- the pay and conditions of the Chief Executive are set in accordance with Shelter's pay policy and then agreed by the Board of Trustees. Shelter's Chief Executive is paid a salary of £128,747.66. This practice is in line with the National Council for Voluntary Organisations' 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'.

In the year ahead we will be carrying out a full review of pay and benefits at Shelter.

We have set the following objectives:

1. Support Shelter's strategic objectives by
  - a) reinforcing the desired culture through what our pay and benefits say about what is valued at Shelter; and
  - b) being sufficiently competitive to allow Shelter to recruit and retain the people it needs across the diverse range of recruitment markets within which it operates
2. Provide a clear logic to underpin rates of pay for job role gradings ensuring that rational, objective and clearly explainable decisions can be made on these
3. Be clear to staff how their role and pay relates to others', both within Shelter and externally
4. Ensure that as far as possible our pay and reward system feels fair as well as being fair
5. Contribute to Shelter's financial sustainability

As part of the new strategy, Shelter has carefully reviewed costs and developed a long-term financial plan. This plan involves taking all necessary measures to ensure the organisation remains on a strong footing for the future.

Shelter recognises the importance of diversity, and strives to ensure we reflect the society we are here to serve. We routinely report on the diversity of our staff profile, and ensure our recruitment process is as accessible and inclusive as it can be. As part of our People Plan there are specific activities planned to:

- engage staff and volunteers in the new strategy and organisational purpose

- empower staff and volunteers to make decisions, adopting the good-governance principle of decisions being taken at the lowest appropriate level
- nurture and develop existing talent within the organisation including developing female leaders within the organisation
- develop the staff and volunteer skills required to deliver the new strategy through targeted learning and development opportunities
- develop affinity groups across the organisation, supported by a Diversity and Inclusion forum
- review all aspects of our organisational culture so we amplify the positive and develop those areas where we can improve – especially around ensuring we make the most of our collective capability
- enhance all of our internal communication channels but especially those that support horizontal and upward communication

Applications for employment by those with a disability 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 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.

## Subsidiary undertakings

The charity's wholly owned trading subsidiary, Shelter Trading Limited (company number 02573404), carries out non-charitable trading activities for the charity (primarily the sale of new goods and managing the corporate sponsorship activities). Details are included in note 22 to the accounts. Shelter Trading Limited 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.





# Our commitment to good governance

## Measuring our success

The organisation has developed a framework for performance reporting and the Board receives regular reports on performance against the strategy, business plans and budgets.

We take a holistic approach to the continuous development of the performance framework and use insight and information from across the organisation to:

- understand how our activities, and those of our partners contribute to the delivery of our strategic aims;
- deliver meaningful change for individuals and in the communities in which we work;
- enhance our ability to demonstrate value to funders and supporters;
- support continuous improvement of Shelter's activities.

We have developed an outcomes framework which enables us to link all our work with individuals to three main areas of impact – helping our service users to find, keep, and improve a home.

You can read more about the impact of our work in our Impact Report 2018/19. We have begun to update the framework in line with our new strategy, which will be reflected in our Impact Report 2019/20.

## Safeguarding

In September 2015, Shelter's Board of Trustees approved its organisational policy commitment on safeguarding, formally establishing a safeguarding panel.

The Board recognises that safeguarding is everyone's business. We are committed to protecting the health, wellbeing, and human rights of every person we come into contact with through our work, enabling them to live free from harm, abuse, and neglect.

We have subsequently improved the governance framework that supports our safeguarding practice. The framework includes trustee sponsorship and involvement in the organisation's safeguarding panel, which is chaired at executive level by the Director of Services.

The panel ensures that we have a cross-organisational approach. This means everyone in Shelter is aware of their responsibilities and is equipped to support our safeguarding practice. That includes a full annual report to the Board of Trustees to provide assurance that our framework and practice are helping us to maintain our commitment, are being kept under review, and that we share and learn from our collective knowledge and experience of safeguarding matters.

## Your data privacy and security

Data security and protection are at the centre of our business. Shelter takes significant steps to uphold the privacy of personal information of our donors, supporters, clients, and our people.

We are always open and honest about why we collect personal data, and how we use and store it. This data is held for no longer than it's needed. We operate a robust privacy framework – rigorous processes and procedures are in place so we can fulfil people's right to access, portability, erasure, and rectification.

Our privacy notices provide a clear explanation of why we need to process personal data, and we aim to ensure individuals are clear about their rights of control over how and when their personal data is used. Shelter respects people's preferences and wishes about how they want to hear from us.

If data breaches occur, we take swift action to put things right, learning from mistakes and putting measures in place to prevent future incidents. Regular audits ensure our procedures are working as intended and these processes maintain high standards of cyber security that are fully compliant with the Cyber Essentials framework from UK government.

Privacy measures are built into the design phase of all our applications and processes as a matter of course. This helps us to remain trustworthy, open, and accountable to everyone we come into contact with.



Fair, honest, and open fundraising

Because we’re committed to fair, honest, and open fundraising, and strive for the highest possible standards, we:

- are registered with the Fundraising Regulator, and are committed to complying with its Fundraising Promise
- are a member of the Institute of Fundraising, and our in-house face-to-face fundraising programme is certified under their accreditation scheme
- have a policy to protect people in vulnerable circumstances, and we insist on checking the policies of our suppliers as part of any tender process
- give our supporters the opportunity to opt out of further contact, or to opt out of a particular method of communication as part of every approach for a donation
- screen people against the Telephone Preference Service register when selecting people for an approach by telephone
- screen all our mailing lists against industry-standard bereavement registers and the Mailing Preference Service
- do not share or sell data with third parties for their marketing benefit
- have business processes in place to enforce intervals between fundraising approaches. For example, the maximum number of cash appeal mailings someone would receive is nine per year.
- have a cap on the number of telephone contacts for existing direct debit supporters, limited to one every nine months
- work with one door-to-door fundraising agency, which is a member of the Institute of Fundraising – and we monitor their activities by having our staff ‘shadow’ them to ensure that they are adhering to standards and to the approach that we have agreed

- work with three calling agencies, all of which are members of the Institute of Fundraising, and two of which are also registered with the Fundraising Regulator. To monitor their activities, we receive sample recordings of telephone contacts, and can request specific recordings where concerns are raised.
- regularly provide training sessions to all our agency partners to help ensure that they meet our high standards
- deal with complaints about our fundraising activities via our supporter helpdesk. During 2018/2019, we dealt with 82 complaints in this way.

Our fundraising charter

We will:

- use your donations carefully and responsibly
- respect your wish to assign a gift to a particular aspect of our work
- thank you for your support, and let you know what your donations do
- fund work with a demonstrable, positive impact on the lives of homeless and badly housed people, while keeping support costs to a minimum
- follow the Fundraising Regulator’s Code of Fundraising Practice, ensuring our activities are open, fair, honest, and legal
- use your preferred communication channels – and if these change we’ll adapt them swiftly to suit your needs
- acknowledge any queries and complaints within three working days, and respond fully within 10 working days via your preferred method of contact





# 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 is reliable and accurate
- the charity has an appropriate framework for safeguarding all who come into contact with Shelter
- the charity complies with relevant laws and regulations

The Audit & Risk Committee (formerly the Audit, Risk & 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 the nature and scope of the external audit, and any matter 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 mis-statement or loss. They include:

- the preparation of a three-year strategy
- long-term financial planning including investment management
- annual business planning, budgeting, and cash flow forecasting
- regular consideration by the trustees of actual results compared with budgets, forecasts and trends cash flow, and reserves levels
- delegated budget authority to operational staff; procedures for purchasing that include segregation of duties, procurement support, and new standing financial instructions
- processes for the identification, assessment, and management of risk
- regular review of financial procedures

There are seven key strategic risks identified by the Board as part of the strategic-planning process. Strategic risks are those deemed to threaten our ability to deliver the strategy.

The risks are regularly reviewed by the Board and relevant sub-committees:

- failure to build effective campaigns for change either locally or nationally

- the risk that our localism strategy fails, and we are unable to deliver real change in communities
- our brand fails to resonate with the public leading to loss of relevance or salience
- that our partnerships are not successful, or do not deliver the value we expect
- that our long term financial viability or sustainability is impacted by internal or external factors
- that our internal culture doesn't evolve and adapt to meet the requirements of the new strategy
- internal failure to change how the organisation works leading to that failure to adapt and respond to external context

All risks have controls and mitigation plans in place, and where appropriate, contingency plans. These include:

- ensuring sufficient investment in our culture, ways of working and governance to ensure we are able to deliver the new strategy
- developing our understanding of our supporters and plans for supporter recruitment, including funding local community organisers
- making specific investment in our brand, to ensure it continues to resonate with the public
- developing our understanding and capability around partnership working
- updating our financial policies and long term forecasting and planning capability



# Key objectives and statement of public benefit

## Shelter was set up in 1966 with the following objectives:

- relieve hardship and distress among homeless people and among those in need who are living in adverse housing conditions
- make monies available to other bodies (whether corporate or not) whose aims being charitable are the relief of such hardship and distress
- relieve poverty and distress
- 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.

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. Having considered the guidance the trustees confirm 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.



# Legal and administrative information

## Executive Leadership team

### Polly Neate

Chief Executive Officer

### Greg Beales

Director of Communications, Policy and Campaigns

### Graeme Brown

Director of Shelter Scotland  
Director – Shelter Trading Company

### David Evans

Director of People  
Director – Shelter Trading Company

### Tim Gutteridge

Director of Finance and Resources  
(Appointed 01/05/2018)  
Company Secretary (Appointed 04/10/2018)  
Company Secretary – Shelter Trading Company (Appointed 04/10/2018)

### Andy Harris

Director of Income Generation

### Alison Mohammed

Director of Services

## Board of Trustees

### Helen Baker

Appointed 01/05/2018  
Shelter Chair (Appointed 01/05/2018)  
Chair – Nominations & Governance Committee  
Member – Committee for Resources & Internal Systems  
Member – Quality & Impact Committee

### Ruth Hunt

Vice-Chair  
Member – Audit & Risk Committee  
Member – Quality & Impact Committee

## Goi Ashmore

Appointed 01/05/2018  
Chair – Audit & Risk Committee (Appointed 11/04/2019)  
Chair – Audit, Risk & Finance Committee (Committee disestablished 11/04/2019)

### Manpreet Dillon

Appointed 01/05/2018  
Member – Audit & Risk Committee

### Kamena Dorling

Member – Quality & Impact Committee

### Rob Hayward

Chair – Scotland Committee

### Philippe Lintern

Appointed 16/07/2018  
Chair – Committee for Resources & Internal Systems (Appointed 11/04/2019)

### Ros Micklem

Shelter Chair (Resigned 30/04/2018)  
Member – Scotland Committee  
Chair – Quality & Impact Committee (Appointed 11/04/2019)

### Laurice Ponting

Appointed 01/05/2018  
Member – Committee for Resources & Internal Systems  
Member – Safeguarding panel

### Jonathan Simmons

Member – Committee for Resources & Internal Systems

### Antoinette Byrne

Resigned 05/02/2019

### Shaun Prime

Appointed 01/05/2018  
Resigned 07/05/2019

### Joanna Simons

Chair – Audit, Risk & Finance Committee (Resigned as Chair 30/04/18)  
Resigned 12/07/18

## Co-opted Members

Audit & Risk Committee  
**Andrew Martyn-Johns**

## Scotland Committee

**Douglas White**  
Vice Chair – Scotland Committee  
**Linda Bendle**  
**Tony Cain**  
**Ewen Fleming**

## Solicitors

**Bates Wells & Braithwaite London LLP**, trading as Bates Wells  
10 Queen Street Place, London, EC4R 1BE

## External auditor

**Sayer Vincent LLP**  
Invicta House, 108–114 Golden Lane, London EC1Y 0TL

## Internal auditor

**KPMG**  
8th Floor East, 15 Canada Square, Canary Wharf, London, E14 5GL

## Investment managers

**Cazenove Capital Management** (part of the Schroders Group)  
1 London Wall, London, EC2Y 5AU

## Principal bankers

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

## Registration information

**Shelter, the National Campaign for Homeless People Limited**  
Country of Incorporation: United Kingdom  
Charity Number  
England: 263710  
Scotland: SCO02327  
Company Registration Number: 1038133  
Registered VAT no: 626 5556 24  
Registered Office: 88 Old Street, London, EC1V 9HU

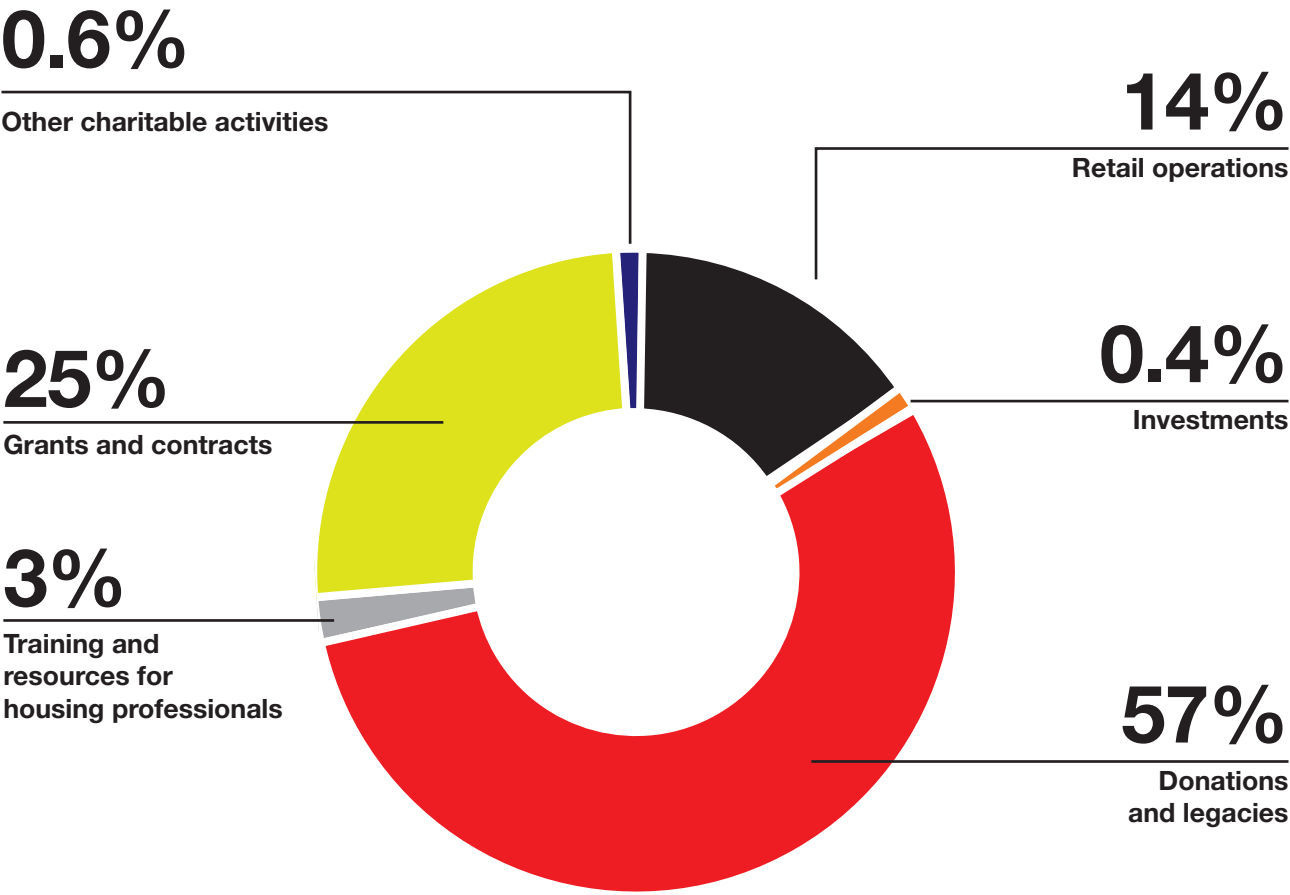


# Our finances

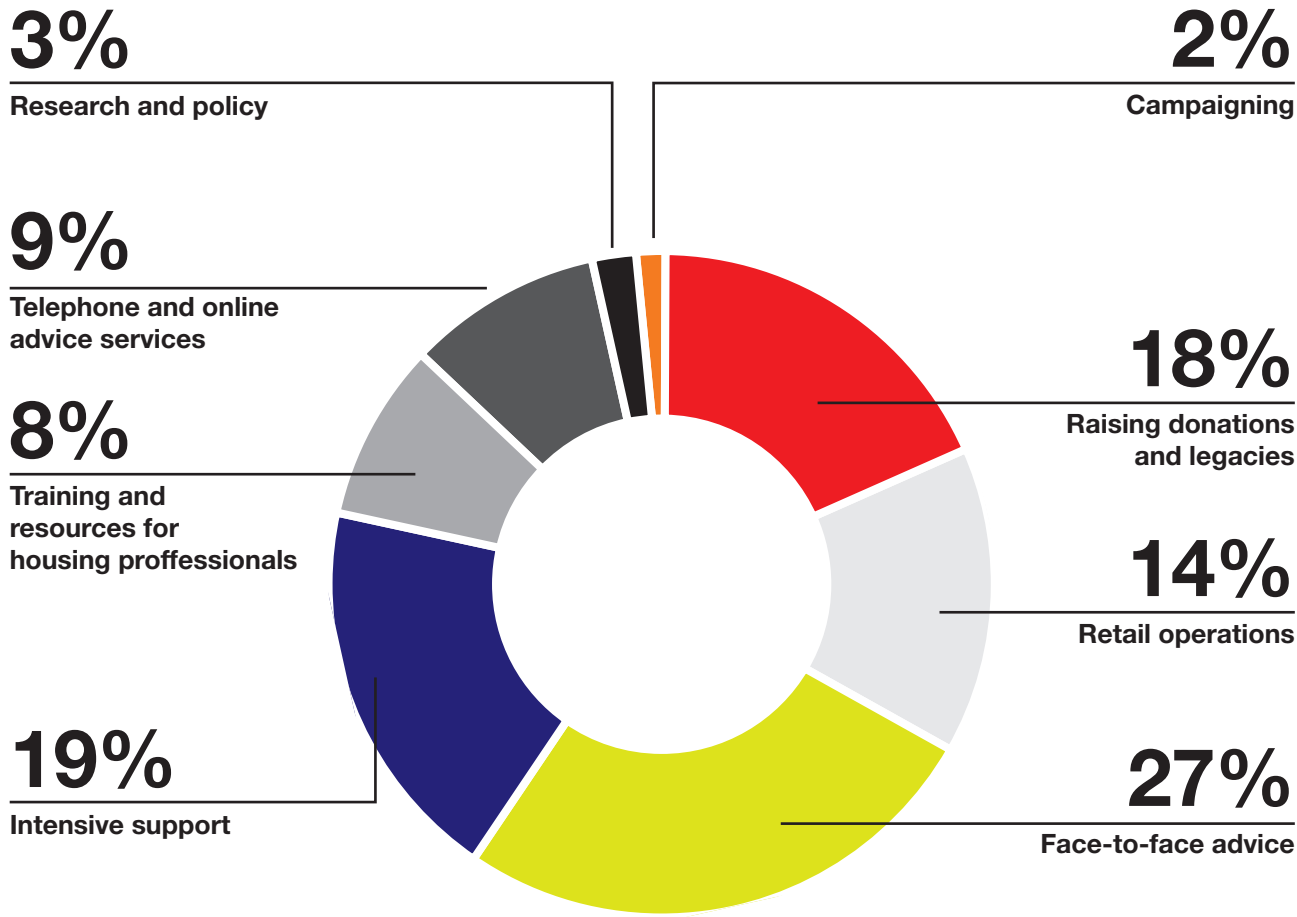




# Income 2018/19



# Expenditure 2018/19





# Financial review

Shelter recorded a £3.31m surplus in 2018/19 before movements in investments and fixed assets. This is £2.28m higher than 2017/18. The surplus is primarily driven by large legacies recognised in 2018/19, with legacy income increasing by £2.53m. Total income has increased by £4.26m or 6% since 2017/18. Other than legacies, the most significant increases are donations from individuals (£1.64m) and retail operations (£1.27m). Gifts from individuals continue to be an invaluable source of revenue for Shelter, making up more than a third of total income in 2018/19. Investment in community fundraising has driven a year-on-year increase of £0.46m, while regular direct debits and gifts made via digital platforms have also continued to grow (by £0.45m and £0.46m respectively).

The increase in retail income results from the continued measured expansion of our shop chain, particularly boutiques. This expansion is also the main driver of the year-on-year expenditure increase, which is £1.03m for retail and £1.98m for the organisation as a whole. Net retail income increased by £0.24m or 44%.

The charity’s investment portfolio has increased in value by £0.24m. Including this movement, total net income for the year is £3.55m.

Under the requirements of the 2015 Statement Of Recommended Practice (SORP), Shelter separates its funds into restricted and unrestricted. Full information on Shelter’s funds can be found in note 16 to the accounts. Of the £3.55m surplus generated in 2018/19, £0.19m is restricted, relating to grants or donations restricted to a particular purpose which have not yet been spent. £3.36m is unrestricted, with £2.35m designated for particular purposes by the Board and the remaining £1.20m being recognised in general funds, also known as reserves.

Shelter’s trading company made a distribution of £0.86m to the charity, up from £0.80m in 17/18. This net income comprises corporate fundraising and sponsorship partnerships, plus the sale of new goods in shops.

# Reserves

Shelter’s reserves are its unrestricted funds not designated by the Board for any other purpose. During the year the Board reviewed its Reserves policy, utilising an updated risk and contingency approach. The revised policy sets one target level for reserves based on a schedule of risks, which is reviewed annually by the Board or in the event of a significant change to Shelter’s risk profile. The result is a move away from the previous target range of reserves to a single target of £9.5m. In the event of a risk materialising, the level of general funds can fall below the target level, and plans must be put in place to return reserves to the target level within the following three years. Currently, Shelter has reserves of £16.39m, which is £0.73m higher than a year ago. Planned deficits in the coming years will reduce this reserves balance as Shelter invests in its ambitious new strategy.

Shelter has three designated funds. During 2018/19 the Board approved the creation of a new designated fund for investing in activities that will help us achieve our new strategy. This Strategic Investment Fund is funded by large unrestricted legacies with probate value greater than £0.75m. As there is often a significant delay between recognition and receipt of large legacies, draw-downs will only be approved if there is sufficient cash backing the fund. As at 31 March 2019, the fund amount is £2.35m.

Shelter’s two existing designated funds are the revaluation reserve and the property and fixed asset fund. The value of Shelter’s fixed assets is recognised here.

# Investments

Our investment managers Cazenove Capital manage the investment fund on a discretionary basis within the ranges set out in Shelter’s Investment policy and in line with ethical exclusions of organisations linked to tobacco, alcohol, and gambling. The Audit & Risk Committee has responsibility for reviewing the performance of these funds against relevant market benchmarks and against an absolute real return benchmark. During the year 2018/19, investments have performed in line with market trends, and recorded an unrealised gain of £0.24m.



# Statement of trustees' responsibility

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 report of the trustees, including the strategic report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and the group, and of the incoming resources and their application, including the income and expenditure, of the charitable company/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 Statement of Recommended Practice (SORP)
- make judgements 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, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records that 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, and the Charities Accounts

(Scotland) Regulations 2006 (as amended). They are also responsible for safeguarding the assets of the charitable company and the group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Insofar as the trustees are aware:

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

The trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association, and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with Financial Reporting Standard 102 (FRS102). This trustees' annual report includes a directors' report as required by company law.

## Auditor

Sayer Vincent LLP is the appointed auditor for Shelter and has expressed its willingness to continue in that capacity. The trustees' annual report, which includes the strategic report, has been approved by trustees on 19 September 2019 and signed on their behalf by



**Helen Baker**  
Chair

19 September 2019





# Independent auditor's report to the trustees of Shelter, the National Campaign for Homeless People Limited

## Opinion

We have audited the financial statements of Shelter (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2019 which comprise the consolidated statement of financial activities, the group and parent charitable company balance sheets, the consolidated statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

### In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the parent charitable company's affairs as at 31 March 2019 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, and
- 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 (as amended)

## Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the auditor's responsibilities for the audit of the financial statements section of our report, pages 54 and 55. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

## Conclusions relating to going concern

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

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate, or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the group's or the parent charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least 12 months from the date when the financial statements are authorised for issue

## Other information

The trustees are responsible for the other information. The other information comprises the information included in the trustees' annual report, including the strategic report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information, and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information, and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the trustees' annual report, including the strategic report, for the financial year for which the financial statements are prepared, is consistent with the financial statements, and
- the trustees' annual report, including the strategic report, has been prepared in accordance with applicable legal requirements

## Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and the parent charitable company and its environment obtained in the course of the audit, we have not identified material mis-statements in the trustees' annual report, including the strategic report.

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

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

## Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities set out in the trustees' annual report, page 75, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements, and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group's and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company, or to cease operations, or have no realistic alternative but to do so.



## Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) 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 objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error, and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgement and maintain professional scepticism throughout the audit.

We also:

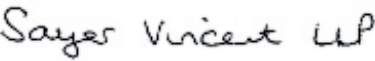
- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material mis-statement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the over-ride of internal control

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees
- conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group's or the parent charitable company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern
- evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation, and
- obtain sufficient, appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

## Use of our report

This report is made solely to the charitable company's members as a body, in accordance with Chapter Three of Part 16 of the Companies Act 2006 and section 44(1)(c) 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 charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Joanna Pittman**  
Senior Statutory Auditor

19 September 2019

For and on behalf of  
Sayer Vincent LLP  
Statutory Auditors  
Invicta House, 108–114 Golden Lane,  
LONDON, EC1Y 0TL

Sayer Vincent LLP is eligible to act as an auditor  
in terms of section 1212 of the Companies Act 2006



# Financial statements

## Consolidated statement of financial activities

For the year ended 31 March 2019 (incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2019 £'000	Total 2018 £'000
<b>Income from:</b>					
Donations and legacies	2	37,725	2,893	40,618	36,928
<b>Charitable activities:</b>					
Grants and contracts	5	11,262	6,681	17,943	18,389
Training and resources for housing professionals	5	1,593	564	2,157	2,243
Other	5	115	301	416	557
Retail operations	3	10,232	-	10,232	9,032
Investments	4	295	-	295	252
<b>Total income</b>		<b>61,222</b>	<b>10,439</b>	<b>71,661</b>	<b>67,401</b>
<b>Expenditure on:</b>					
Raising donations and legacies	2	11,844	233	12,077	11,804
Retail operations	3	9,440	-	9,440	8,416
<b>Charitable activities:</b>					
Housing advice and support:					
Face-to-face advice		14,596	3,953	18,549	17,901
Intensive support		10,041	2,853	12,894	12,843
Telephone and online advice services		5,804	289	6,093	6,301
Training and resources for housing professionals		3,066	2,570	5,636	5,822
Campaigning		1,260	5	1,265	1,189
Research and policy		2,056	346	2,402	2,098
<b>Total expenditure on charitable activities</b>		<b>36,823</b>	<b>10,016</b>	<b>46,839</b>	<b>46,154</b>
<b>Total expenditure</b>	7	<b>58,107</b>	<b>10,249</b>	<b>68,356</b>	<b>66,373</b>
<b>Net income / (expenditure) before investment gains / (losses)</b>		<b>3,115</b>	<b>190</b>	<b>3,305</b>	<b>1,028</b>
Net gains / (losses) on investments	12	243	-	243	(13)
<b>Net income / (expenditure) for the year</b>	20	<b>3,358</b>	<b>190</b>	<b>3,548</b>	<b>1,015</b>
Transfers between funds		-	-	-	-
<b>Net movement in funds</b>		<b>3,358</b>	<b>190</b>	<b>3,548</b>	<b>1,015</b>
<b>Reconciliation of funds:</b>					
Fund balances at the start of the year	24	25,075	1,512	26,587	25,572
<b>Fund balances at the end of the year</b>	18	<b>28,433</b>	<b>1,702</b>	<b>30,135</b>	<b>26,587</b>

2017/18 income and expenditure have been recategorised in line with new categories used in 2018/19.

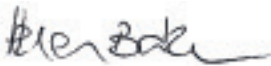


Charity and group balance sheets

As at 31 March 2019

	Notes	Group		Charity	
		2019 £'000	2018 £'000	2019 £'000	2018 £'000
<b>Fixed assets</b>					
Tangible fixed assets	11	9,693	9,418	9,693	9,418
Investments	12	6,693	7,882	6,773	7,962
Investments – cash deposits	12	2,446	2,303	2,446	2,303
<b>Total fixed assets</b>		<b>18,832</b>	<b>19,603</b>	<b>18,912</b>	<b>19,683</b>
<b>Current assets</b>					
Stock	18	32	32	–	–
Debtors	13	16,140	11,037	16,059	10,975
Cash at bank		2,795	4,252	2,774	4,239
<b>Total current assets</b>		<b>18,953</b>	<b>15,321</b>	<b>18,833</b>	<b>15,214</b>
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	14	4,452	5,032	4,427	5,021
<b>Net current assets</b>		<b>14,501</b>	<b>10,289</b>	<b>14,407</b>	<b>10,193</b>
<b>Total assets less current liabilities</b>		<b>33,333</b>	<b>29,892</b>	<b>33,318</b>	<b>29,876</b>
Provisions for liabilities and charges	15	3,198	3,305	3,198	3,305
<b>Net assets</b>		<b>30,135</b>	<b>26,587</b>	<b>30,120</b>	<b>26,571</b>
<b>Accumulated funds</b>					
<b>Unrestricted income funds:</b>					
General funds	16	16,390	15,657	16,375	15,641
Designated funds	16	12,043	9,418	12,043	9,418
Restricted income funds	16	1,663	1,473	1,663	1,473
Permanent endowment fund	16	39	39	39	39
<b>Total charity funds</b>		<b>30,135</b>	<b>26,587</b>	<b>30,120</b>	<b>26,571</b>

The financial statements were approved by the Board of Trustees and authorised for issue on 19 September 2019. They were signed on its behalf by:



**Helen Baker**  
Chair of the Board of Trustees

Date of signing: 19 September 2019  
Shelter company registration number 1038133

Consolidated cash flow statement

Year ended 31 March 2019

	Notes	2019 £'000	2018 £'000
<b>Cash flows from operating activities</b>			
Net income / (expenditure) for the year		3,548	1,015
Depreciation charges	11	1,429	1,387
(Gains) / losses on investments	12	(243)	13
Income from investments		(295)	(252)
(Profit) / loss on disposal of fixed assets	11	250	183
(Increase) / decrease in stocks		14	(8)
(Increase) / decrease in debtors		(5,103)	(2,360)
Increase / (decrease) in creditors		(580)	(438)
Increase / (decrease) in provisions	15	(107)	431
<b>Net cash in / (out)flow from operating activities</b>		<b>(1,087)</b>	<b>(29)</b>
<b>Cash flows from investing activities</b>			
Income from investments		295	252
Purchase of fixed assets	11	(1,954)	(1,492)
Purchase of investments	12	(941)	(800)
Sale of investments	12	2,373	3,085
Movement in investment cash	12	(143)	(464)
<b>Net cash inflow / (outflow) from investing activities</b>		<b>(370)</b>	<b>581</b>
<b>Change in cash in the year</b>		<b>(1,457)</b>	<b>552</b>
<b>Cash and cash equivalents at the beginning of the year</b>		<b>4,252</b>	<b>3,700</b>
<b>Cash at the end of the year</b>		<b>2,795</b>	<b>4,252</b>



# Notes to the financial statements

## 1. Accounting policies

### (a) Basis of accounting

Shelter is a public benefit entity as defined under Financial Reporting Standard 102 (FRS102). The accounts have been prepared in accordance with the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (September 2015), and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with FRS102.

For freehold property, Shelter has taken the option afforded by FRS102 to value at deemed cost. See (g) below for further details. Listed investments are held at fair value. All other assets have been valued at historical cost.

### (b) Going concern

An organisation is a going concern if it is expected to continue operations for the next 12 months. The trustees do not consider there to be material uncertainties about Shelter's ability to continue as a going concern.

Key judgements that Shelter has made which have a significant effect on the accounts include dilapidations (see note 15). The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### (c) 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 FRS102. 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 22. In accordance with section 408 of the Companies Act 2006, no individual statement of financial activities has been prepared for the parent company, Shelter, The National Campaign for Homeless People Limited.

### (d) Income

Income is included in the consolidated statement of financial activities when the charity is legally entitled to the income, it is probable the income will be received, and the amount can be quantified with reasonable accuracy. If all three criteria are met in advance of cash being received, income is accrued. Accrued income sits within debtors (see note 13). If any of the three criteria have not been met when cash is received, income is deferred. Deferred income sits within creditors (see note 14).

### The following specific policies apply to categories of income:

- (i) the full value of a legacy is recognised as income on the earlier of estate accounts finalisation or the receipt of a cash disbursement from the estate
- (ii) grant income is recognised in the financial year(s) stipulated in the grant agreement
- (iii) contract income is recognised once the requirements of the contract have been met

### (e) Expenditure

Expenditure is accounted for on an accruals basis, meaning that it is recognised when goods or services are received. The statement of financial activities shows the costs of raising donations and legacies, retail operations, and charitable activities. Each of these categories includes a proportion of support costs, comprising finance, IT, HR, facilities, in-house design and creative, and other corporate costs. These have been allocated to each category on the basis of full-time equivalent staff numbers, because that is the main driver of costs in the charity (see note 7).

### (f) Donated services and gifts in kind

Donated services and gifts in kind are included in the statement of financial activities where their value is ascertainable and material. The value of the contribution to Shelter is based on either market value or the amount Shelter would have paid for equivalent goods or services. Income is included under donations and legacies. An equal amount of expenditure is included under the relevant category, as determined by the nature of the goods or services. The net impact on the net income or expenditure for the year is nil. Volunteers' time has not been valued and is not included in the accounts.

### (g) Tangible assets and depreciation

Assets costing more than £1,000 which are intended to be in use for more than 12 months are capitalised as fixed assets. Other than freehold property, all categories of fixed assets are held on the balance sheet at historic cost less accumulated depreciation. Freehold property is held at market value as at 31 March 2014 less accumulated depreciation on the buildings. On transition to FRS102, the market value is deemed as cost at 1 April 2014.

Depreciation allocates the cost of a fixed asset over its useful life. The cost is recognised under the relevant category of cost in the statement of financial activities, depending on how the asset is used. At Shelter, depreciation is charged on a straight-line basis, meaning that the charge remains the same throughout the life of an asset. The useful lives of Shelter's assets are deemed to be as follows:

**Freehold buildings:** 50 years  
**Short-leasehold buildings:** In line with the lease term  
**Freehold improvements:** 10 years  
**Furniture and fittings:** four years  
**Computer and office equipment:** three years  
**Vehicles:** three years

Freehold land on which buildings are constructed is not depreciated.

If an event occurs which indicates a material reduction in a fixed asset's carrying value, an impairment review will be carried out. Any impairment charge is recognised in the statement of financial activities.



#### (h) Dilapidations

All dilapidation costs are provided for. Leases on Shelter's shops and offices usually include a contractual obligation for Shelter to return the property to its original condition at the end of the lease. The costs of doing this are estimated by a chartered surveyor at the commencement of the lease. Shelter recognises a provision and corresponding cost at that point. The provision is reviewed throughout the lease term. Dilapidation costs are payable on lease termination.

#### (i) Investments

Listed investments, such as shares and bonds, are held at market value. Any realised or unrealised gains resulting from movements in investments and changes in valuations are reflected in the statement of financial activities and are accounted for in the relevant fund (see (k) below). Other investments are held at cost. These include investments in unlisted shares, and the investment in subsidiary company Shelter Trading Limited on the balance sheet of Shelter, The National Campaign for Homeless People Limited.

#### (j) Stock

Stock is stated at the lower of cost or net realisable value. Stock consists of purchased goods held for resale by Shelter Trading Limited. Donated stock held for resale is not recognised as stock as it is not practicable to value it reliably. The income from sale of stock is recognised at point of sale.

#### (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 unrestricted 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 16 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.

In 2018/19, the Board has created a new designated fund, the Strategic Investment Fund. Further information on this fund can be found in note 16.

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. Further detail on restricted funds is provided in note 17.

The endowment fund comprises a capital sum donated with the restriction that the money is invested and only the income arising is available for expenditure.

#### (l) Operating leases

Rental expenditure applicable to operating leases is credited or charged to the consolidated statement of financial activities on a straight-line basis, in the period to which the cost 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.

#### (n) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

#### (o) Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### (p) Financial instruments

With the exception of the listed investments described above, the charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.



## Fundraising and retail operations: income and expenditure

### 2. Donations and legacies: income and expenditure

	2019 £'000 Unrestricted	2019 £'000 Restricted	2019 £'000 Total	2018 £'000 Total
<b>Income from donations and legacies:</b>				
Individuals	26,378	637	27,015	25,379
Donated services	105	–	105	178
Charitable foundations	828	874	1,702	1,957
Corporate donors	2,360	664	3,024	3,167
Legacies	8,054	718	8,772	6,247
<b>Total</b>	<b>37,725</b>	<b>2,893</b>	<b>40,618</b>	<b>36,928</b>
<b>Expenditure on raising donations and legacies:</b>				
Staff costs	6,739	–	6,739	6,417
Non-staff costs	5,105	233	5,338	5,387
<b>Total</b>	<b>11,844</b>	<b>233</b>	<b>12,077</b>	<b>11,804</b>

Shelter has been notified of legacies with an estimated value of £2.77m (2018: £0.51m) which have not been included in income for the year ended 31 March 2019, because neither final estate accounts nor a cash disbursement have been received.

Restricted non-staff costs of raising donations and legacies are funds passed on to partners in grant agreements where Shelter is the lead partner. Unrestricted non-staff costs of raising donations and legacies are primarily the costs of developing and distributing fundraising materials, and allocated support costs (see note 7).

### 3. Retail operations: income and expenditure

	2019 £'000 Unrestricted	2019 £'000 Restricted	2019 £'000 Total	2018 £'000 Total
<b>Income from retail operations:</b>				
Donated goods	9,390	–	9,390	8,287
Purchased goods	288	–	288	314
Other	554	–	554	431
<b>Total</b>	<b>10,232</b>	<b>–</b>	<b>10,232</b>	<b>9,032</b>
<b>Expenditure on retail operations:</b>				
Staff costs	3,884	–	3,884	3,560
Non-staff costs	5,556	–	5,556	4,856
<b>Total</b>	<b>9,440</b>	<b>–</b>	<b>9,440</b>	<b>8,416</b>
<b>Net income available for charitable application</b>	<b>792</b>	<b>–</b>	<b>792</b>	<b>616</b>

Other retail income and expenditure primarily relates to the recycling of stock ineligible for resale, and house clearances and furniture collections.

## Income from investments and charitable activities

### 4. Income from investments

	2019 £'000	2018 £'000
Interest on cash at bank	27	13
Dividends from listed securities	268	239
<b>Total</b>	<b>295</b>	<b>252</b>

### 5. Income from charitable activities

	2019 £'000 Unrestricted	2019 £'000 Restricted	2019 £'000 Total	2018 £'000 Total
<b>Central government grants and contracts:</b>				
Scottish government grants	–	614	614	939
Ministry of Justice contracts	3,633	–	3,633	3,677
Ministry of Housing, Communities and Local Government grants and contracts	540	2,099	2,639	2,469
<b>Other public body grants and contracts:</b>				
Legal Aid Agency contracts	2,631	–	2,631	2,805
Local authority grants and contracts	3,678	1,351	5,029	4,713
National Lottery grants	–	1,957	1,957	2,786
Other agencies grants and contracts	780	660	1,440	1,000
<b>Total statutory grant and contract income</b>	<b>11,262</b>	<b>6,681</b>	<b>17,943</b>	<b>18,389</b>
<b>Income from training and resources for housing professionals</b>	<b>1,593</b>	<b>564</b>	<b>2,157</b>	<b>2,243</b>
<b>Other income</b>	<b>115</b>	<b>301</b>	<b>416</b>	<b>558</b>
<b>Total income from charitable activities</b>	<b>12,970</b>	<b>7,546</b>	<b>20,516</b>	<b>21,190</b>

Grant and contract income funds housing advice and support, and training and resources for housing professionals. Other income is primarily comprised of grants from organisations which do not fall into any of the categories above, for example grant-giving charities. Other income does not include trusts and foundations, as income from these bodies is included under donations and legacies (see note 2).

6. Contracts and grants from local authorities

Listed below are grants from and contracts with local authorities in excess of £2,000 recognised in the year ended 31 March 2019. The list is prepared in compliance with section 37 of the Local Government and Housing Act 1989.

Funder	Purpose of funding	Income 2019 £'000	Expenditure 2019 £'000
District, borough and county councils in England and Wales:			
Birmingham City Council	Support for rough sleeper clients who have not engaged with services.	13	5
Birmingham City Council	Single point of access for people with no children who are homeless or at risk of homelessness.	289	286
Birmingham City Council	Support for people with no children who are homeless or at risk of homelessness.	34	32
Birmingham City Council	Floating housing support for women moving on from domestic violence.	363	402
Birmingham City Council	Floating housing support service for families.	303	362
Blackburn with Darwen Borough Council	Welfare and debt information and advice.	197	204
Borough Council of Kings Lynn & West Norfolk	Housing advice.	37	39
Dorset County Council	Specialist housing, debt, money management and welfare benefits advice and support to ensure families are able to sustain their homes.	101	78
London Councils	Combatting Homelessness 1.1 Prevention and Targeted Support.	1,003	1,003
London Councils	Support services to homelessness voluntary sector organisations.	45	45
London Councils	Specialist advice and support on housing or homelessness for young people between 16–25 years old.	49	49
Manchester City Council	Advice and support with budgeting for Universal Credit claimants.	120	120
Newcastle City Council	Housing, benefits and debt advice within three food banks.	31	31
Norwich City Council	Support to prevent or reduce debt and improve financial capability.	16	15
Norfolk County Council	Support for people with debt and housing issues that are impacting on their health, with referrals coming from GPs.	20	20
Oxford City Council	Supporting people to find and sustain suitable housing.	72	80
Sheffield City Council	Support service for families who are homeless or at risk of homelessness.	52	50
Sheffield City Council	Support to prevent homelessness and help people settle into new accommodation.	1,027	1,140
Sheffield City Council	Specialist support for people with drug and alcohol misuse in a vulnerable housing situation.	19	14
Southwark Council	Advice and support to prevent homelessness, assist statutory homelessness applications and access private rented sector accommodation.	126	125
Sunderland City Council	Specialist housing advice.	1	1
Trafford Council	Provision of personal budgeting support.	13	10
Westminster City Council	Housing advice, homelessness prevention and support services.	434	407
Total		4,365	4,518

Funder	Purpose of funding	Income 2019 £'000	Expenditure 2019 £'000
Local authorities in Scotland:			
Aberdeen Council	Housing advice for households at risk of homelessness through legal proceedings.	145	144
Dumfries & Galloway Council	Support to homeless people tailored to their assessed needs.	293	342
Dundee Council	Support National Lottery/European Social Fund Financial Inclusion participants in relation to money management skills, debt and financial resilience.	70	70
East Lothian Council	Housing advice for gypsy/traveller communities in East Lothian.	9	17
North Lanarkshire Council	Independent advocacy in relation to housing issues.	20	22
South Lanarkshire Council	Provide transport for families in temporary accommodation.	8	8
South Lanarkshire Council	Support for families affected by homelessness with complex needs.	150	157
Stirling Council	Independent housing advice to people in housing need.	14	13
Total		709	773

Local authority grants and contracts for the prior year are shown in note 24.

London Councils Grant Summary	Grant (£)	Grant spent (£)
Lead Partner – Shelter	456,080	457,087
Delivery partner – Thames Reach	397,233	398,490
Delivery partner – St Mungo’s	40,182	39,999
Delivery partner – Stonewall Housing	110,000	110,000
Total	1,003,495	1,005,576

Staffing	739,739	730,499
Running cost*	115,135	137,099
Premises cost	50,980	49,602
Central overheads	97,640	88,377
Total	1,003,495	1,005,576

\*Running cost is comprised of travel & subsistence, IT & communication, translation, direct office cost, marketing cost, training cost, recruitment cost and client related cost.

Shelter received £1,003,495 from London Councils during financial year 2018/19 for supporting tenancies, accommodation and reconnections. Shelter works in partnership with other organisations to deliver this project. As lead partner, Shelter receives all income from London Councils and distributes it to the other partners. Shelter has paid a total of £547,415 to partner organisations in 2018/19, as shown in the table above. The entirety of the grant, including the portion retained by Shelter and that distributed to partners, has been spent in accordance with the grant agreement. Thames Reach overspent by £1,255, Shelter overspent by £1,009 and St Mungo’s underspent by £183. Total overspend on this project is £2,081.



Expenditure

7. Direct and apportioned costs

(a) Breakdown of direct costs and apportioned support costs by type				
	Direct costs	Apportioned support costs	Total costs	Total costs
	£'000	£'000	2019 £'000	2018 £'000
Expenditure on:				
Raising donations and legacies	10,688	1,389	12,077	11,804
Retail operations	9,405	35	9,440	8,416
Charitable activities:				
Housing advice and support:				
Face-to-face advice	14,075	4,474	18,549	17,901
Intensive support	9,235	3,659	12,894	12,843
Telephone and online advice services	4,415	1,678	6,093	6,301
Training and resources for housing professionals	4,441	1,195	5,636	5,822
Campaigning	994	271	1,265	1,189
Research and policy	1,984	418	2,402	2,098
Total expenditure on charitable activities	35,144	11,695	46,839	46,154
Total direct and apportioned costs	55,237	13,119	68,356	66,374

Direct costs are directly attributable to the relevant department. Indirect support costs are apportioned on the basis of full-time equivalent staff numbers. Support costs are broken down further below.

(b) Breakdown of apportioned support costs		
	2019 £'000	2018 £'000
Human resources	2,759	2,748
Finance	1,636	1,769
Information technology	6,002	4,803
Facilities	1,749	2,030
In-house design and creative	722	423
Other corporate costs	252	266
Total apportioned support costs	13,120	12,040

8. Governance costs

	2019 £'000	2018 £'000
Fees payable to the external auditors for the audit of the group annual accounts	46	45
Under accrual for prior year audit fee	–	13
Fees payable to the external auditors for other work	13	2
Internal audit	57	42
Trustee expenses, insurance and recruitment	10	2
Board and committee support costs*	34	32
Total	160	136

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

9. Staff costs

**Disclosure note on directors' costs**  
The key management personnel of the charity comprises trustees and directors. Trustees are not remunerated. The total cost of employing the charity's directors during the year, including employer's social security and pension contributions, was £827,270 (2018: £606,407). The cost has increased year-on-year due to vacancies in 2017/18 which were filled in 2018/19. There are adequate systems in place to manage expenses and these do not form part of directors' remuneration. Redundancy and termination costs during the year were £384,150 (2018: £442,308).

	2019 £'000	2018 Restated* £'000
Staff Costs		
Wages and salaries	36,846	35,261
Social security costs	3,388	3,294
Pension costs	2,922	3,022
Other staff-related costs	2,997	2,948
Total	46,153	44,525

\*: 2017/18 staff costs have been restated to correctly bring in £2.2m of agency staff costs which were previously excluded from this note. These costs relate to our in-house face-to-face fundraising function.

Average staff numbers	Headcount	
	2019 No.	2018 No.
Raising donations and legacies	102	101
Retail operations	174	174
Housing advice and support:		
Face-to-face advice	351	361
Intensive support	279	287
Telephone and online advice services	129	122
Training and resources for housing professionals	94	94
Campaigning	20	17
Research and policy	31	32
Support functions	138	121
Total	1,318	1,309

Average headcount in 2018/19 is broadly level with that in 2017/18.

The average full-time equivalent number of employees who received emoluments (excluding pensions) in the following ranges were:		
	2019 No.	2018 No.
£60,001 to £70,000	14	15
£70,001 to £80,000	5	3
£80,001 to £90,000	1	2
£90,001 to £100,000	2	–
£101,001 to £110,000	2	2
£110,001 to £120,000	–	–
£120,001 to £130,000	1	–

<b>Volunteer contribution</b>		
Shelter has been supported by volunteers over the year in our shops, offices and at events. They helped us tremendously and we would not have been able to achieve what we have done without their support.		
	2019	2018
Average group number of volunteers	2,525	2,115

## 10. Leasing commitments – group and charity

As at 31 March 2019, the group and charity's total future minimum lease payments under non-cancellable operating leases are as follows:

	2019		2018	
	Land and buildings	Other	Land and buildings	Other
<b>Operating leases which expire:</b>				
within one year	3,385	152	2,829	198
between one and five years	7,297	91	5,749	195
after more than five years	820	–	751	–
<b>Total lease commitments</b>	<b>11,502</b>	<b>243</b>	<b>9,329</b>	<b>393</b>

The year-on-year increase in lease commitments arises partly due to the opening of new shops in 2018/19, and partly due to the renewal of existing leases, meaning that there are more years left to run on leases in 2018/19 compared to 2017/18.

## 11. Fixed assets – group and charity

	Assets under construction £'000	Freehold buildings and improvements £'000	Short leasehold buildings £'000	Furniture and fittings £'000	Computer and office equipment £'000	Vehicles £'000	Total £'000
<b>Cost or valuation</b>							
At 1 April 2018	193	7,000	262	4,721	5,107	5	17,288
Additions	1,388	–	24	185	357	–	1,954
Transfers	(576)	–	34	537	5	–	–
Disposals	(249)	–	–	(75)	(196)	(5)	(525)
<b>At 31 March 2019</b>	<b>756</b>	<b>7,000</b>	<b>320</b>	<b>5,368</b>	<b>5,273</b>	<b>–</b>	<b>18,717</b>
<b>Depreciation</b>							
At 1 April 2018	–	(433)	(193)	(3,433)	(3,806)	(5)	(7,870)
Charge for the year	–	(93)	(26)	(702)	(608)	–	(1,429)
Transfers	–	–	–	–	–	–	–
Disposals	–	–	–	74	196	5	275
<b>At 31 March 2019</b>	<b>–</b>	<b>(526)</b>	<b>(219)</b>	<b>(4,061)</b>	<b>(4,218)</b>	<b>–</b>	<b>(9,024)</b>
<b>Net book values</b>							
<b>At 31 March 2019</b>	<b>756</b>	<b>6,474</b>	<b>101</b>	<b>1,307</b>	<b>1,055</b>	<b>–</b>	<b>9,693</b>
At 1 April 2018	193	6,567	69	1,288	1,301	–	9,418

Assets under construction are comprised of office refurbishments currently underway and significant IT projects still in development.

Freehold buildings and improvements are comprised of Shelter's support office on Old Street in London. The cost of £7,000,000 is the market value as at 31 March 2014, which was taken to be deemed cost on transition to FRS102. This valuation includes £2,333,333 of land which is not depreciated.

## 12. Investments – group and charity

	Group					Group	Charity	Charity
	2019 £'000	2019 £'000	2019 £'000	2019 £'000	2019 £'000	2018 £'000	2019 £'000	2018 £'000
	Equity UK	Equity Foreign	Bonds	Unit Trusts	Total Inv.	Total Inv.	Total Inv.	Total Inv.
<b>Listed investments</b>								
Investments at market value at 1 April 2018	4,182	779	894	2,028	7,882	10,180	7,882	10,180
Additions	783	151	–	7	941	800	941	800
Disposals	(541)	(331)	–	(1,501)	(2,373)	(3,085)	(2,373)	(3,085)
Net gain / (loss) for the year	3	228	11	1	243	(13)	243	(13)
<b>Listed investments</b>	<b>4,427</b>	<b>827</b>	<b>905</b>	<b>535</b>	<b>6,693</b>	<b>7,882</b>	<b>6,693</b>	<b>7,882</b>
Cash investments	–	–	–	–	2,446	2,303	2,446	2,303
Investment in subsidiaries	–	–	–	–	–	–	80	80
<b>Total investments at 31 March 2019</b>	<b>4,427</b>	<b>827</b>	<b>905</b>	<b>535</b>	<b>9,139</b>	<b>10,185</b>	<b>9,219</b>	<b>10,265</b>
Historical cost: listed investments as at 31 March 2019	4,423	599	894	534	6,450	7,895	6,449	7,895
<b>Common strategy investment funds</b>								
Schroders Equity UK	4,427	–	–	–	4,427	4,181	4,427	4,181
Schroders Equity Foreign	–	827	–	–	826	778	826	778
Schroders Bonds	–	–	905	–	905	894	905	894
Schroders Sterling Liquidity Plus Fund	–	–	–	448	448	447	448	447
Royal London Asset Management	–	–	–	87	87	1,582	87	1,582
<b>Cash investments</b>								
Schroders Cash Management	–	–	–	–	2,446	2,303	2,446	2,303
<b>Total</b>	<b>4,427</b>	<b>827</b>	<b>905</b>	<b>535</b>	<b>9,139</b>	<b>10,185</b>	<b>9,139</b>	<b>10,185</b>

## 13. Debtors

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade debtors	3,886	2,793	3,013	2,014
Amounts due from subsidiary companies	–	–	799	722
Taxation recoverable – Gift Aid	1,638	1,512	1,638	1,512
Taxation recoverable – VAT	142	–	142	–
Other debtors	1,505	1,685	1,508	1,684
Prepayments	1,481	1,276	1,471	1,272
Accrued income	7,488	3,771	7,488	3,771
<b>Total debtors</b>	<b>16,140</b>	<b>11,037</b>	<b>16,059</b>	<b>10,975</b>

The year-on-year increase in debtors is due to some large legacies which have been accrued in 2018/19 but have not yet been received in cash.



Liabilities

14. Creditors: amounts falling due within one year

	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Trade creditors	1,039	768	1,021	759
Amounts due for taxation and social security	855	829	855	829
Other creditors	105	598	104	598
Accruals	2,238	2,168	2,233	2,166
Deferred income	215	669	214	669
Total creditors	4,452	5,032	4,427	5,021

Movement on deferred income	Group		Charity	
	2019 £'000	2018 £'000	2019 £'000	2018 £'000
Deferred income brought forward	669	1,491	669	1,491
Realised during year to 31 March 2019	(669)	(1,255)	(669)	(1,255)
Deferred in year to 31 March 2019	215	433	214	433
Deferred income carried forward	215	669	214	669

Deferred income is comprised of several grant and contract receipts where either:

- The grant period falls partly or wholly in 2019/20, or
- The requirements of the contract have not yet been met as at 31 March 2019.

15. Provision for liabilities and charges – group and charity

	Total 2019 £'000	Total 2018 £'000
Balance at 1 April 2018	3,305	2,874
Utilised during the year	(361)	(166)
Additions in the year	254	597
Balance at 31 March 2019	3,198	3,305

All dilapidation costs are provided for. Leases on Shelter’s shops and offices usually include a contractual obligation for Shelter to return the property to its original condition at the end of the lease. The costs of doing this are estimated by a chartered surveyor at the commencement of the lease. Shelter recognises a provision and corresponding cost at that point. The provision is reviewed throughout the lease term. Dilapidation costs are payable on lease termination.

Funds

16. Statement of funds

	Balance 1 Apr 2018 £'000	Income and endowments £'000	Total expenditure £'000	Net gain on investments £'000	Transfers £'000	Balance 31 Mar 2019 £'000
Unrestricted income funds:						
General funds	13,408	58,872	(58,107)	–	(275)	13,898
Unrealised investment gain	2,249	–	–	243	–	2,492
Total general funds	15,657	58,872	(58,107)	243	(275)	16,390
Designated funds:						
Revaluation reserve	5,303	–	–	–	(93)	5,210
Property and fixed asset fund	4,115	–	–	–	368	4,483
Strategic Investment Fund	–	2,350	–	–	–	2,350
Total designated funds	9,418	2,350	–	–	275	12,043
Total unrestricted funds	25,075	61,222	(58,107)	243	–	28,433
Restricted income funds (note 17)	1,473	10,439	(10,249)	–	–	1,663
Permanent endowment – John Rees Fund	39	–	–	–	–	39
Total restricted funds	1,512	10,439	(10,249)	–	–	1,702
Total funds as at 31 March 2019	26,587	71,661	(68,356)	243	–	30,135

The statement of funds for the prior year is shown in note 24.

In 2018/19, the Board has established a new designated fund, the Strategic Investment Fund. The first unrestricted legacy with a value exceeding £750,000 recognised in a given financial year will be split between funds. The first £750,000 will be recognised in general funds and utilised in day-to-day operations as normal. Any value above £750,000 will be recognised in the Strategic Investment Fund and designated for investment in strategically aligned projects. Subsequent unrestricted legacies exceeding £750,000 recognised in the same financial year will be designated in their entirety. Legacies totalling £2,350,000 have been designated in this way in 2018/19.

17. Statement of restricted funds

Restricted fund name	Funder	Description of project(s)	Balance 1 April 2018 £'000	Incoming resources £'000	Expenditure/ transfers £'000	Balance 31 March 2019 £'000
Barnet Debt Advice	Toynbee Hall	Specialist debt advice service as part of the capitalised partnership led by Toynbee Hall.	(0)	64	(64)	0
Birmingham Changing Futures Together Programme	Birmingham Voluntary Service Provisional Council (National Lottery)	Providing intensive support to clients with multiple complex needs.	104	905	(867)	142
Birmingham Housing First	Birmingham Voluntary Service Provisional Council (Birmingham City Council)	Support to develop resilience of clients who are provided with a property.	–	60	(27)	32
DIY Skills Advisers	B&Q Plc and Kingfisher Plc	Providing funding and in kind support for DIY skills advice and support services.	309	334	(236)	407
Dundee Financial Inclusion	Dundee Council	Support National Lottery/ European Social Fund Financial Inclusion participants in relation to money management skills, debt and financial resilience.	(0)	70	(70)	(0)
Empty Homes	Scottish Government	To bring empty homes in Scotland back into use through the establishment of Empty Homes officers.	78	423	(328)	173
Entrenched Rough Sleeper worker	Birmingham City Council	Support for rough sleeper clients who have not engaged with services.	–	13	(5)	8
Feel at Home with Your Finance	National Lottery	Helping social and private tenants become more financially resilient through 121 support and group workshops.	1	45	(46)	(0)
Foundations First (STV appeal)	STV	Housing support, advice and community-based activities tackling social exclusion for people who are experiencing housing issues in Renfrewshire.	60	166	(226)	(0)
Hackney Family Support Services	Generous Supporter	Intensive support for families at risk of homelessness.	(0)	147	(148)	(1)
Help Through Crisis	Birmingham MIND (National Lottery)	Supports families with sick children in Birmingham Children's hospital.	18	50	(41)	27
Housing Law & Debt Advice (Tayside & Borders)	Scottish Legal Aid Board	Representation and advice services for people facing court action for mortgage or tenancy repossession.	–	281	(281)	0
Housing Voluntary Grant Scheme	Scottish Government	Legal advice and representation for people with housing-related issues.	(0)	183	(183)	(0)
Inspiring Change Manchester	National Lottery Community Fund	Supporting people with multiple and complex needs.	226	1,234	(1,223)	237

Restricted fund name	Funder	Description of project(s)	Balance 1 April 2018 £'000	Incoming resources £'000	Expenditure/ transfers £'000	Balance 31 March 2019 £'000
Liverpool Family Support	Generous Supporter	Providing intensive support to families at risk of homelessness.	6	96	(96)	6
London Councils Homelessness Pan-London Umbrella (PLUS) Project	London Councils	Support services to homelessness voluntary sector organisations.	–	45	(45)	(0)
Manchester Universal Credit Personal Budgeting Support Grant	Manchester City Council	Advice and support with budgeting for Universal Credit claimants.	–	120	(120)	(0)
Merseyside Aged Veterans Housing Related Support Service	The Royal British Legion	Providing aged veterans housing related support service.	12	248	(224)	36
Moneysupermarket Group	MoneySuperMarket	Webchat online advice service.	0	33	(33)	0
Motiv8 (Building Better Opportunities)	National Lottery Community Fund/ European Social Fund	Supporting disadvantaged individuals and families to re-enter or enter first time, education, training and/or employment.	–	56	(56)	0
National Homelessness Advice Service	Ministry of Housing, Communities and Local Government	Homelessness and housing advice, training and information to a range of frontline services across England.	–	2,099	(2,099)	(0)
NHS Fife	Generous Supporters	Specialist housing advice for patients in partnership with Fife Health and Social Care Partnership.	82	30	(64)	48
Peer Circles Project (Building Better Opportunities)	National Lottery Community Fund/ European Social Fund	Specialist support services to overcome housing related barriers and support progress into sustainable employment.	(0)	39	(39)	0
Positive People (Building Better Opportunities)	National Lottery Community Fund/ European Social Fund	Housing advice.	–	10	(10)	(0)
Private Rented Sector, Oak Foundation	Oak Foundation	Exploring new initiatives and building engagement to improve standards and sustainability of private rental tenancies and inform our policy positions.	63	151	(169)	45
Restricted - Scotland	Various	Small donations restricted to specific areas of work in Scotland.	1	1,040	(1,040)	1
Restricted - Services	Various	Small donations restricted to specific areas of work in England.	372	456	(471)	357
Scotland Welfare Reform Advisory Service	Scottish Legal Aid Board	Free advice to frontline staff helping clients with a housing problem who are in receipt of a welfare benefit.	–	76	(76)	(0)
Sheffield Intensive Family Support Service	BBC Children in Need	Addressing the complex needs of children, young people and their families.	1	50	(47)	4
South Yorkshire Housing Association (Building Better Opportunities)	National Lottery Community Fund/ European Social Fund	Specialist welfare benefits and debt advice.	–	25	(26)	(1)



Restricted fund name	Funder	Description of project(s)	Balance 1 April 2018 £'000	Incoming resources £'000	Expenditure/ transfers £'000	Balance 31 March 2019 £'000
Supported Lodgings - European Social Fund	Scottish Government in partnership with ESF	Develop a spectrum of “community hosting” models for young people	(0)	11	(11)	(0)
Supporting Tenancies, Accommodation and Reconnections	London Councils	Combatting Homelessness 1.1 Prevention and Targeted Support.	0	1,003	(1,003)	0
Tackling Money Worries	Scottish Legal Aid Board	Addressing money and debt issues with families with young children in Dundee	–	60	(56)	4
The London Youth Gateway Project	London Councils	Specialist advice and support on housing or homelessness for young people between 16-25 years old.	–	50	(50)	0
Time for Change - European Social Fund	Scottish Government	Facilitating local people who are experiencing homelessness to identify the key issues in their local area and co-produce the design and delivery of a local response	(1)	79	(74)	4
Transforming the Private Rented Sector Manchester	The Nationwide Foundation	Investigation into how the private rented sector in Greater Manchester can be improved for vulnerable tenants.	14	130	(131)	13
Nationwide	Nationwide Building Society	Funding of Shelter Policy Officer post and Helpline.	20	141	(119)	42
Other funds: income <£60k	Various		107	417	(446)	78
Total			1,473	10,440	(10,250)	1,663

Restricted funds with income below £60,000 have been grouped in a single row, unless Shelter is required to disclose them separately under the terms of the grant agreement.

Included in the note are the following projects funded by the National Lottery:

Restricted funds name	Balance 1 April 2018 £'000	Incoming resources £'000	Resources used/ transfers £'000	Balance 31 March 2019 £'000
Feel at Home with Your Finances (Big Lottery Fund)	1	45	46	–
Inspiring Change Manchester (Big Lottery Fund)	218	1,202	1,201	219
Total	219	1,247	1,247	219

	Deferred/(accrued) income brought forward £'000	Cash received 2018–19	Deferred/(accrued) income at 31 March 2019
Feel at Home with Your Finances (Big Lottery Fund)	33	12	–
Inspiring Change Manchester (Big Lottery Fund)	12	1,202	–
Total	45	1,214	–

The statement of restricted funds for the prior year is shown in note 24.

18. 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 2019 are represented by:				
Tangible fixed assets	9,693	–	–	9,693
Investments	9,100	–	39	9,139
Net current assets	12,838	1,663	–	14,501
Provisions	(3,198)	–	–	(3,198)
Total net assets	28,433	1,663	39	30,135

Other information

19. Related-party transactions

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 £7,668 (2018: £2,314) during the year. The number of trustees incurring expenses during the year was ten (2018: five).

Shelter received a number of donations from trustees during the year. The total value of these was below £25,000, which is not material (2018: below £25,000).

During the year ended 31 March 2019, Shelter recognised £1,490k of income from Purple Futures LLP in relation to a Transforming Rehabilitation contract (2018: £2,548k). As at 31 March 2019, Shelter was owed £145k by Purple Futures in relation to this contract (2018: £175k).

Shelter is member of a limited liability partnership with Interserve Investments Ltd, 3SC, P3 and Purple Futures LLP formed 9th December 2014. The LLP was incorporated to act as the bidding entity for and owner of CRCs, the companies formed by the Secretary of State for Justice pursuant to Section 3(2) of the Offender Management Act 2007. Shelter’s membership therefore relates only to the Transforming Rehabilitation contract and forms part of Shelter’s normal charitable activities.

A capital contribution of £10,000 was made by Interserve at the date of commencement. No capital contributions or transactions have been made by Shelter. The members are not required to provide any guarantees in respect of the LLP or any CRC at any time, and the LLP indemnifies the members in respect of payments made and liabilities incurred. In the event the LLP is unable to pay its debts, liabilities or obligations, the liability of each member is limited to the amount of capital contribution.

There were no other related party transactions during the year ended 31 March 2019 (2018: £nil).

20. Net income for the year

The net income for the year is stated after charging:		
	2019 £'000	2018 £'000
Fees payable to the external auditors for the audit of the charity's annual accounts	41	40
Fees payable to the external auditors for the audit of the charity's subsidiaries pursuant to legislation	5	5
Total audit fees	46	45
Fees payable to the external auditors for other services	13	2
Total fees payable to the external auditors	59	47
Depreciation of tangible fixed assets	1,429	1,387
Loss on disposal of tangible fixed assets	(250)	(183)
Rental costs relating to operating leases		
Plant & machinery	96	66
Others	3,535	3,358

21. Taxation

The company is registered as a charity and as such is entitled to the exemptions under the Corporation Taxes Act 2010. During the year, the group incurred VAT of £504,434 (2018: £336,541) 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.

22. Trading subsidiaries

The principal activities of Shelter Trading Limited (STL) Company No. 2573404 in the period under review were the sale of new goods via Shelter’s retail chain 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		
	2019 £'000	2018 £'000
Total income	1,218	1,127
Cost of sales	(195)	(169)
	1,023	958
Selling and distribution costs	(151)	(145)
Administration costs	(11)	(16)
Net profit gifted to Shelter	861	797

As at 31 March 2019, Shelter Trading Limited had total assets of £918,106 (2018: £828,065) and total liabilities of £822,993 (2018: £732,952).

23. Summary of charity figures in consolidated accounts

The net movement in funds for the year for the charity only was £2,691,000 (2018: £221,000). Shelter’s income was £70,444,000 (2018: £66,308,000) less expenditure of £67,997,000 (2018: £66,104,000).



## Prior year disclosures

### 24. Prior year disclosures

#### 24(a) Consolidated statement of financial activities for the year ended 31 March 2018 (incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2018 £'000
<b>Income from:</b>				
Donations and legacies	2	32,616	4,312	36,928
<b>Charitable activities:</b>				
Grants and contracts for housing advice and support	5	11,225	8,826	20,051
Fees for training and resources for housing professionals		1,132	6	1,138
Retail operations	3	9,025	7	9,032
Income from investments	4	252	–	252
<b>Total income and endowments</b>		<b>54,250</b>	<b>13,151</b>	<b>67,401</b>
<b>Expenditure on:</b>				
Raising donations and legacies	2	11,369	435	11,804
Retail operations	3	8,416	–	8,416
<b>Charitable activities:</b>				
Housing advice and support:				
Face-to-face advice		13,557	4,344	17,901
Intensive support		9,225	3,618	12,843
Telephone and online advice services		5,848	453	6,301
Training and resources for housing professionals		2,931	2,891	5,822
Campaigning		991	198	1,189
Research and policy		1,810	288	2,098
<b>Total expenditure on charitable activities</b>		<b>34,361</b>	<b>11,793</b>	<b>46,154</b>
<b>Total expenditure</b>		<b>54,145</b>	<b>12,228</b>	<b>66,373</b>
<b>Net income/(expenditure) before investment gains/(losses)</b>		<b>105</b>	<b>923</b>	<b>1,028</b>
Net gains/(losses) on investments	12	(13)	–	(13)
<b>Net income/(expenditure) for the year</b>	<b>20</b>	<b>92</b>	<b>923</b>	<b>1,015</b>
Transfers between funds		–	–	–
<b>Net movement in funds</b>		<b>92</b>	<b>–</b>	<b>1,015</b>
Reconciliation of funds				
Fund balances at the start of the year		<b>24,983</b>	<b>589</b>	25,572
<b>Fund at the end of the year</b>	<b>16</b>	<b>25,075</b>	<b>1,512</b>	<b>26,587</b>

#### 24(b) Donations and legacies (prior year)

	2018 £'000 Unrestricted	2018 £'000 Restricted	2018 £'000 Total
<b>Income from donations and legacies:</b>			
Individuals	24,051	1,328	25,379
Donated services	178	–	178
Charitable foundations	656	1,301	1,957
Corporate donors	1,749	1,418	3,167
Legacies	5,982	265	6,247
<b>Total</b>	<b>32,616</b>	<b>4,312</b>	<b>36,928</b>
<b>Expenditure on raising donations and legacies:</b>			
Staff costs	6,417	–	6,417
Non-staff costs	4,865	435	5,300
<b>Total</b>	<b>11,282</b>	<b>435</b>	<b>11,717</b>

The charity has been notified of legacies with an estimated value of £0.51m (2017: £1.13m) which have not been included in income for the year ended 31 March 2018, because no final estate accounts or cash disbursements have been received.

#### 24(c) Other trading activities (prior year)

##### i) Income from retail activities

	Shops			Total 2018 £'000
	Donated goods £'000	New goods £'000	Other £'000	
Retail sales	8,287	314	431	9,032
Retail costs	(8,246)	(170)	–	(8,416)
<b>Net income available for charitable application</b>	<b>41</b>	<b>144</b>	<b>431</b>	<b>616</b>

##### ii) Cost of retail activities

	2018 £'000 Staff	2018 £'000 Other	2018 £'000 Total
Shelter shops	3,572	4,844	8,416

##### iii) Income from investments

	2018 £'000
Interest on cash at bank	13
Listed securities	239
<b>Total</b>	<b>252</b>

24(d) Contracts and grants from local authorities (prior year)

Listed below are grants from and contracts with local authorities in excess of £2,000 recognised in the year ended 31 March 2018. The list is prepared in compliance with section 37 of the Local Government and Housing Act 1989.

Funder	Purpose of funding	Income 2018 £'000	Expenditure 2018 £'000
District, borough and county councils in England and Wales			
Birmingham City Council	Homeless Prevention Welfare Service-Bcc	289	289
Birmingham City Council	Newtown ASG Adviser	37	37
Birmingham City Council	Supporting People – Domestic Abuse	360	360
Birmingham City Council	Supporting People – Homeless Families	302	302
Blackburn with Darwen Borough Council	Welfare and Debt Advice Services	158	158
Borough Council of Kings Lynn & West Norfolk	Debt Advice–Kings Lynn	40	40
Bristol City Council	Children & Young People Service	29	29
London Councils	London Councils	1,061	1,061
London Councils	London Councils Advice for Professionals	49	49
Manchester City Council	Manchester Personal Budgeting Support Grant	84	86
Norwich City Council	Norwich Social Welfare Advice	15	15
Oxford City Council	Oxford City Council	80	80
Sheffield City Council	Childrens Fund	52	52
Sheffield City Council	Homeless Prevention & Resettlement Service	1,075	1,075
Sheffield City Council	Sheffield Older Persons	172	172
Southwark Borough Council	Southwark Advice Service	74	74
Trafford Council	Trafford Benefit Cap Advice Service	10	10
Westminster City Council	Westminster Places for People	215	215
Total		4,102	4,104

Local authorities in Scotland

Aberdeen City Council	Aberdeen Council Contract	149	149
Dumfries & Galloway Council	Support Services Dumfries & Galloway	293	293
Dundee Council	Dundee Council Financial Inclusion	14	14
East Lothian Council	Gypsy Traveller – Council Funded	9	10
Edinburgh City Council	Edinburgh Street Begging Research	5	5
Glasgow Council	Empty Homes Officer – Glasgow	27	24
North Lanarkshire Council	North Lanarkshire Council Support Contract	38	38
South Lanarkshire Council	South Lanarkshire Support Service	145	145
Stirling Council	Stirling Council PRS Contract	10	10
Total		690	688

London Council Grant Summary	Grant (£)	Grant spent (£)
Lead Partner – Shelter	456,080	457,099
Delivery partner – Thames Reach	397,233	351,296
Delivery partner – St Mungo's	40,182	40,182
Delivery partner – Stonewall Housing	110,000	110,000
Total	1,003,495	958,577

A sum of £44,918 remained unspent as at 31 March 2018.

Income received from London Councils	1,003,495	
Staffing		693,935
Premises cost		42,355
Central OH		84,381
Running Cost		137,905
Total	1,003,495	958,576

Shelter received £1,003,495 from London Councils during financial year 2017/18 for supporting tenancies, accommodation and reconnections. Shelter works in partnership with other organisations to deliver this project. As lead partner, Shelter receives all income from London Councils and distributes it to the other partners. Shelter has paid a total of £501,477 to partner organisations in 2017/18, as shown in the table above. The entirety of the grant, including the portion retained by Shelter and that distributed to partners, has been spent in accordance with the grant agreement. Thames Reach underspent by £45,937 and Shelter overspent by £1,019. Total underspend on this project is £44,918.

24(e) Direct and apportioned costs (prior year)

24(e)(a) Breakdown of direct costs and apportioned support costs by type (prior year)

	Direct costs £'000	Apportioned support costs £'000	Total costs 2018 £'000
Expenditure on:			
Raising donations and legacies	10,559	1,244	11,804
Retail operations	8,387	28	8,416
Charitable activities:			
Housing advice and support:			
Face-to-face advice	13,724	4,177	17,901
Intensive support	9,435	3,408	12,843
Telephone and online advice services	4,811	1,489	6,301
Training and resources for housing professionals	4,742	1,081	5,822
Campaigning	971	218	1,189
Research and policy	1,705	393	2,098
Total expenditure on charitable activities	35,388	10,766	46,154
Total direct and apportioned costs	54,335	12,039	66,374

Direct costs are directly attributable to the relevant department. Indirect support costs are apportioned on the basis of full-time equivalent staff numbers. Support costs are broken down further below.



## 24(e)(b) Breakdown of apportioned support costs (prior year)

	2018 £'000
Human resources	2,748
Finance	1,769
Information technology	4,803
Facilities	2,030
In-house design and creative	423
Other corporate costs	266
<b>Total apportioned support costs</b>	<b>12,039</b>

## 24(f) Statement of funds (prior year)

	Balance 1 Apr 2017 £'000	Income and endowments £'000	Total expenditure £'000	Net gain on investments £'000	Transfers £'000	Balance 31 Mar 2018 £'000
<b>Unrestricted income funds:</b>						
General funds	13,225	54,250	(54,145)	–	78	13,408
Unrealised investment gain	2,262	–	–	(13)	–	2,249
<b>Total general funds</b>	<b>15,487</b>	<b>54,250</b>	<b>(54,145)</b>	<b>(13)</b>	<b>78</b>	<b>15,657</b>
<b>Designated funds:</b>						
Revaluation reserve	5,396	–	–	–	(93)	5,303
Property and fixed asset fund	4,100	–	–	–	15	4,115
<b>Total designated funds</b>	<b>9,496</b>		<b>–</b>		<b>(78)</b>	<b>9,418</b>
<b>Total unrestricted funds</b>	<b>24,983</b>	<b>54,250</b>	<b>(54,145)</b>	<b>(13)</b>	<b>–</b>	<b>25,075</b>
Restricted income funds (note 17)	550	13,151	(12,228)	–	–	1,473
Permanent endowment – John Rees Fund	39	–	–	–	–	39
<b>Total restricted funds</b>	<b>589</b>	<b>13,151</b>	<b>(12,228)</b>	<b>–</b>	<b>–</b>	<b>1,512</b>
<b>Total funds as at 31 March 2018</b>	<b>25,572</b>	<b>67,401</b>	<b>(66,373)</b>	<b>(13)</b>	<b>–</b>	<b>26,587</b>

## 24(g) Statement of restricted funds (prior year)

Restricted funds name	Balance 1 April 2017 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2018 £'000
Aberlour	–	44	44	–
B&Q	–	443	134	309
Barnet Debt Advice – Toynbee Hall	–	64	64	–
Berkeley	6	120	126	–
Birmingham Changing Futures Together	–	882	777	105
British Gas Advice Work	–	266	266	–
British Land	–	50	25	25
Building Families (Big Lottery Fund)	–	90	90	–
CBRE	–	253	253	–
Children & Young People Service	1	29	29	1
Children in Need	–	29	28	1
Children's Legal – Freshfields	8	29	29	8
Comic Relief - Tech for Good	–	47	44	3
Empty Homes	–	312	233	79
Equality & Human Rights Commission – Access to Justice Grants	–	72	72	–
Feel at Home with Your Finances (Big Lottery Fund)	–	199	198	1
Foundations First (STV appeal)	–	296	237	59
Greater Manchester Mayoral Office GROW Trainee	–	22	9	13
Grenfell Fire Response	–	55	55	–
Gypsy Traveller – PECF	–	23	12	11
Gypsy Traveller – SLAB	–	27	27	–
Hackney Family Support Project (City Bridge Trust)	–	61	60	1
Hackney Family Support Services	–	190	190	–
Hardship (Funded by Donation)	–	40	40	–
Help Through Crisis (Big Lottery Fund)	–	63	44	19
Housing Law and Debt Advice – SLAB	–	261	261	–
Inspiring Change Manchester (Big Lottery Fund)	–	1,694	1,468	226
Justice First Fellowship	–	31	31	–
Liverpool Family Support	–	130	124	6
London Councils	–	1,061	1,061	–
London Councils Second Tier	–	49	49	–
Manchester Personal Budgeting Support Grant	2	84	86	–
Merseyside Aged Veterans Partnership	–	132	120	12
Money Advice Service (Scotland) – What Works	–	181	179	2
Moneysupermarket Group	–	31	31	–
Motiv8 (Building Better Opportunities) BIG Lottery/European Social Fund	–	79	79	–
National Homelessness Advice Service	–	2,381	2,381	–
Nationwide Partnership	–	416	395	21
NHS Fife	96	8	21	83
Private Rented Sector (Oak Foundation)	–	273	210	63
PRT Awareness Project Scotland	–	204	199	5
Restricted Projects – England Services	367	699	699	367
Restricted Projects – Scotland	1	530	530	1
Royal British Legion Merseyside Family Support	30	–	30	–
Safe and Sound (Big Lottery Fund)	–	217	217	–
Safe and Sound (Comic Relief)	–	46	46	–
Safe Deposits Scotland – Trust	–	36	35	1
Scottish Housing Law Service	5	239	244	–
Scottish Welfare Reform Advisory Service	–	79	79	–
Self Directed Support Innovation Fund	3	75	76	2
South Yorkshire Housing Association (Building Better Opportunities)	–	35	35	–
St Giles Partnership	–	34	34	–
Supported Lodgings – European Social Fund	–	35	35	–
Tackling Money Worries – SLAB	–	121	121	–

Restricted funds name	Balance 1 April 2017 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2018 £'000
The WELLcome Home Hospital Discharge Navigator Service	5	43	41	7
Time for Change – European Social Fund	–	55	55	–
Transforming PRS Manchester – Nationwide Foundation	–	51	37	14
Other Funds – Income resources <20K	26	135	133	28
Total	550	13,151	12,228	1,473



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