

A home for everyone

**Shelter, the National Campaign
for Homeless People Limited**

Trustees' annual report and accounts
for the year ended 31 March 2017



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Welcome from the Chair



I have been proud to support Shelter's work over the past year, as have all of my fellow trustees and co-opted committee members. Recent shocking events highlight that the need for that work is greater than ever.

As this report shows, Shelter has informed, advised and supported millions of people across England and Scotland who are dealing with bad housing or facing the misery of homelessness. We have influenced legislation and policy, challenged bad practice, and pioneered new approaches to reaching, helping and engaging people at a local level. Increasingly, people with direct experience of poor housing and homelessness have been involved in shaping and supporting our work, becoming part of a growing movement for change.

Shelter's staff have continued to demonstrate remarkable commitment, professionalism and resilience in the face of daunting challenges. With the backing of our partners and allies, and of many thousands of volunteers, fundraisers and campaigners across the country, they are making a significant difference. Together we've been translating into effective action our anger and compassion: anger at the injustice and system failures that have created our housing crisis, and compassion for people who are suffering as a result.

Our 2016/17 report paints a picture of impressive and important achievements, but also of the distance we still have to travel to achieve our vision of 'a home for everyone'. If you already work for or support Shelter, thank you, and I hope the report will assure you that your contribution has been put to good use; if you're not yet part of our movement, I hope you will be inspired to join us.

A handwritten signature in black ink that reads "Ros Micklem".

Ros Micklem
Chair

Introduction from the Chief Executive

***STOP PRESS * STOP PRESS * STOP PRESS**

As this report goes to press we have just witnessed the tragedy of the fire at Grenfell Tower in London. Shelter immediately deployed staff to the local area to help and as I write our team of 20 staff are working to secure accommodation for the survivors, are liaising with local and national agencies, and offering immediate help and support. We will be working across Shelter in the coming days, weeks and months and adding our voice to make sure this never happens again.

Sadly, across the country we know that many people are struggling to find and keep somewhere they can call home. I heard this year of a homeless family of five who approached a local authority seeking help. The youngest child was six years old. They were told by local authority staff that no help was available and they then spent two nights sleeping rough in the back lanes of one of our major cities.

They approached Shelter for help and we paid for the family to stay in accommodation and took their case to court. Eventually we were able to persuade the local authority to take its legal responsibility and today the family are living in temporary accommodation and in time will hopefully be living in a place they can call home.

This story underlines the stark reality of the housing crisis, the problems that ordinary people face, and why Shelter is needed today, more than 50 years after we were founded. The sheer scale of the crisis is laid bare in this annual report, as well as the extraordinary efforts of our volunteers, staff and supporters to help individuals and families.

In pioneering our digital advice and help online, in taking test cases to court, in persuading the government to ban letting agent fees in England, in setting out a new model of civic housebuilding, and in persuading the Scottish Government to reform the private rented sector, we have achieved a great deal for many thousands of people.

In an increasingly uncertain world, with major political upheavals and with individuals and families facing uncertain futures, Shelter will continue to do the right thing.



A handwritten signature in black ink, appearing to read 'Graeme Brown', written in a cursive style.

Graeme Brown
Interim Chief Executive

Strategic report

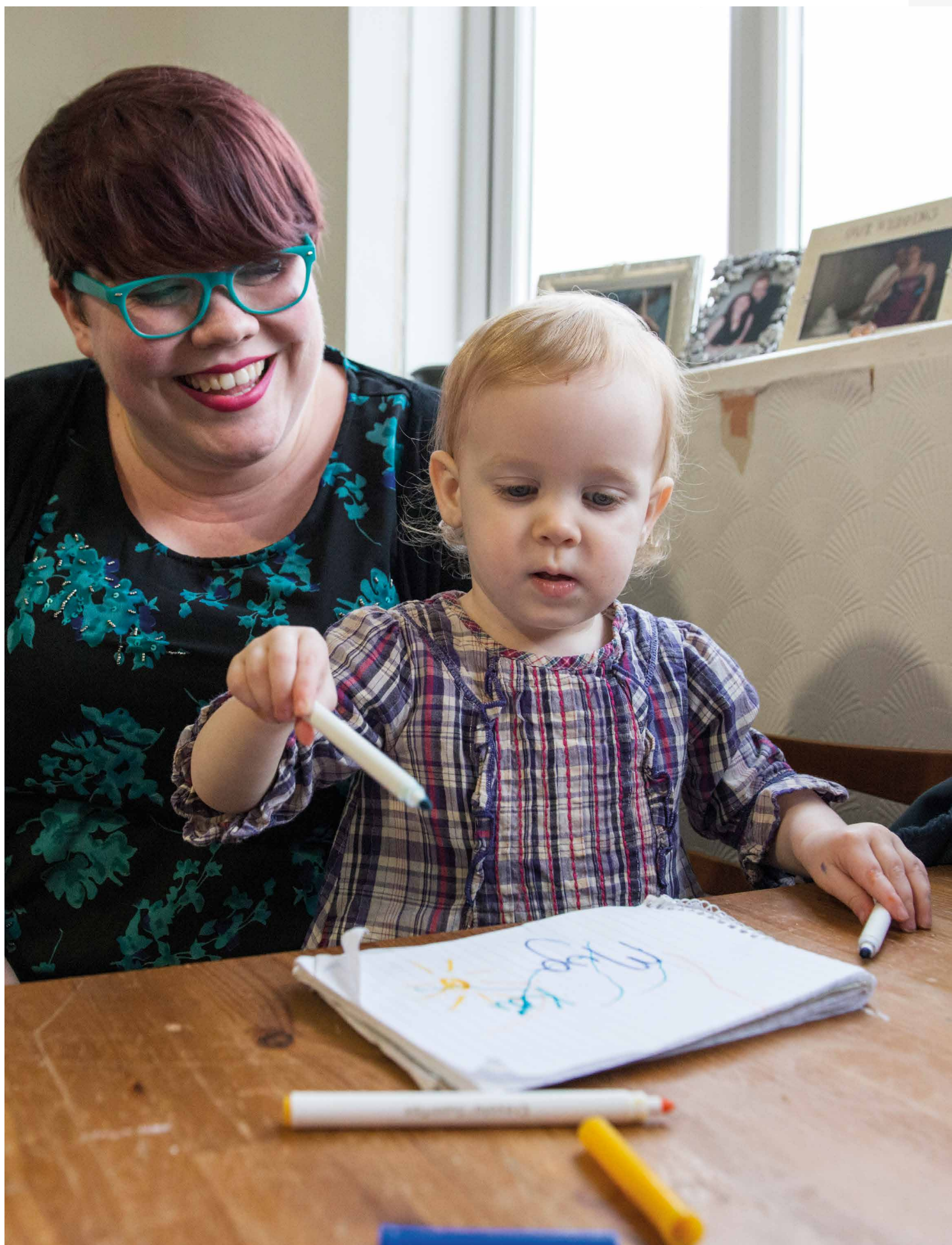
What we do

Shelter helps millions of people every year struggling with bad housing and homelessness. We do this by giving expert housing advice on the phone, online and face-to-face. We attend court to defend people at risk of losing their home. We provide specialist support services to help families keep their home or settle into a new one. And we campaign to tackle the root causes of the housing crisis so that, one day, no one will have to turn to us for help.

We're here so that no one has to fight bad housing or homelessness on their own. We won't stop until there's a safe, secure and affordable home for everyone.

Our strategy

2015/18



In April 2015, Shelter launched a new three-year strategy – ‘A home for everyone’ – with the following key priorities. We will:

- campaign to make housing more affordable, renting fairer, and homelessness a thing of the past;
- ensure the governments in Scotland and England plan to build the homes we need;
- create a mass movement to campaign for social change, spread awareness of the support we offer, and raise more money to support the people who need our help;
- build public support for a comprehensive safety net;
- ensure those who come to us get the best possible help to resolve their housing problems in the most timely and efficient way possible, and
- ensure that our staff and our volunteers have the tools they need to achieve our vision.

Our Shelter Scotland three-year strategy was launched in April 2015. Aligned with the overall Shelter strategy above, its key priorities are as follows. We will:

- speak out with, and on behalf of, homeless and badly housed people across Scotland by campaigning for housing justice;
- deliver a range of services which are based on the principles of prevention, personalisation and partnership;
- foster passion, imagination and strong performance among all staff to improve the lives of people who are badly housed or homeless;
- involve and engage our service users in our campaigns and in shaping our services, and focus our services development and capacity through our four city hubs, and
- improve our digital presence by making it easier for people to access us online, by providing engaging and personalised content. We shall continue to improve our telephone helpline responsiveness.

Our values

Bold

We are not afraid to set the agenda or challenge the status quo. We want to make an impact and we will make sure our voice, and the voice of those we help, is heard.



Passionate

We have a fundamental belief in social justice, fairness and a place to call home. That drives us to find solutions and means we won't give up until we achieve our vision.



Focused

We focus on how to make a difference and achieve sustainable change for individuals, families and the wider society. We choose our battles and we fight them in public and behind the scenes.



Together

We bring expert knowledge, experience and talent together to help us achieve our goal.



Our year in numbers



We helped more than

4.75
million
people

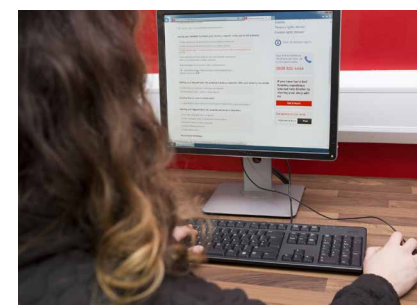
124,771
enquiries

answered through our helpline
and online advice services



6.6 million

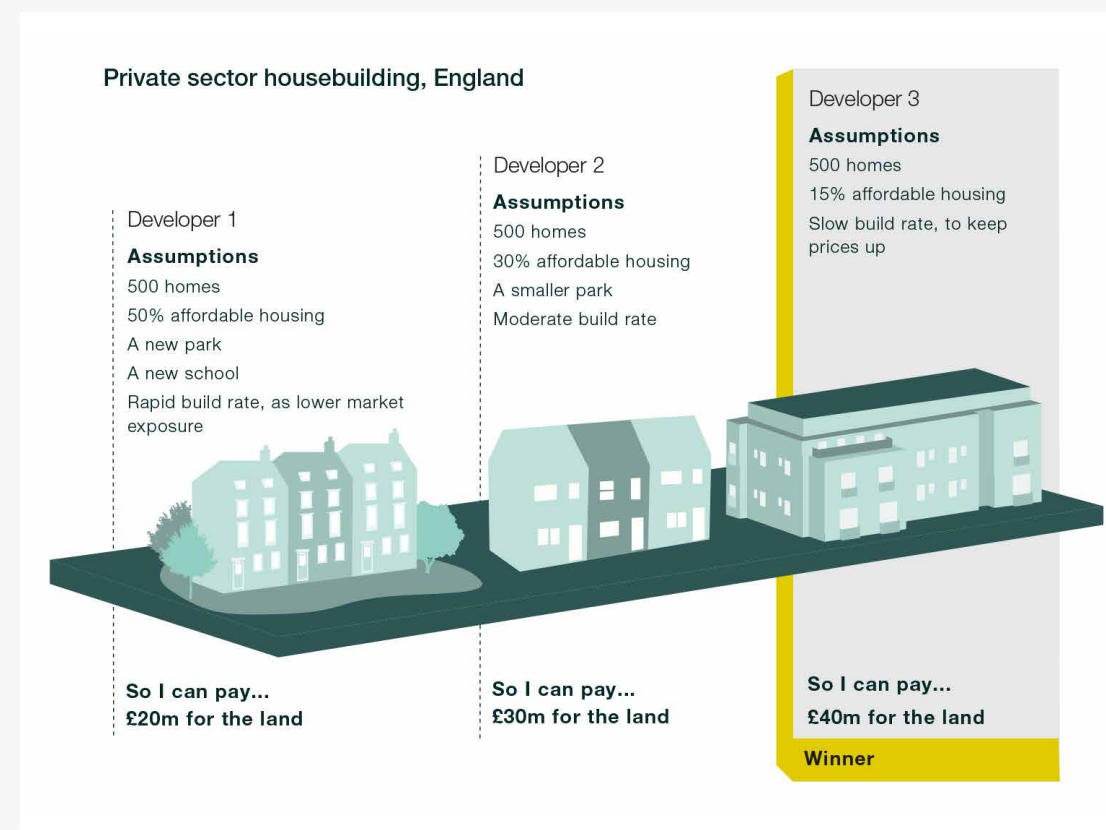
visits to our advice pages online*



Affordable housing and housebuilding

Everyone should have a safe, secure and affordable home. This belief is at the heart of everything we do.

- The Affordable Housing Programme, which funds the building of affordable homes, was again increased in the autumn statement, having been doubled the year before. Within this, money will now be made available for affordable rented homes, rather than exclusively for middle-income home ownership products, as was the case in previous years. We still have a long way to go in the funding of the number and kind of genuinely affordable homes we need, but this is great progress and a stark contrast to the 60% cut made to this budget in 2012.
- Significant steps were taken in both the Neighbourhood Planning Bill and the government's housing white paper to reform private housebuilding along the lines we have long campaigned for. These include important changes (or proposed changes) to compulsory purchase reform, land assembly, land market transparency, and on build-out rates. These are important first steps towards a housebuilding market that delivers more homes ordinary people can afford.
- Almost all of the proposals in the Housing and Planning Act that would have significantly damaged the number of genuinely affordable homes were either dropped, delayed, or watered down significantly. These include starter homes (which would have come at the expense of social housing), 'pay to stay' housing, and the forced mass sale of council homes to fund the right to buy for housing association tenants.



- In England, we are not building enough homes – and haven't for a generation. It's at the heart of every housing problem we see: from homelessness, to declining home ownership. In March 2017, we launched our New Civic Housebuilding report, which sets out how we can start building homes at a scale that our housing shortage now demands.
- On the back of our Manifesto for Homes campaign work in the run up to the 2016 Holyrood election, we secured high-profile commitments from all major political parties in Scotland to build a great many more affordable homes over the lifetime of this parliament. This resulted in the SNP Government committing to building 50,000 affordable homes by 2021, with 35,000 available for social rent – a major and welcome step change in affordable housing supply in Scotland.

Fixing the private rented sector



Last year, we saw a number of successes in our ongoing campaign to make sure renters get a fairer deal.

- Following years of campaigning, we secured government commitment to ban all letting agency fees faced by private renters in England. This will save private renters an average of £223 every time they move.
- We secured government commitment to greater stability in the private rented sector, starting with measures to encourage longer tenancies in the build-to-rent sector.
- We've made sure the government followed through on its promises to use the Housing and Planning Act to tackle rogue landlords and improve conditions, and we've worked with officials on proposals to ban rogue landlords from operating. Thanks to our efforts, the government has introduced powers that mean local authorities can keep the money raised from fines for rogue landlords to do more work cracking down on bad conditions.
- In the Highlands and Dundee City, Shelter Scotland has worked with over 500 private landlords to improve practice in the private rented sector. This has raised standards among private landlords and enabled local authorities in both areas to take tough, targeted action against private landlords who continue to break the law.
- Building on the success of our Make Renting Right campaign, we have worked constructively with the Scottish Government as they design and finalise the details of the new Private Tenancy that will come into effect in Scotland later in 2017. Fundamentally, this will provide much greater security of tenure for the growing number of private renters in Scotland.

Protecting the housing safety net

It takes just one thing – like losing your job or falling ill – to put you at risk of becoming homeless. That's why we want a stronger housing safety net for the future.

- Homelessness legislation is set for a radical overhaul and we worked with government officials and homeless charities to ensure that the new system will work better for all households. We've successfully retained key protections for homeless families while ensuring all households receive more help to prevent homelessness.
- We secured numerous exemptions to the government's plans to remove housing benefit from young people aged 18–21 years. Ministers listened to our arguments that some young people couldn't return home and exemptions are in place to support young people who have nowhere else to go.
- The government has abandoned proposals to charge higher income tenants higher rents after lobbying from Shelter and other organisations raised serious questions about the workability of proposals. This will bring relief for households worried they would be unable to afford market rents.
- Homelessness is a re-emerging problem in Scotland today with a visible increase of people sleeping rough in our major cities and towns. The impact of austerity and budget cuts, combined with a stuttering housing supply, low economic growth and stagnant wages, have all had a serious impact. We are calling on the Scottish Government to introduce a new National Homelessness Strategy to ensure there's a strong housing safety net for everyone.

Beth's story



Beth, 48, has both physical and mental disabilities, including chronic pain, serious mobility problems and depression. Her seven-year-old son is her main carer, and also has mental health issues. Beth applied as homeless when her son was a baby and her local council accepted a full duty.

The family were placed in a one-bedroom temporary accommodation flat in 2010. It was on the second floor, up a narrow flight of steps. The property had a bath that Beth could not use on account of her physical disabilities – she was having to use a piece of hose pipe connected to the sink tap to have a wash instead. The family was also experiencing physical and verbal abuse from a local gang and, on one occasion, their front door lock was glued shut trapping

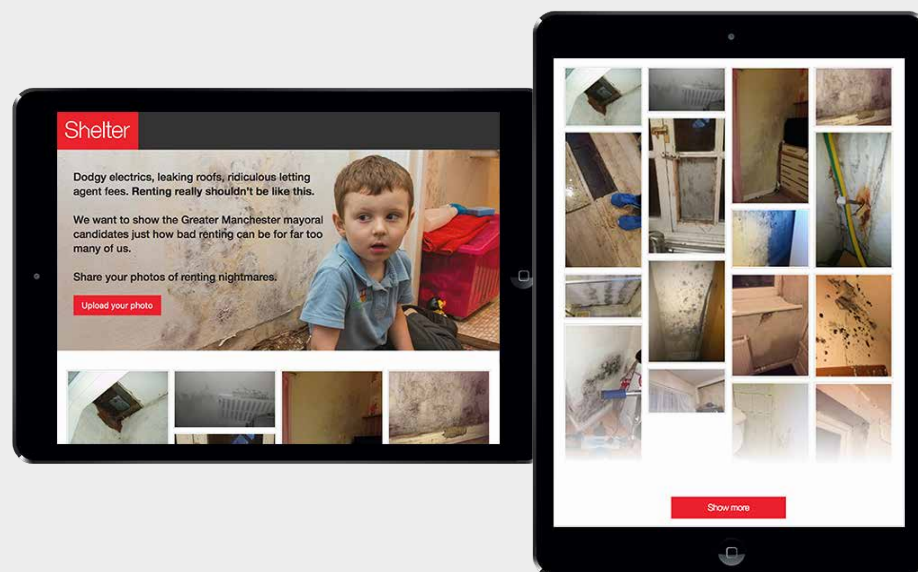
them in their flat. Beth had requested to be moved on several occasions, but to no avail.

In July 2016, Beth came to Shelter and met with a solicitor. Shelter's solicitor set up community care and mental health assessments for the needs of both Beth and her son, and liaised with their GP, police, tenancy managing relations officer, child and adolescent mental health services, the council's children social services, the council's adult care social services, and neighbour witnesses to gather evidence.

Shelter then made formal submissions to the council who agreed that the accommodation was not suitable and agreed to move them to a more suitable property within three months.

We have continued to find innovative ways of using the web to engage our supporters in our campaigns.

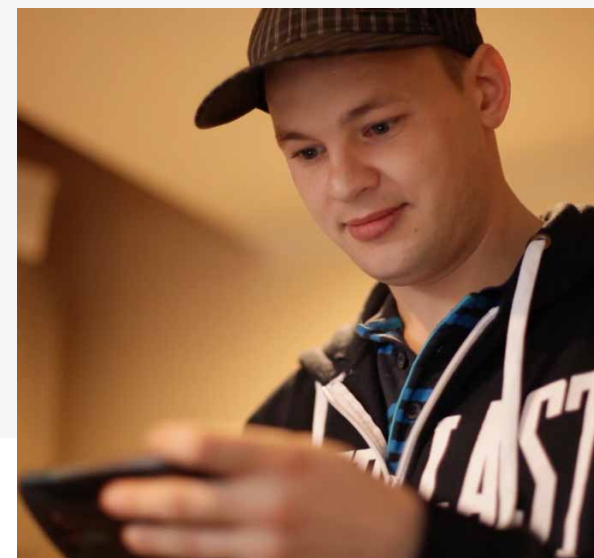
- One of our main aims for our 50th anniversary was to build a mass movement and connect supporters with Shelter's vision. We put this at the heart of mobilising supporters throughout the London Mayoral campaign, using an online petition tool which underpinned our whole campaign. Through elegant and user-focused design, it simplified a complex topic and captured the data we needed to build our 'Fix Renting' movement.
- Another standout online tool was our photo-sharing platform. Through this, we encouraged supporters to send us photos of poor conditions. We used the content to build a bank of authentic user-generated images and used these as part of our supporter engagement for social media posts, as well as to create a website for a spoof letting agency.
- The combination of the above won us **'Best Use of the Web' at the Charity Times Awards in 2016.**



Designing improved content

With millions of people visiting our website every year, we're constantly looking for new ways to improve their experience.

- We have focused on redesigning the advice content on the Shelter website to ensure it is even closer aligned to the needs of our users, recognising the continuing growth of mobile as a primary point of access, and building a more personalised and localised approach. We have also redesigned our advice content to better integrate our other services, expanding the capacity of our webchat teams to help more people via this channel, while signposting more directly to our helpline and local face-to-face services where appropriate.
- In Scotland, we've spent the last year looking at how our content might help someone solve their housing issues. This means looking beyond the numbers and figuring out if the content on our website is actually helping the people who use it. With this in mind, we created more digestible guides, collating the most important information about a topic and presenting it in a step-by-step format. We're also making our content more interactive by introducing tools, template letters, videos, and animations to better explain housing rights and responsibilities to a wider audience, especially on social media. We're hoping that this will bring our advice to more people and also to harder to reach audiences, like young people.



We have continued to improve the experience of callers to our helpline and looked at other ways of using technology to give advice.

- Over the last year, we completed a project to optimise our telephony solution making us more efficient and better able to pilot new ways to deliver timely advice, in the format or channel preferred by our service users. The infrastructure is now fully implemented and facilitates a seamless user experience for both supporters and service users.
- By being more effective in the use of technology, we are able to integrate our face-to-face, telephone and web-based functions and deliver advice to 'the right person at the right time.' It also means improved economy in terms of our providers and that we pay for what we need, when we need it.
- Shelter Scotland has introduced new Interactive Voice Response (IVR) software, which means service users get a better understanding of wait times and service disruption when they call us. This also helps us to manage the flow of calls into the helpline.
- This year, we have almost doubled the number of volunteers recruited to our helpline in Shelter Scotland. We are delighted to have fostered a clear path to employment for those volunteers looking for work or transferable skills, with two of our volunteers successfully achieving roles within the helpline earlier in the year.

50th anniversary

We used the opportunity that our 50th anniversary provided to raise our profile, widen our reach, and mobilise our supporters.

- In June 2016, we held our summer reception, sponsored by British Gas. At the event, we showcased a specially curated exhibition of the last 50 years of Shelter's work, with materials taken from our archive in the Bishopsgate library. This emotive and engaging event marked a key moment in our 50th year and was attended by over 300 high-level Shelter supporters.
- In October 2016, we launched the Living Home Standard, which set out, for the first time, the public's definition of what an acceptable home should provide. The standard was created in partnership with British Gas, and was supported by Ipsos Mori, who carried out a substantial piece of quantitative and qualitative research with a representative cross section of the population.
- On 1 December 2016, we held an event in Westminster to launch the Green Book 2, which highlighted the structural factors that lead to homelessness. This was a follow-up to the original Green Book, written by Shelter founder Des Wilson, which was a catalyst for the foundation of our organisation. It aimed 'to discover the extent of the British housing problem with particular reference to homelessness and overcrowding'.



- We held a programme of regional events throughout the year, centred around three of our hubs in Sheffield, Manchester and Birmingham. These consisted of exhibitions of Nick Hedges' photography, screenings of *Cathy Come Home*, and a collaboration with a local festival in Sheffield called Tramlines. Over 6,000 people in total attended our regional events.

The awareness raised throughout our 50th anniversary would not have been possible without the support of Nick Hedges who allowed us to use his original photographs depicting slum housing in the 60s.



- Our chain of charity shops continues to perform well, increasing net profit returns to provide valuable unrestricted income for our Shelter services. Our new local operating model is headed by dedicated community shop managers and supported by an amazing team of over 2,000 volunteers.
- During 2016/17, we opened two new charity shops as pilots in the more affluent areas of Hampstead Heath and Byers Rd, Glasgow. We also opened one new furniture store in Sunderland, building on previous successes in Erdington and West Bromwich. We closed 10 poor performing shops during the same period, in line with our closure programme. Our current retail property strategy is guided by valuable insights from our corporate partner CBRE.
- In October 2016, London's Finchley Road and Hampstead Heath were the first shops to take on the new aspirational 'Boutique by Shelter' brand, followed by Byers Road in Glasgow. The design was completed in collaboration with Wayne Hemingway and features photos from Nick Hedges' iconic collection. Initial results have been very encouraging and further openings are now planned.

Pioneering digital advice

In 2016/17, we saw growing numbers of people turn to us for support through our online and telephone advice services.

- To meet the demand for our online advice services, we have continued to work on refining and improving our offer. In 2016/17, we looked at our approach to video advice, creating more opportunities for users to find help online. From March 2017, we also started piloting the use of Facebook live to run advice sessions.
- **Tenancy Deposits**, launched October 2016, 2,000 completions in first month.
- **Advice Services Directory**, launched 2016, improves user experience.
- In 2015/16, as part of our localism and triage project, we started an investment programme in our online tools to better assist people who visit our website for advice and support. We have now implemented five toolkits covering the following issues:
 - **Discretionary Housing Payments**, launched 2015, completed by over 4,000 users.
 - **Homelessness**, launched March 2016, completed by over 7,000 users.
 - **Local Welfare Provision**, launched August 2016, completed by over 4,000 users.
- These toolkits link people directly with accurate data from over 400 local authorities, helping them get answers that are relevant to them and the area in which they live.
- A gathering of computer coders, designers and housing professionals came together at Shelter Scotland's first Hackathon to devise digital solutions that address problems faced by those affected by Scotland's housing crisis. The winning idea was the concept of a button on the homepage that says 'I need help', which leads through to an interactive tool. This tool – which has now received funding from Comic Relief – will then ask targeted questions, making it quicker and easier for people to find relevant support.

Expanding our advice and support to tackle root causes

Over the last year, we have focused our efforts on addressing both the causes and consequences of housing problems.

- We held our first Innovation Gateway with staff in June 2016. The outcome of which was our Newcastle Social Prescribing service, which started in November 2016. Shelter is working with a local GP surgery to deliver advice 'on prescription' about wider issues affecting wellbeing, such as housing conditions and money worries. Our aim is to improve housing stability through the provision of holistic advice and support, which is accessed in a trusted, recognised and local health setting.
- People in some of the most deprived areas of Glasgow and Dundee are being offered a new service where an appointment with their doctor could also see them referred to money and debt advisers within the same health centre. The service is particularly aimed at young adults on welfare, as well as job-seeking and working-age adults who are struggling financially.
- Each of Shelter Scotland's community hubs are now holding regular housing advice street clinics in city centres to offer free housing and homelessness advice to anyone needing it. These street clinics have proved very popular, allowing people to just turn up and get expert advice or make appointments to get further support.

Providing intensive family support



- In September 2016, we held an event in Knowsley to celebrate our Liverpool Family Support Service. It is a unique service, unrestricted by local authority boundaries, which assists families in sustaining their tenancy and helps them to thrive in their new home. Over its three years, the service has provided intensive support to over 400 families at risk of homelessness or experiencing housing issues. In a recent survey, 91% said they had made positive progress with their tenancy and 84% said they had improved in skills and confidence as a result of Shelter's intervention.
- Our Foundations First service has so far supported 189 families in Renfrewshire who are affected by homelessness, struggling with money worries, living in poor conditions, or settling into a new community. This service has brought together our housing support expertise with our growing welfare benefits and advice provision. It helps families build skills and resilience to allow them to change the circumstances that might be keeping them in poverty.

Paulina's story

Paulina was given five minutes to collect her possessions and move out of her privately rented flat when she was illegally evicted by her landlord. Paulina's daughter, Jessica, was two months old at the time. They spent two days on the street before coming to Shelter for help, which is when Paulina met family support worker, Tatiana.



'I became homeless on a weekend so the council was closed. I asked the landlord to let me stay until Monday, but he didn't, he broke the door down. My baby was inside. I called the police and they said I had to leave.

'What was hard in the start was that I didn't know if I would get something or not, if I would be homeless forever or not, what would happen.

'Tatiana helped me a lot from start to finish. I didn't have money, I didn't have anything. She came with me to the council and helped me with housing benefits, with this room.

'I am close to Tatiana. She knows everything about our situation from the start so I don't need to explain anything to her. If I don't know something, if I have a problem with something, I know I can call her and she will help me.'

“

I didn't know if I would get something or not, if I would be homeless forever or not, what would happen.

We recognise how valuable the insight of service users is and we want them to have their voices heard. Our aim is to put our service users at the heart of our work, across the organisation.

- During 2016/17, over 700 service users across England and Scotland were further involved and engaged with our work after their initial contact.
- Shelter's 50th anniversary provided a great platform for encouraging involvement. Our service users were supported to speak at public events and assisted in a live-streamed production at the Arcola Theatre in Hackney. In addition, one of the families we supported helped us deliver a petition of 34,000 signatures to Downing Street in December. Our Green Book 2 report is also strengthened by the testimonies of those with personal experiences of bad housing and homelessness.
- Our service user group in Manchester is involved in external influencing through action groups for Manchester's Homelessness Charter, which is working to improve homelessness services in the city. Their input has already led to the redesign of the space where people present as homeless at the Women's Direct Access Hostel.
- In Scotland, the innovative 'Photovoice' project saw 30 private tenants use photography to depict their feelings about renting. This resulted in an exhibition at the Scottish Parliament, which was launched by Patrick Harvie MSP and which featured a talk from the Minister for Local Government and Housing, Kevin Stewart MSP.
- As part of a research project in Glasgow, we carried out interviews with people who'd experienced homelessness to explore how we could use our housing expertise in the best, most meaningful way. We also spoke to practitioners across the city, largely in grassroots organisations.

From our research, we now have a core group of individuals with lived experience, who have helped us to design and deliver a service for those who have significant barriers to housing. We have also been able to train our first peer supporters, who can offer advice and advocacy to a community that they understand.

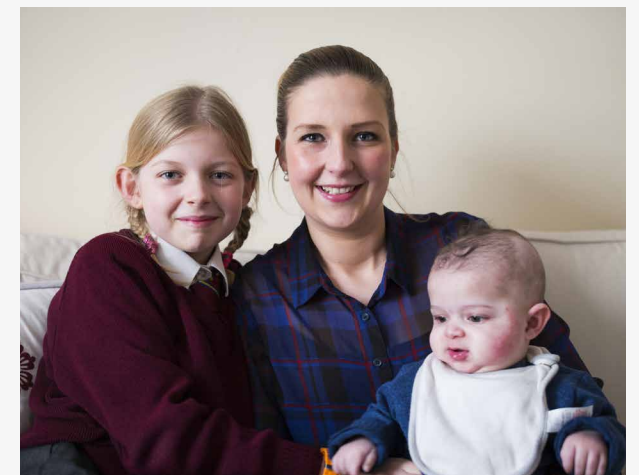
Francesca's story

Service user involvement to Getting Real Opportunities of Work trainee

After becoming homeless in 2014 and getting support from Shelter, I decided I wanted to help others in the same situation, which is why I got involved at Shelter. I've had many great opportunities where I have shared my story, spoken about issues at events and in the news, and I've fed back and influenced Shelter's work.

Last year, I had the privilege of attending the film premiere of *I, Daniel Blake*, where I appeared on a panel with Ken Loach. This was a fantastic opportunity where I was able to raise the audience's awareness of housing issues and show that homelessness can happen to anyone. I also attended an event at The Arcola Theatre to mark Shelter's 50th year, where I sat on a panel with the Mayor of Hackney, Shelter's Director of Services, and the Policy Manager. At this event, I was approached by the Mayor of Hackney who wanted to hear more about my experiences and how the council could have been of more assistance.

I have also influenced and provided feedback on a number of Shelter's projects. Throughout last year, staff and service users attended Innovation Labs to suggest creative ideas to help clients to keep, access and improve homes. I sat on the Innovation Gateway Panel, alongside another service user and the management team, to review proposals and decide how funding should be spent. I felt that this was really important as I was able to use my experience to make sure service users get the best support once they contact Shelter.



I also recently attended a Services Leadership Conference, which brought together managers and service users from across the division. I helped to lead a workshop on involvement and contributed to discussions throughout the day, which gave me the chance to be vocal on the ways in which Shelter helped me and how the service could be improved. Being involved in these projects has made me feel very empowered, as I know that the information and feedback that I am giving is going to be put to good use.

Being involved with Shelter has increased my confidence and I recently took the step to apply for a Getting Real Opportunities of Work (GROW) trainee role at Shelter London's Hub, which I was successful in getting. I am really looking forward to being part of an amazing team that deliver excellent services. The role will mean that I can develop my skills and knowledge, and that I can work with other people affected by homelessness to support them to get involved, like I did.

Volunteer profile



Name: Miles Caton

Age: 18

Role: Volunteer peer champion

Which service and team do you work for?
Blackburn office.

Was volunteering at Shelter your first work experience?

Yes, since doing work experience at school, this is my first proper office role.

How long have you been volunteering at Shelter?

Over a year.

How many days a week do you volunteer?

Two days.

When and how did you start your volunteering journey?

I found out about Shelter through a volunteer fair at college. I studied a unit at college called Employability. I started doing admin at Shelter and, as my confidence grew, my role included client-facing tasks.

How was the experience for you of starting your first job volunteering at Shelter? Was it how you expected?

Some aspects, yes, but a lot has opened my eyes and shown me what the real world is like. It has also made me confident going forward. In five years' time, I hope to combine my IT skills with working at Shelter.

What jobs/tasks do you do when you are volunteering?

After checking emails, I see if any scanning needs to be put on the system. I also attend team meetings and check if reception need any help.

What do you enjoy most about volunteering?

The feeling of contribution when outcomes are positive for clients. I also like the feeling of being part of a team. They've been very supportive.

What do you find challenging?

I found challenging the transition from being admin-based to providing client-facing support. Calling clients for feedback was a bit challenging, but the more I did it, the better I got.

What impact has volunteering had on you?

Volunteering at Shelter has opened my eyes to all different problems people are facing. You don't realise what situations people are in. You just think everyone is in the same situation as you, you don't realise that some people are just, or barely, getting by.

What have been some of your highlights while volunteering?

Becoming volunteer peer champion. Helping, talking and sharing experiences with other volunteers gave me confidence. Organising the Christmas party and volunteer lunch. Reaching one year of service. It went quite fast, I'm still taking it all in. The team gave me a certificate and cake. My family were proud of me too.

What advice would you give to new volunteers or people thinking about volunteering at Shelter?

Every day you find out something new. You might find out stuff about yourself that you didn't know. You meet different people and you sympathise with people going through a difficult time. There are lots of different things to experience and I'm really happy I did it.

How would you describe your volunteering experience in one line?

Amazing.

Is there anything you would like to add?

Just that everyone at Shelter is amazing at what they do. Lots of people might not know it but they make a big difference.

“

Volunteering at Shelter has opened my eyes to all different problems people are facing.

Our plans for 2017/18

In August 2017, we will welcome our new Chief Executive, Polly Neate, to the organisation who will complete the recruitment for Shelter's leadership team and bring it to full capacity in autumn 2017. From here, the leadership team will start to develop Shelter's next strategy with the Trustee Board, due for publication in May 2018.

As part of the strategy planning process, staff teams across the organisation have started to review what worked and what didn't during our last strategy period and gather learnings. These will be used alongside stakeholder input and feed into the development of Shelter's next set of strategic aims and objectives.

Our commitment to good governance

Measuring our success

We have developed a common outcomes framework which enables us to link all our activity across our services and campaigning to three main areas of impact for our service users – finding, keeping and improving a home. The framework has four main objectives:

1. To better understand how Shelter's services and campaigning contribute to the delivery of our strategic aims.
2. To support decisions about how we invest in particular activities.
3. To enhance our ability to demonstrate value to funders and supporters.
4. To support the continuous improvement of Shelter's services and campaigning.

During 2016/17, we have been busy gathering data from our service users on the above. You can read more about our outcomes work in our 2017 Impact Report.

Your privacy and security

We recognise the importance of personal data and our role in protecting that data from any breaches or misuse. We are implementing an extensive information governance strategy and workplan towards ISO27001 accreditation for information security. This helps us to ensure that we are doing all we can to safeguard the personal data provided by our donors, supporters, clients, and our people.

Our pay policy

We take an approach to pay and reward that

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 every three years 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 which makes our reward offer competitive.
- We believe those who consistently contribute at a level above expectation should have opportunity to be further rewarded for doing so.

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 £133,843 per annum. 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.'

Our fundraising policy

Shelter carries out a variety of fundraising activities. In addition to direct approaches to companies and individuals, we have our own in-house team of face-to-face fundraisers who engage with members of the public in direct dialogue, and we also work with a professional door-to-door fundraising agency. We employ a number of professional fundraising agencies to solicit donations on our behalf by telephone and SMS. Our policies and approach to fundraising standards are outlined below:

- We are registered with the Fundraising Regulator and comply to the Codes of Fundraising Practice and the Rulebook for Door and Street Fundraising, and we are committed to complying with the regulator's Fundraising Promise.
- We have a policy to protect vulnerable people and we insist on checking the policies of our suppliers as part of any tender process.
- We give our supporters the opportunity to opt out of further contact as part of every approach for a donation.
- When selecting people for an approach by telephone, we screen them against the Telephone Preference Service register.
- All our mailing lists are screened against industry standard bereavement registers and the Mailing Preference Service.
- We screen against the Fundraising Preference Service.

- We do not share or sell data.
- We have business processes in place to enforce intervals between fundraising approaches.
- We monitor the activities of our fundraising agencies by 'mystery shopping', to ensure that our agencies are adhering to standards and also to the approach that we have agreed. As well as receiving sample recordings of telephone contacts, we are able to request specific recordings where concerns are raised.
- During 2016/17 our supporter helpdesk dealt with 108 complaints.

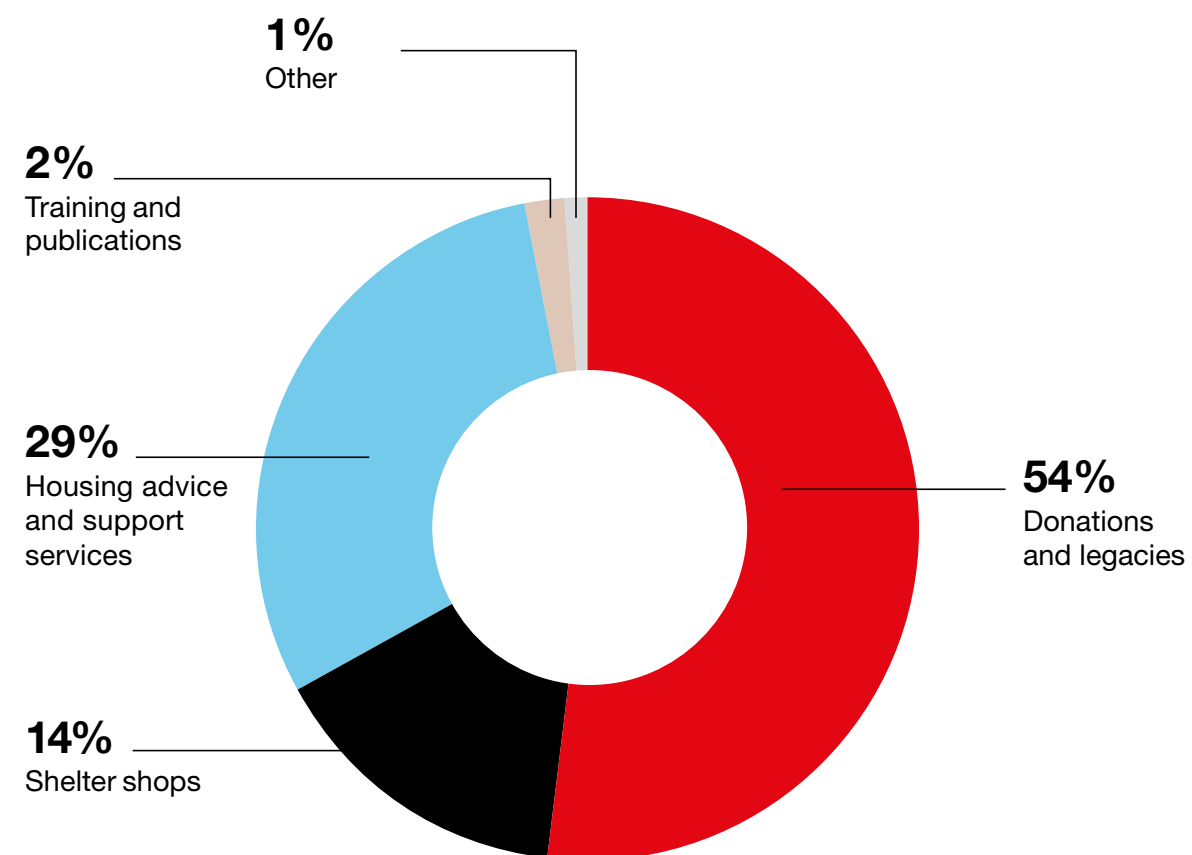
Our supporter charter

We will:

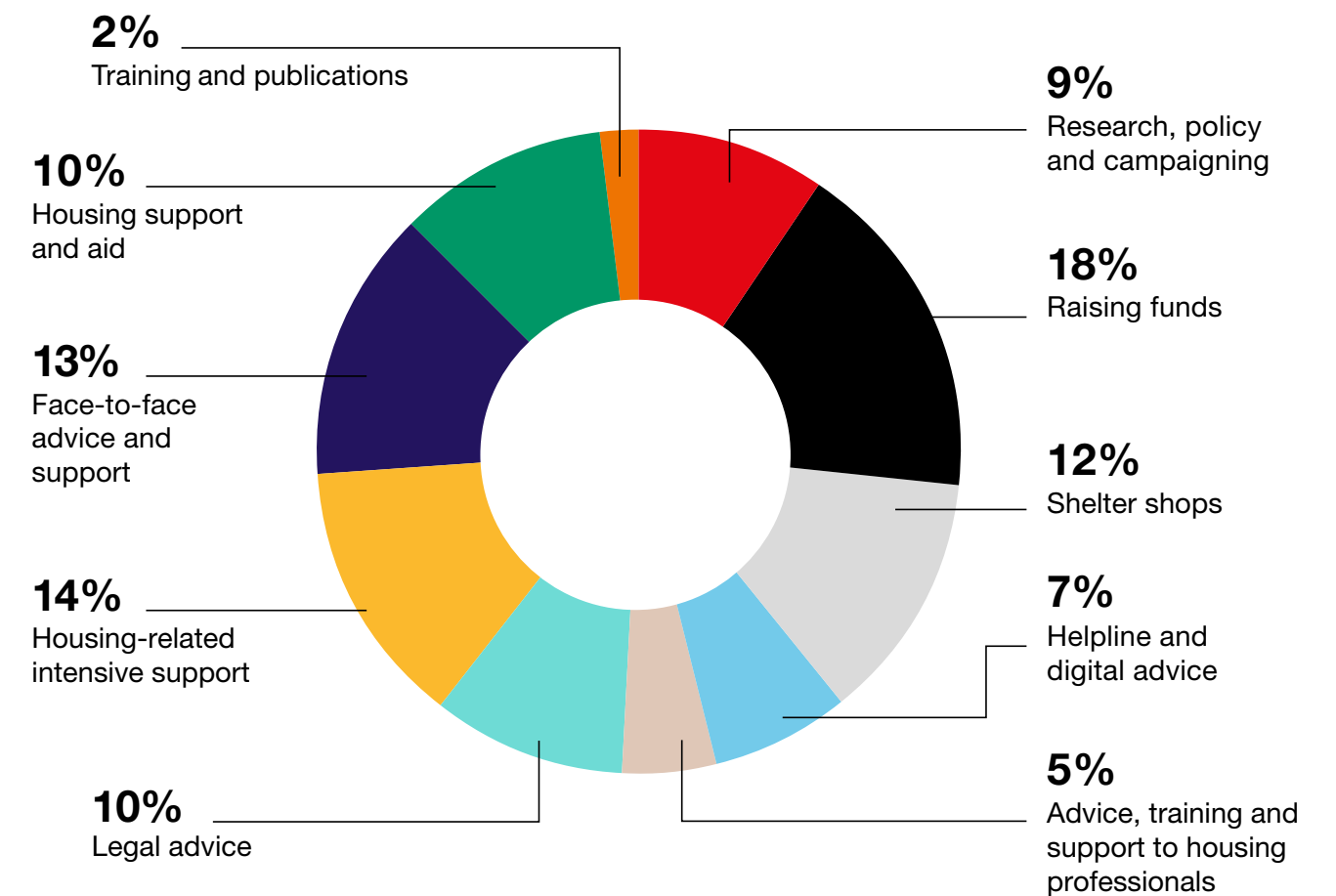
- use your donations carefully and responsibly;
- respect your wish to assign a gift to a particular aspect of our work;
- thank you for your support, and let you know what your donations do;
- fund work with a demonstrable, positive impact on the lives of homeless and badly housed people, while keeping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

Our finances

Income 2016/17



Expenditure 2016/17



Our corporate partners

Berkeley Foundation

The Berkeley Foundation is the largest single funder of our Shelter Hackney Family Service and advice service in Fulham, giving £120,000 in 2016/17. They also had seven participants in Ride London 2016 raising an additional £6,000.

British Gas

We are in the final year of our five-year partnership with British Gas. Over the last four years, British Gas employees have smashed the £1 million fundraising target and we've successfully campaigned to improve standards in the private rented sector, including the introduction of mandatory five-yearly electrical safety checks and carbon monoxide alarms in some rented accommodation.

CBRE

CBRE have raised over £280,000 in the second year of our three-year partnership, through a combination of staff fundraising and corporate donations. They have also provided extensive pro bono support with our retail expansion programme, lease negotiation in Liverpool, and space utilisation of our London offices, which have saved Shelter in excess of £90,000. Since January 2015, CBRE have donated over £730,000 to Shelter.

Legal & General

Legal & General have collaborated with us on the development of our policy campaigns and have funded our Homestarter Box programme.

Marks & Spencer (M&S)

We're delighted that M&S continued their support through the Shelter lunch range last Christmas, donating 5% from every item and raising over £460,000. Over the last 12 years, M&S customers have raised an incredible £2.8 million for Shelter through the range. The money raised funded one in four of all the calls answered by our Shelter helpline last year. Throughout the year, M&S and its customers also support Shelter by donating stock to our shop network, and by donations from the Sparks customer loyalty card. To date, M&S and its customers have raised over £9 million through our combined activities.

Nationwide Building Society

Nationwide have donated over £550,000 in the last year, which has helped thousands of people in housing need through our helpline and services in Birmingham, Bristol and Sheffield. Nationwide staff across their branch network and admin centres have supported the partnership through fundraising activities and volunteering initiatives, and they also donated Christmas gifts for families helped by Shelter's services.

WHSmith Travel

Since autumn 2015, WHSmith have given Shelter all the profits raised through sales of their 5p and 10p carrier bags. This year, their generous donation have enabled Shelter to help 18,000 households through our telephone helpline.

Our supporters

Each year, we are humbled by the generosity and kindness of all our supporters, and this year has been no exception.



37,799

new supporters joined us in 2016/17

3,003

people took part in our run, cycle, challenge and comedy events



1,099

people took part in Vertical Rush, racing up the 932 steps of London's Tower 42

Thanks

We’d like to say a special thank you to those who have helped us this year towards achieving our vision of a home for everyone.

Donors

Lindsey Allan	Goldman Sachs Gives	Andy Phillipps and Andrea Hopkins
Victoria and Edward Bonham-Carter	Dr Valerie Hartley-Brewer	Larry Sadler
Stephen Bonner and Joy Jones	Edward Hill	Mrs Margaret Sheppard
Michael Bresges	Mr Brian Lindley	Mark Sorrell for The JMCMRJ Sorrell Foundation
Sophie Buxton	Philippe Lintern	Nick Thomas
David Cairns	David and Vicki Lipscomb	Gareth Williams
Jacob and Miranda Cnattingius	The Murray Family	Andrew Wilson and Karen England
Mr John and Mrs Angela Davis	Catherine Nasmyth	Giles Wright
Rachel and Geoff Evatt	Greg Nasmyth and Sam Rowe-Beddoe	David Yorath and Eileen Lepine
Edward Frazer – Trinity Group Limited	David Nicholls	Mr John Young
	Martin O’Byrne and Nathalie Sfakianos	

Trusts and foundations

29th May 1961 Charitable Trust	DG Charitable Settlement	Oak Foundation
Access to Justice Foundation	Dr Mortimer and Theresa Sackler Foundation	Odin Charitable Trust
Alice Ellen Cooper Dean Charitable Foundation	Eagle Charity Trust	P and W Webster Trust
Alrola Trust	Elizabeth Frankland Moore and Star Foundation	Pilkington Charities Fund
Albert Hunt Trust	Esmée Fairbairn Foundation	Porta Pia 2012 Foundation
Ampelos Trust	Fulmer Charitable Trust	Rita and David Slowe Charitable Trust
Big Lottery Fund	The Happy Charitable Trust	Robertson Trust
Building Societies Trust Limited	Hirschel Foundation	ShareGift
C B and H H Taylor 1984 Trust	JLM Charitable Trust	Sir James Knott Trust
CHK Charities Limited	Kristina Martin Charitable Trust	StreetSmart
City Bridge Trust	Liz and Terry Bramall Foundation	STV Appeal - ‘STV Children’s Appeal’
Comic Relief	Miss R C R Angel Charitable Trust	TA Fund
Constance Travis Charitable Trust	Mulberry Trust	Thornton Charitable Trust
Deposit Protection Service Charity	Muslim Aid	Trillium Trust
Donations Fund	Northwood Charitable Trust	Tulip Charitable Trust
		William Allen Young Charitable Trust
		Zochonis Charitable Trust

Corporate partners

41 Club	Burtonwoods Solicitors	Max Publishing
All Bar One	Charles Russell Speechlys LLP	Metropolitan & Country Land & Estate Co
Allen & Overy	Deutsche Bank	Pact Coffee
Art Marketing	Financial Conduct Authority	Rail Freight Group
Aunt Bessie’s	Freshfields Bruckhaus Deringer	Slaughter & May
Barton Wilmore	Greycastle Holdings	Stolt-Nielsen
BM Solutions	Ian Williams Ltd	Tulip
British Land	ITV	Willmott Dixon
Browns Solicitors	KPMG	
	London & Quadrant Housing Association	

Supporters

Nick Hedges	Bishopsgate Library (Archives)
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Legacies

The estate of Mrs S Barker	The estate of Miss B Fenner	The estate of Miss D Lorenz
The estate of Mrs G Barnes	The estate of Mr E Gay	The estate of Miss M Lorenz
The estate of Miss J Bowie	The estate of Mrs D Gaze	The estate of Ms P MacLiesh
The estate of Mrs P Bruce	The estate of Mrs C Goodall	The estate of Mrs R Oliver
The estate of Mrs J Clegg	The estate of Miss T Gourlay	The estate of Mr D Phillis
The estate of Miss V Crow	The estate of Mr D Grieve	The estate of Mr B Smith
The estate of Mrs M Dodwell	The estate of Dr W Heller	The estate of Miss T Solesby
The estate of Mr B Duttson	The estate of Mrs L Humphris	The estate of Mrs J Stride
The estate of Mrs V Elphick	The estate of Mrs S Jennings	The estate of Mrs R Tribe
The estate of Mrs M Fell	The estate of Mr N Jones	The estate of Mrs G Wood
	The estate of Ms D Lewis	

Partner organisations

Back on Track	Families Outside	Relationship Scotland
Cheshire & Greater Manchester Community Rehabilitation Company	Sifa Fireside	Blackwood Housing Association
CLI (Community Led Initiatives)	Slough CVS	Caledonia Housing Association
Cumbria & Lancashire Community Rehabilitation Company	Self Help Services	Stirling Council
Humberside, Lincolnshire & North Yorkshire Community Rehabilitation Company	Child Poverty Action Group (CPAG)	Birmingham Children’s Hospital
Merseyside Community Rehabilitation Company	One Parent Family Scotland	Birmingham Rathbone
Mind in Birmingham and Hackney	Children 1st	Criminal Justice Liaison and Diversion Team – Birmingham & Solihull Mental Health Trust
Northumbria Community Rehabilitation Company	St Mungos Broadway (London Connect)	Crisis Skylight Sheffield
	Toynbee Hall	Bristol City Council Early Help
	SACRO	The Royal British Legion
	Inverness Badenoch and Strathspey	Lancashire Women’s Centre
	Citizens Advice Bureau	Blackburn with Darwen Carers Service
	Aberlour	

Celebrities

Adam Woodyatt	Ellie Goulding	Kevin McCloud	PJ Harvey
Adrian Lester	Felicity Ward	Kwabs	Professor Green
Alan Cumming	Frank Turner	Laura Mvula	Rachel Weisz
Alex Gregory	Gail Porter	Laurence Llewelyn Bowen	Rae Morris
Alex Jones	Gary Lineker	Liza Tarbuck	Reggie Yates
Angela Griffin	Gary Neville	Lizo Mzimba	Rhys James
Annie Lennox	Gemma Cairney	Lolly Adefope	Ricky Gervais
Ant & Dec	Geoff Shreeve	Louis Theroux	Salena Godden
Armando Iannucci	George Clarke	Louise Hazel	Sean Hughes
Ben Eine	Grayson Perry	Marcus Brigstocke	Shura
Ben Wheatley	Greg Rutherford	Martin Lewis	Simon Munnery
Blossoms	Greg Wallace	Mary-Anne Hobbs	Stephanie Pratt
Charlie Luxton	Greg Wood	Matthew Pinsent	Stephen K Amos
Charlotte Church	Hayley Squires	Mel C	The Courteeners
Chloe Lewis	Jack Dee	Michael Sheen	The Libertines
Christian O’Connell	Jared Garfield	Miranda Sawyer	Tracey Thorn
Danny McLoughlin	Jon Snow	Nell McAndrew	Viv Groskop
Dara O’Brian	Julia Bradbury	Nick Helm	Wayne Hemmingway
Dave Gorman	Kelly Hoppen	Nish Kumar	Wolf Alice
	Ken Loach	Phil Spencer	Years & Years

Donors, Trusts and Foundations, Corporate Partners listed on this page have given £5k+ and have requested recognition, Legacies listed are the top 30 estates by value unless anonymity was requested.



**Together, we raised an incredible
£33,201,613 in voluntary income**

Financial review

Shelter recorded a planned deficit as agreed by the Board to utilise excess reserves following the significant legacy donation received in 2014/15, resulting in a £2.0m deficit before movements in investment values. Donated income increased compared to last year by £3,152k, and income from grants for housing advice increased by £685k. Gross retail income increased by £145k, while net retail income remained largely the same as last year; which, in the context of a continued programme of closing lower-performing shops while opening new shops, represents a continued path of improved performance in our shops chain. In fundraising, donations from individuals increased by £2.2m and legacies by £0.5m, boosted by our 50th anniversary activities and events held throughout the year, contributing to the increase in fundraising net income of £3.1m.

Expenditure on charitable activities increased by £2.5m, mainly in housing support and face-to-face advice and support, as we continued to use accumulated funds to pay for additional advice and support workers. Elsewhere in expenditure, we increased the provision for dilapidations by £1.5m, in the year following a review by independent surveyors across our estate of offices and shops.

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 and Finance Committee has responsibility for reviewing the performance of these funds against relevant market benchmarks and against an absolute real return benchmark. During the year 2016/17, investments have outperformed against benchmark and have generated a gain

of almost £1.0m during the year.

Reserves

Under the requirements of the 2015 SORP, Shelter segregates its funds into restricted and unrestricted. A further description of these funds is included in notes to the accounts, note 20. Shelter's general funds are its reserves. The Board considered the risks Shelter faces and identified the main risk as the risks to fundraising sources in an increasingly volatile, competitive and economically challenged market. The recent resignations of some senior staff in 2016/17 also represent some risk, however this has largely been mitigated through strong interim arrangements demonstrating the depth of talent amongst our staff. They also identified the need to invest in improving the operational efficiency of Shelter to cope with the increasing demands on our services, through technology and systems investment. They have concluded that an appropriate level of reserves is in the range £5–7m. Currently, Shelter has reserves of £15.5m following the significant donation of over £10m received in 2014/15. As part of our next strategy, we will develop plans to invest reserves in a mix of income generation, additional services and, investments in people and systems. This will bring reserves down towards the target level over the medium term.

Risk management and internal control

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

- the charity is operating efficiently and effectively;
- proper records are maintained and financial information, used within the charity or for publication, is reliable, and

- the charity complies with relevant laws and regulations.

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

- reviewing Shelter's systems of financial control, risk management, and compliance;
- reviewing the nature and scope of the external audit, and any matters raised, for the attention of management. Any significant findings or identified risks are examined so that appropriate action can be taken;
- reviewing and approving the annual internal audit plan, considering and approving the areas of the organisation that are subject to review, approving the scope of such reviews, considering any findings that arise, and agreeing changes to audit plans to take account of emerging risks and new areas of business, and
- 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;
- a business plan, annual budget, and cash flow forecast;
- regular consideration by the Trustees of actual results compared with budgets, forecasts and trends, cash flow, and reserves levels;

- segregation of duties;
- an identification, and management, of risks, and
- a regular review of financial procedures.

A three-tier system of risk registers operates in Shelter, with a top-ten-organisational-level risk register, divisional risk registers, and project specific risk register. The Senior Management Team review the top-ten risk register on a rolling basis throughout the year, and with trustees annually.

The key risks that have been identified to the successful delivery of Shelter's strategy include:

- the introduction of the General Data Protection Regulation (GDPR) and the impact of any breach of the regulations;
- new regulations on fundraising limiting the organisation's ability to raise funds to deliver services, and
- a lack of the digital infrastructure to enable the organisation to achieve all its ambitions for online activity.

We are addressing these by:

- creating an internal working group to plan and implement measures necessary to be GDPR compliant as part of Shelter's data strategy which is due in September 2017;
- monitoring developments through sector bodies and, as the shape of the new regulatory approach becomes clear, determining the appropriate response, and
- implementing new processes to better prioritise between competing demands and give greater certainty to teams.

Key objectives and statement of public benefit

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

- relieve hardship and distress among homeless people and among those in need who are living in adverse housing conditions;
- 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, and
- educate the public concerning the nature, causes and effects of homelessness, human suffering, poverty and distress as aforesaid and to conduct and procure research concerning the same and to make available the useful results thereafter to the public.

Statement of public benefit

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

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

How we are organised

Our Trustee Board

Shelter, the National Campaign for Homeless People Limited (trading as "Shelter"), is a registered charity (number 263710 for England and Wales and SCO02327 Scotland) and a company limited by guarantee (number 1038133) and is governed by its Memorandum and Articles of Association. Shelter's Board of Trustees, who are also directors of the charity for the purposes of the Companies Act, have overall responsibility for the direction, management and control of the charity. The Board met formally six times during 2016/17.

Our Board currently consists of eight members. Applications for membership are invited by external advertisement and promotion through social and other networks. Our commitment 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 and 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 volunteers and receive no benefits from the charity. Any expenses reclaimed are paid in accordance with our Trustee Expenses Policy.

Board committees

To support the Board in fulfilling its governance responsibilities, we have the following committees:

- **Audit, Risk and Finance Committee**
Supports the Board in the effective identification and management of risks, maintenance of systems of financial management and control to assure financial probity and transparency, and effective financial stewardship and management within Shelter.
- **Nominations and 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.

Working parties

The Board may convene a working party to oversee a particular area of focus for the organisation as required. Working parties are time-limited and task-focused and will contain a sub-set of trustees and senior management. Working parties will report their findings/ recommendations to the Board of Trustees. They are not a formal committee.

Executive team

Overall operational management of Shelter is delegated to the senior management team, made up of six divisional directors and led by the Chief Executive.

Our people

We employ over 1,250 staff and have a network of more than 1,500 volunteers who all play a vital role in making sure no one fights bad housing or homelessness on their own.

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

During 2016/2017, volunteers in England and Scotland gave 41,346.75 hours of their time (excludes shop volunteer hours), a 41% increase on 2015/16. On average, we had 262 active volunteers per month. For every £1 we invest in volunteering, we receive an £11 return. The added value to Shelter during 2016/17 through volunteer support equates to £343,410.

(Non-shop-based) volunteer roles breakdown

23% – Admin
13% – Mentoring/befriending
11% – Advice support
10% – Support assistant
7% – Information / guidance
6% – Information Resource Centre (IRC)
6% – Legal support
6% – Reception and triage
4% – Research
2% – Events
2% – Student placement/work experience
2% – Webchat
1% – Corporate volunteering
1% – DIY/Home Help
1% – Project 50
5% – Other

As at November 2016, our shops network had 2,083 volunteers.

Staff and volunteer engagement has remained a priority throughout the last 12 months with the results of the previous year's engagement survey continuing to be translated into meaningful action. This has resulted in extensive work on developing Continuous Learning and Development programmes to ensure that we are able to best meet the learning needs of both staff and volunteers so they are empowered and equipped to make the most difference for our clients.

Our next full measurement of all staff engagement will be in year three of our current strategy. This

work is supported by our internal communications strategy, which aims to inform and engage staff through a variety of tools. As well as central e-zine news detailing operational policies, major projects and strategic directives, staff are invited to attend internal briefings on key campaigns and projects. Local engagement plans also encourage managers to provide staff with information directly relevant to their role/team.

The last year has been a period of change in the leadership of the organisation following the departure of the Chief Executive. During 2017/18, the leadership team's focus will be on developing our next organisational strategy in consultation with trustees, stakeholders, staff and volunteers.

Shelter continues to recognise the importance of the diversity of its workforce and is continuing to strive to ensure that it is reflective of the society it seeks to serve through all levels of the staffing structure.

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

Subsidiary undertakings

The charity's wholly owned trading subsidiary, Shelter Trading Limited, 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 18 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.

Legal and administrative information

Board of Trustees

Ros Micklem (Shelter Chair, Scotland Chair)
(Appointed Shelter Chair 13 July 2017)

Antoinette Byrne
(Appointed 24 November 2016)

Nigel Chapman

Kamena Dorling

Ruth Hunt (Vice Chair)
(Appointed 13 July 2017)

Rob Hayward

Joanna Simons CBE

Jonathan Simmons

Julie Bentley (Vice Chair)
(Resigned 24 November 2016)

William Anthony Rice
(Resigned 21 June 2017)

Sir Derek Myers (Chair)
(Resigned 22 June 2017)

Gavin Sanderson
(Resigned 13 July 2017)

Audit, Risk and Finance Committee

Joanna Simons CBE (Chair)
(Appointed 13 July 2017)

Ruth Hunt

William Anthony Rice (Chair)
(Resigned 21 June 2017)

Gavin Sanderson
(Resigned 13 July 2017)

Co-opted members

Andrew Martyn-Johns

Gavin Sanderson
(Appointed 13 July 2017)

Nominations and Governance Committee

Ruth Hunt (Chair)
(Appointed 13 July 2017)

Ros Micklem

Nigel Chapman

Julie Bentley
(Resigned 24 November 2016)

Scotland Committee

Ros Micklem (Chair)

Rob Hayward

Antoinette Byrne
(Appointed 24 November 2016)

Co-opted members

Lindy Paterson QC
(Retired 2 March 2017)

Ewen Fleming

Tony Cain

Douglas White

Linda Bendle
(Appointed 2 March 2017)

Chief Executive

Campbell Robb

(Resigned December 2016)

Graeme Brown (Interim)

(Appointed January 2017)

Company Secretary

Sarah Barton

(Appointed 3 July 2017)

Daniel Oppenheimer

(Resigned 3 July 2017)

Solicitors

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

Auditors

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

Registered Office

88 Old Street,
London, EC1V 9HU

Registered Charity Number

England and Wales 263710
Scotland SCO02327

Investment Managers

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

Principal Bankers

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

Statement of trustees' responsibilities

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 application of resources, 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.

In so far 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.

Auditor

Sayer Vincent LLP was re-appointed as the charitable company's auditor during the year 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 13 July 2017 and signed on their behalf by



Ros Micklem

Chair of the Board of Trustees

13 July 2017

Financial statements

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 2017 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 2017 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) Regulation 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 59 and 60. 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 misstatements 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, pages 55 and 56, 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

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.

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 judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material mis-statement 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.

Sayer Vincent LLP

Joanna Pittman
Senior Statutory Auditor
4 August 2017

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

Consolidated statement of financial activities

For the period ended 31 March 2017
(incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2017 £'000	Total 2016 £'000
Income from:					
Donations and legacies	2	28,424	4,777	33,201	30,049
Charitable activities:					
Housing advice and support services	4	9,657	8,188	17,845	17,160
Research, policy and campaigning		–	–	–	45
Training and publications		1,036	59	1,095	1,279
Other trading activities:					
Retail sales	3	8,459	–	8,459	8,314
Fundraising services to other organisations		–	–	–	236
Office rental income		19	–	19	19
Income from investments	3b	283	–	283	325
Total income and endowments		47,878	13,024	60,902	57,427
Expenditure on:					
Raising funds	2	10,548	456	11,004	10,931
Retail costs	3	7,848	–	7,848	7,680
Fundraising services to other organisations		–	–	–	308
Charitable activities:					
Research, policy and campaigning		5,908	–	5,908	6,677
Training and publications		1,037	59	1,096	1,007
Housing advice and support					
Digital advice		628	–	628	958
Helpline		2,436	1,101	3,537	2,706
Advice, training and support to housing professionals		555	2,634	3,189	3,137
Legal advice		5,481	557	6,038	6,830
Housing related intensive support		4,693	4,021	8,714	9,907
Face-to-face advice and support		5,644	2,685	8,329	5,405
Housing support and other grants made		5,140	1,438	6,578	4,896
Housing aid and other grants made	6	5	–	5	18
Total expenditure		49,923	12,951	62,874	60,460

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2017 £'000	Total 2016 £'000
Net income/(expenditure) before investment gains/ (losses)		(2,045)	73	(1,972)	(3,033)
Net gains/(losses) on investments	13	972	–	972	(515)
Net income/(expenditure) for the year	10	(1,073)	73	(1,000)	(3,548)
Transfers between funds				–	–
Net movement in funds		(1,073)	73	(1,000)	(3,548)
Reconciliation of funds:					
Fund balances at the start of the year		26,056	516	26,572	30,120
Fund at the end of the year	20	24,983	589	25,572	26,572

Charity and group balance sheets

As at 31 March 2017

	Notes	Group		Charity	
		2017	2016	2017	2016
		£'000	£'000	£'000	£'000
Fixed Assets					
Tangible fixed assets	12	9,496	9,567	9,496	9,567
Investments	13	10,180	6,208	10,260	6,288
Investments – cash deposits	13	1,839	8,132	1,839	8,132
Total fixed assets		21,515	23,907	21,595	23,987
Current Assets					
Stock		24	26	–	–
Debtors	14	8,677	6,618	8,598	6,811
Cash at bank		3,700	4,432	3,700	4,147
Total current assets		12,401	11,076	12,298	10,958
Current liabilities					
Creditors: amounts falling due within one year	15	5,470	6,974	5,463	6,951
Net Current Assets		6,931	4,102	6,835	4,007
Total assets less current liabilities		28,446	28,009	28,430	27,994
Provisions for liabilities and charges	16	2,874	1,437	2,874	1,437
Net Assets		25,572	26,572	25,556	26,557
Accumulated funds					
Unrestricted income funds					
General funds	20	15,487	16,489	15,471	16,474
Designated funds	20	9,496	9,567	9,496	9,567
Restricted income funds	20	550	477	550	477
Permanent endowment fund	20	39	39	39	39
Total charity funds		25,572	26,572	25,556	26,557

The financial statements were approved by the Board of Trustees and authorised for issue on 13 July 2017.
 They were signed on its behalf by:



Ros Micklem
 Chair of the Board of Trustees
 Shelter company registration number 1038133

Consolidated cash flow statement

Period ended 31 March 2017

	Notes	2017	2016
		£'000	£'000
Cash flows from operating activities			
Net cash flow for returns on investment and servicing of finance			
	24	(3,058)	(788)
Cash flows from investing activities:			
Dividends, interest and rents from investments		283	325
Purchase of fixed assets	12	(1,250)	(1,496)
Purchase of investments	13	(9,451)	(2,932)
Sale of investments	13	6,451	2,736
Movement in investment cash	13	6,293	3,961
Net cash provided by investing activities		2,326	2,594
Change in cash and cash equivalents in the year	25	(732)	1,806
Cash and cash equivalents at the beginning of the year		4,432	2,626
Cash and cash equivalents at the end of the year		3,700	4,432

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 and 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. The accounts have also been prepared under the historical cost convention with the exception of investments and the 88 Old Street freehold property for which the charity has taken the option afforded by FRS102 to measure at deemed cost (being the fair value at the date of transition).

(b) Going concern

The trustees consider that there are no material uncertainties about the charitable company's ability to continue as a going concern. Key judgements that the charitable company has made which have a significant effect on the accounts include dilapidations – refer to note 16. 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 18. Shelter operates 34 advice services throughout England and Scotland. The income and expenditure relating to these Advice Services are included in the consolidated statements. In accordance with section 408 of the Companies Act 2006, no individual statement of financial activities has been prepared for the parent company, Shelter or The National Campaign for Homeless People Limited.

(d) Incoming resources

All incoming resources are 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.

The following specific policies apply to categories of income:

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

(e) Resources expended

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

Expenditure is stated in line with the SORP FRS102. Support costs (referred to as apportioned costs) in note 5, which include finance, IT, head office functions (London and Scotland) and facilities, are allocated across the categories of charitable expenditure, governance and the costs of generating funds. The basis of the cost allocation is explained in note 5.

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

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

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

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

(f) Donated services and facilities

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

(g) Gifts in kind

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

(h) Tangible assets and depreciation

Assets with a cost in excess of £1,000 intended to be of ongoing use to Shelter in carrying out its activities are capitalised as fixed assets. Fixed assets are included at cost with the exception of the 88 Old Street freehold property which has been included at market value as at 31 March 2014. On transition to FRS102 the revaluation is deemed as cost at 1 April 2014. Depreciation is charged, on a straight line basis, as follows:

Freehold buildings:

50 years

Short-leasehold buildings:

In line with the lease term

Freehold improvements:

10 years

Furniture and fittings:

4 years

Computer and office equipment:

3 years

Vehicles:

3 years

Freehold land on which buildings are constructed is not depreciated.

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

(i) Dilapidations

Provision is made for all dilapidations on leasehold properties where Shelter has a contractual obligation to bear such costs.

The provision for these costs is based on the results of an internal chartered surveyor's review and is reviewed periodically. Movements on the provisions are included in the expense headings to which they relate.

(j) Investments

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

(k) Stock

Stock is stated at the lower of cost or net

realisable value. Stock consists of new goods held 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 donated stock is recognised at point of sale.

(l) Fund accounting

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

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

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

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

Restricted funds represent income received where the donor or the nature of the appeal generating the income has imposed restrictions as to how the monies shall be used. The nature and purpose of the designated and restricted funds are also set out in note 21 to the financial statements. The cost of raising and administering such funds are charged against the specific fund.

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

(m) Operating leases

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

(n) 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.

(o) Public benefit entity

The charitable company meets the definition of a public benefit entity under FRS 102.

(p) Grants payable

Grants payable are made to third parties in furtherance of the charity's objects. Single or multi-year grants are accounted for when either the recipient has a reasonable expectation that they will receive a grant and the trustees have agreed to pay the grant without condition, or the recipient has a reasonable expectation that they will receive a grant and that any condition attaching to the grant is outside of the control of the charity.

Provisions for grants are made when the intention to make a grant has been communicated to the recipient but there is uncertainty about either the timing of the grant or the amount of grant payable.

(q) Investments in subsidiaries

Investments in subsidiaries are at cost.

(r) 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.

(s) Cash at bank and in hand

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

(t) 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.

(u) 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 with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2. Donations and Legacies

	2017 £'000	2017 £'000	2017 £'000	2016 £'000
	Unrestricted	Restricted	Total	Total
Individuals	23,194	1,135	24,329	22,125
Donated services	100	–	100	167
Charitable foundations	476	842	1,318	1,363
Corporate donors	1,282	2,299	3,581	3,013
Legacies	3,372	501	3,873	3,381
Total	28,424	4,777	33,201	30,049

	2017 £'000	2017 £'000	2017 £'000	2016 £'000
	Unrestricted	Restricted	Total	Total
Expenditure on raising funds: Fundraising activities				
Staff costs	7,010	–	7,010	6,779
Other costs and support costs	3,538	456	3,994	4,152
Total	10,548	456	11,004	10,931

The charity has been notified of legacies with an estimated value of £1.13m (2016: £1.58m) which has not been included in income at 31 March 2017 because no confirmation of impending distribution or notification of estate accounts being finalised has been received.

3. Other trading activities

i) Income from retail activities	Shops			Total 2017	Total 2016
	Donated Goods £'000	New Goods £'000	Other £'000	£'000	£'000
Retail sales	7,991	165	322	8,478	8,314
Retail costs	(7,765)	(83)	–	(7,848)	(7,680)
Net income available for charitable application	226	82	322	630	634

	2017 £'000	2017 £'000	2017 £'000	2016 £'000	2016 £'000	2016 £'000
ii) Direct cost of retail activities	Staff	Other	Total	Staff	Other	Total
Shelter shops	3,369	4,479	7,848	1,563	6,117	7,680

	2017 £'000	2016 £'000
iii) Income from investments		
Interest on cash at bank	38	112
Listed securities	245	213
Total	283	325

4. Housing services

	2017 £'000	2017 £'000	2017 £'000	2016 £'000
Contract and statutory grant funding in Shelter comprise the following:	Unrestricted	Restricted	Total	Total
Legal services contracts	2,131	–	2,131	2,762

Government grants				
Scottish Government	73	367	440	443
Ministry of Justice	3,376	–	3,376	2,554
Department for Communities and Local Government	–	2,494	2,494	2,778

Grants from other agencies				
Local authority grants	819	1,321	2,140	2,043
Local authority supporting people	1,952	-	1,952	2,083
Big Lottery Fund	-	2,908	2,908	3,344
HM Prison Service	-	-	-	139
Other agencies	823	1,047	1,870	801
Total statutory and grant funded activities	7,043	8,137	15,180	14,185

Other income – non statutory	483	51	534	213
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Total contract and statutory funded activities	9,657	8,188	17,845	17,160
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5. Total resources expended

Support cost allocation									
	Direct costs* £'000	Apportioned cost					Total £'000	Total 2017 £'000	Total 2016 £'000
		HR £'000	Finance £'000	IT £'000	Facilities £'000	Director & governance £'000			
Costs of raising funds									
Voluntary income									
Fundraising and legacies	9,996	246	140	284	297	41	1,008	11,004	10,931
Costs of activities for generating funds									
Retail costs (shops and trading)	7,821	7	4	7	8	1	27	7,848	7,680
Fundraising services to other organisations	–	–	–	–	–	–	–	–	308
Costs for charitable activities									
Training	1,030	16	9	19	19	3	66	1,096	1,007
Research, policy and campaigning	4,889	249	141	287	300	42	1,019	5,908	6,677
Digital advice	492	33	19	38	40	6	136	628	958
Helpline	2,772	187	106	216	225	31	765	3,537	2,706
Advice, training and support to housing professionals	2,499	168	96	195	203	28	690	3,189	3,137
Legal advice	4,733	319	181	368	384	53	1,305	6,038	6,830
Housing-related intensive support	6,829	460	261	532	555	77	1,885	8,714	9,907
Face-to-face advice and support	6,527	440	250	508	530	74	1,802	8,329	5,405
Housing support and other grants made	5,156	347	197	401	419	58	1,422	6,578	4,896
Housing aid and other grants made - note 6	5	–	–	–	–	–	–	5	18
Total direct and apportioned costs	52,749	2,472	1,404	2,855	2,980	414	10,125	62,874	60,460

* Direct costs are directly attributable to the department.
Indirect support costs are directly allocated, where possible, or apportioned on the basis of headcount. After apportioning support costs to Housing services, they are then apportioned to Housing Advice under Charitable Activities on the SOFA based on cost.

6. Grants made

	2017 £'000	2016 £'000
Housing aid and other grants		
Andy Ludlow Homelessness Awards	5	5
Dundee City Council	–	5
North Lanarkshire	–	5
Sheila McKechnie Foundation	–	2
Chris Holmes Memorial	–	1
Total	5	18

7. Governance costs

	2017 £'000	2016 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	44	44
Fees payable to the charity's auditors for other work	3	7
Internal audit	41	44
Trustee expenses, insurance and recruitment	4	5
Board and committee support costs*	60	57
Total	152	157

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

8. Staff costs

Disclosure note on directors’ costs

The key management personnel of the charity comprises of trustees and directors. No trustee received remuneration from the Group during the year. The total remuneration received by the directors during the year was £763,446 (2016: £774,080). There are adequate systems in place to manage expenses and these do not form part of the remuneration.

Redundancy and termination costs during the year were £223,973 (2016: £244,106)

Staff Costs	2017 £'000	2016 £'000
Wages and salaries	32,578	30,738
Social Security costs	2,967	2,787
Pension costs	2,730	2,855
Other staff-related costs	841	1,003
Total	39,116	37,383

Average staff numbers	Full-time equivalents		Headcount	
	2017 No.	2016 No.	2017 No.	2016 No.
Fundraising	92	87	96	95
Retail shops and trading	151	164	177	217
Training	6	11	7	12
Publications	8	3	8	3
Campaigning and education	85	68	91	74
Legal services contracts*	123	340	138	370
Housing services*	610	361	670	393
Governance	4	2	4	2
Support	79	79	82	94
Total	1,158	1,115	1,273	1,260

* Reclassified per new HR system implemented April 2016

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

	2017 No.	2016 No.
£60,001 to £70,000	5	5
£70,001 to £80,000	2	1
£80,001 to £90,000	2	5
£90,001 to £100,000	2	–
£101,001 to £110,000	1	–
£110,001 to £120,000	–	–
£120,001 to £130,000	–	–
£130,001 to £140,000	–	1

All of the higher paid employees shown belong to a defined contribution scheme that Shelter operates for employees. The assets of the scheme are held separately from those of the charity, being invested with AEGON Scottish Equitable plc. The pension cost shown above represents contributions payable by Shelter to AEGON Scottish Equitable. Of the total, £61,193 (2016: £56,724) related to the higher-paid employees.

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 £2,928, (2016: £4,717) during the year. The number of trustees incurring expenses during the year was 8 (2016: 8).

Volunteer contribution: Shelter has been supported by volunteers over the year through helping out in our shops, offices and various events; they helped us tremendously and we would not have been able to achieve what we have done without their help.

	2017	2016
Average group number of volunteers	1,765	1,670

9. Related-party transactions

There were no donations from trustees or other related parties in the year (2016: £nil) which were subject to any conditions or restrictions or significant in the context of our overall income.

10. Net outgoing resources for the year

The net outgoing resources to funds is stated after charging:

	2017 £'000	2016 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	39	35
Fees payable to the charity's auditors for the audit of the charity's subsidiaries pursuant to legislation	5	9
Total audit fees	44	44
Other services	3	7
Total fees payable to the charity's auditors	47	51

Depreciation of tangible fixed assets	1,274	1,393
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Rental costs relating to operating leases		
Plant & machinery	66	50
Others	3,090	2,799

11. Taxation

The company is registered as a charity and as such is entitled to the exemptions under the Corporation Taxes Act 2011. During the year, the group incurred VAT of £372,553 (2016: £743,760) which it was unable to recover from HM Revenue and Customs under current VAT legislation. This resulted in a commensurate reduction in the resources of the charity.

12. Fixed assets – group and charity

	Freehold buildings and improvements £'000	Short leasehold buildings £'000	Furniture and fittings £'000	Computer and office equipment £'000	Vehicles £'000	Total £'000
Cost or valuation						
At 1 April 2016	7,000	162	4,344	4,354	5	15,865
Additions	–	–	441	809	–	1,250
Disposals	–	–	(363)	(330)	–	(693)
At 31 March 2017	7,000	162	4,422	4,833	5	16,422
Depreciation						
At 1 April 2016	(240)	(107)	(3,024)	(2,922)	(5)	(6,298)
Charge for the year	(100)	(14)	(494)	(666)	–	(1,274)
Disposals	–	–	362	284	–	646
At 31 March 2017	(340)	(121)	(3,156)	(3,304)	(5)	(6,926)
Net book values						
At 31 March 2017	6,660	41	1,266	1,529	–	9,496
At 31 March 2016	6,760	55	1,320	1,432	–	9,567

Freehold buildings include £2,333,333 of land that is not depreciated. The Old Street property was included at market value, based on a valuation undertaken on 27 January 2014 by Strettons Chartered Surveyors, acting as independent valuers.

The valuation was undertaken in accordance with the Practice Statements of the RICS Appraisal and Valuation Manual.

On transition to FRS102 this revaluation has been deemed to be cost as at 1 April 2014.

Aggregated rental income received from operating leases amounted to £19,100 (2016: £19,154)

13. Fixed asset investments – group and charity

	Group		Group		Charity		Charity	
	2017 £'000	2017 £'000	2017 £'000	2017 £'000	2017 £'000	2016 £'000	2017 £'000	2016 £'000
	Equity UK	Equity Foreign	Bonds	Unit Trusts	Total Inv.			
Listed investments								
Investments at market value at 1 April	3,564	746	1,083	815	6,208	6,527	6,208	6,527
Additions	638	–	159	8,654	9,451	2,932	9,451	2,932
Disposals	(593)	(199)	(159)	(5,500)	(6,451)	(2,736)	(6,451)	(2,736)
Net gain/loss for the year	610	275	35	52	972	(515)	972	(515)
Listed investments	4,219	822	1,118	4,021	10,180	6,208	10,180	6,208
Cash investments		–	–	–	1,839	8,132	1,839	8,132
Investment in subsidiaries		–	–	–	–	–	80	80
Total investments at 31 March	4,219	822	1,118	4,021	12,019	14,340	12,099	14,420
Historical cost: listed investments as at 31 March	4,096	633	1,096	3,969	9,794	6,763	9,794	6,843
Common strategy investment funds								
Schroders Equity UK	4,219	–	–	–	4,219	3,564	4,219	3,564
Schroders Equity Foreign	–	822	–	–	822	746	822	746
Schroders Bonds	–	–	1,118	–	1,118	1,083	1,118	1,083
Schroders Sterling Liquidy Plus Fund	–	–	–	446	446	815	446	815
Royal London Asset Management				3,575	3,575		3,575	
Cash investments								
Schroders Cash Management	–	–	–	–	1,839	1,080	1,839	1,080
Royal London Cash Management	–	–	–	–	–	7,052	–	7,052
Total	4,219	822	1,118	4,021	12,019	14,340	12,019	14,340

14. Debtors

	Group		Charity	
	2017 £'000	2016 £'000	2017 £'000	2016 £'000
Trade debtors	2,377	1,939	2,355	1,411
Amounts due from subsidiary companies	–	–	431	722
Taxation recoverable – gift aid	645	561	645	561
VAT	311	123	311	123
Other debtors	1,742	1,503	1,742	1,503
Prepayments	995	1,143	994	1,142
Accrued income	2,607	1,349	2,120	1,349
Total debtors	8,677	6,618	8,598	6,811

15. Creditors: amounts falling due within one year

	Group		Charity	
	2017 £'000	2016 £'000	2017 £'000	2016 £'000
Trade creditors	1,808	1,561	1,808	1,551
Amounts due for taxation and social security	735	712	735	712
Other creditors	472	723	465	723
Accruals	964	1,753	964	1,740
Deferred income	1,491	2,225	1,491	2,225
Total creditors	5,470	6,974	5,463	6,951

Movement on deferred Income

	Group		Charity	
	2017 £'000	2016 £'000	2017 £'000	2016 £'000
Deferred income brought forward	2,225	1,354	2,225	1,354
Realised during year to March 2017	(2,225)	(1,354)	(2,225)	(1,354)
Deferred in March 2017	1,491	2,225	1,491	2,225
Deferred income carried forward	1,491	2,225	1,491	2,225

Deferred income relates to income received in advance of its recognition in the accounts.

All deferred income brought forward is released and the carry forward relates only to new deferrals.

16. Provision for liabilities and charges – group and charity

	Dilapidations £'000	Total 2017 £'000	Total 2016 £'000
Balance at 1 April 2016	1,437	1,437	1,414
Utilised during the year	(73)	(73)	(55)
Additions in the year	1,510	1,510	78
Balance at 31 March 2017	2,874	2,874	1,437

Provisions relate to dilapidations on leasehold properties where Shelter has a contractual obligation to bear such costs.

The provision for these costs is based on the results of an internal chartered surveyor's review. The dilapidation costs are payable on lease termination.

17. Leasing commitments – group

As at 31 March 2017 the group's total future minimum lease payments under non-cancellable operating leases is as follows:

	2017		2016 (restated)	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Operating leases which expire:				
within one year	2,887	160	2,564	136
between one and five years	6,085	132	3,182	157
after more than five years	757	–	329	–
Total lease commitments	9,729	292	6,075	293

18. Trading subsidiaries

The principal activities of Shelter Trading Limited (STL) Company No. 2573404 in the period under review was 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.

Shelter Trading Limited

	2017 £'000	2016 £'000
Total income	854	1,105
Cost of sales	(169)	(188)
	685	917
Selling and distribution costs	(138)	(451)
Administration costs	(18)	(31)
Net profit gifted to Shelter	529	435

As at 31 March 2017, Shelter Trading Limited had total assets of £532,852 (2016: £852,297) and total liabilities of £437,739 (2016: £757,184). There are related party transactions related to Shelter Trading Limited (STL) Company No. 2573404 of £773,000 (2016: £740,000).

19. Summary of Charity figures in consolidated accounts

The net movement in funds for the year for the charity only was £1,529,000 (2016: £3,983,000), Shelter's income was £60,049,000 (2016: £56,322,000) less expenditure of £62,549,000 (2016: £60,305,000).

20. Statement of funds

	Balance 1 Apr 2016 £'000	Income and endowments £'000	Total expenditure £'000	Net gain on investments £'000	Net gain on revaluation £'000	Transfers £'000	Balance 31 Mar 2017 £'000
Unrestricted income funds							
General funds	15,199	47,878	(49,923)	–	–	71	13,225
Unrealised investment gain	1,290	–	–	972	–	–	2,262
Total general funds	16,489	47,878	(49,923)	972	–	71	15,487
Designated funds							
Revaluation reserve	5,496	–	–	–	–	(100)	5,396
Property and fixed asset fund	4,071	–	–	–	–	29	4,100
Total designated funds	9,567	–	–	–	–	(71)	9,496
Total unrestricted funds	26,056	47,878	(49,923)	972	–	–	24,983
Restricted income funds (Note 21)	477	13,024	(12,951)	–	–	–	550
Permanent endowment – John Rees Fund	39	–	–	–	–	–	39
Total restricted funds	516	13,025	(12,951)	–	–	–	589
As at 31 March 2017	26,572	60,902	(62,874)	972	–	–	25,572

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

20. Statement of funds (prior year)

	Balance 1 Apr 2015 £'000	Income and endowments £'000	Total expenditure £'000	Net loss on investments £'000	Net gain on revaluation £'000	Transfers £'000	Balance 31 Mar 2016 £'000
Unrestricted income funds							
General funds	18,099	40,050	(43,016)	–	–	66	15,199
Unrealised investment gain	1,805	–	–	(515)	–	–	1,290
Total general funds	19,904	40,050	(43,016)	(515)	–	66	16,489
Designated funds							
Revaluation reserve	5,616	–	–	–	–	(120)	5,496
Property and fixed asset fund	3,873	–	–	–	–	198	4,071
Total designated funds	9,489	–	–	–	–	78	9,567
Total unrestricted funds	29,393	40,050	(43,016)	(515)	–	144	26,056
Restricted income funds (Note 21)	688	17,377	(17,444)	–	–	(144)	477
Permanent endowment – John Rees Fund	39	–	–	–	–	–	39
Total restricted funds	727	17,377	(17,444)	–	–	(144)	516
As at 31 March 2016	30,120	57,427	(60,460)	(515)	–	–	26,572

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

21. Statement of restricted funds

Restricted funds name	Balance 1 April 2016 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2017 £'000
Aberlour	–	46	46	–
Barnet Debt Advice - Toynbee Hall	–	84	84	–
Berkeley	–	120	114	6
Birmingham Changing Futures Together	–	703	703	–
Blackwood Contract	–	26	26	–
British Gas Advice Work	–	819	818	1
British Gas Healthy Homes	–	57	57	–
British Land	–	25	25	–
Building Families (Big Lottery Fund)	–	134	134	–
Caledonia	–	69	69	–
CBRE	50	332	382	–
Children & Young People Service	1	50	50	1
Children's Legal - Freshfields	3	33	28	8
Hackney Family Support Project (City Bridge Trust)	–	60	60	–
Debt Advice-Kings Lynn & Norfolk Borough Council	–	23	23	–
Empty Homes	–	205	205	–
Feel at Home with Your Finances (Big Lottery Fund)	–	173	173	–
Foundations First (STV Appeal)	–	244	244	–
Gypsy Traveller	–	49	40	9
Hackney Family Support Services	–	188	188	–
Hardship (Funded By Donation)	–	32	32	–
Housing Law and Debt Advice	–	265	265	–
Inspiring Change Manchester (Big Lottery Fund)	–	1,346	1,346	–
Justice First Fellowship	–	41	41	–
Legal & General Birmingham DIYSA	–	38	22	16
Liverpool Family Support	–	260	260	–
London Councils	–	642	642	–
London Councils Second Tier	–	59	59	–
Making Advice Work Stirling	–	47	47	–
Money Advice Service	–	29	29	–
Motiv8 (Building Better Opportunities) BIG Lottery/ European Social Fund	–	38	38	–
National Homelessness Advice Service	–	2,494	2,494	–
Nationwide Partnership	–	565	565	–
NHS Fife	–	96	–	96
Polmont Young Offenders (Robertson Trust)	–	55	55	–
Private Rented Sector (Oak Foundation)	–	200	200	–
Restricted Projects - Scotland	1	631	631	1
Restricted Projects - Services	407	1,314	1,354	367
Royal British Legion Merseyside Family Support	–	38	8	30
Safe and Sound (Big Lottery Fund)	–	208	208	–
Safe and Sound (Comic Relief)	–	33	33	–
Scottish Housing Law Service	–	208	203	5
Self Directed Support Innovation Fund	–	73	70	3
Shelter Scotland Welfare Reform Second Tier Service	–	78	78	–
South Lanarkshire Support Service	–	145	145	–
Stirling Council	–	43	42	1
Support Services Dumfries & Galloway	–	329	329	–
SPAN Scotland (Big Lottery Fund)	–	22	22	–
Tackling Money Worries	–	142	142	–

Statement of restricted funds continued

Restricted funds name	Balance 1 April 2016 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2017 £'000
The WELLcome Home: Hospital Discharge Navigator Service	–	38	33	5
Other Funds - Income resources <20K	15	75	89	1
Total	477	13,024	12,951	550

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

Restricted funds name	Balance 1 April 2016 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2017 £'000
Inspiring Change Manchester ¹	–	1,346	1,346	–
Feel at Home with Your Finances ²	–	173	173	–
Safe and Sound Project ³	–	208	208	–
Building Families Project ⁴	–	134	134	–
SPAN Scotland	–	22	22	–
Total	–	1,883	1,883	–

	Deferred/(accrued) income brought forward £'000	Cash received 2016–17	Deferred/ (accrued) income at 31 March 2017
Inspiring Change Manchester	218	1,305	176
Feel at Home with Your Finances	63	183	73
Safe and Sound Project	6	215	14
Building Families Project	51	138	55
Supporting Prisoners: Advice Network - Scotland	22	–	–
Total	360	1,841	318

¹The income for the Multiple Needs, Inspiring Change Manchester project includes income received from Big Lottery Fund payable to Community Led Initiative £80k, and received from Big Lottery Fund payable to Back on Track £91k, and received from Big Lottery Fund payable to Self Help Services £95k.

²The income for the Feel at Home with Your Finances project includes income received from Big Lottery Fund payable to Citizens Advice Slough £76k.

³The income for the Safe and Sound project includes income received from Big Lottery Fund payable to Relationships Scotland £40k.

⁴The income received for the Building Families Project includes income received from Big Lottery Fund payable to Children 1st £44k.

21. Statement of restricted funds (prior year)

Restricted funds name	Balance 1 April 2015 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2016 £'000
Aberlour	–	35	35	–
Advice Services Transition Fund	–	119	119	–
Berkeley Foundation	–	120	120	–
Inspiring Change Manchester (Big Lottery Fund)	–	1,379	1,379	–
Birmingham Multiple Complex Needs	–	633	633	–
Blackwood	–	24	24	–
British Gas Advice Work	–	752	752	–
British Gas - Healthy Homes	–	25	25	–
British Land	–	25	25	–
Building Families Project (Big Lottery Fund)	–	113	113	–
Caledonia	–	57	57	–
CBRE	–	340	290	50
Central Access, Assessment & Information Services	–	44	44	–
Children & Young People Service	–	58	57	1
Childrens Fund	–	52	52	–
Children's Legal - Freshfields	–	31	28	3
Hackney Family Support Project (City Bridge Trust)	–	58	58	–
City Wide	–	530	530	–
Crisis Sharing Solutions Project	–	20	20	–
East Lothian Project	–	76	76	–
Empty Homes	39	164	203	–
Feel at Home with Your Finances (Big Lottery Fund)	–	169	169	–
Foundations First (STV Appeal)	–	228	228	–
Glasgow Early Years (Cattanach Trust)	32	34	51	15
Glasgow Early Years (Robertson Trust)				
Gypsy Traveller	–	43	43	–
Homeless Families	–	252	252	–
Housing Association Advisors Fund	–	40	40	–
Housing Law and Debt Advice	–	273	273	–
Legal & General	–	45	45	–
London Councils	–	650	650	–
London Councils Second Tier	–	59	59	–
Making Advice Work Glasgow	–	78	78	–
Making Advice Work Stirling	–	51	51	–
Manchester Targeted Advice	–	171	171	–
Merseyside Family Support (Esmée Fairbairn Foundation)	–	140	140	–
National Homelessness Advice Service	–	2,776	2,776	–
Nationwide Partnership	–	430	430	–
Newcastle Advice Partnership (Big Lottery Fund)	–	149	149	–
North & South Lanarkshire Project	–	17	17	–
North East Prisons	–	49	49	–
North Lanarkshire Service	–	24	24	–
Norwich IFC	–	40	40	–
Offenders Floating Support	–	79	79	–
Older Persons	–	373	373	–
Oxford City Council	–	80	80	–
Polmont Young Offenders (Robertson Trust)	–	36	36	–
Prisons North West	–	60	60	–
Prisons Yorkshire	–	30	30	–
Private Rented Sector Project (Oak Foundation)	–	111	111	–
Realising Ambition (Big Lottery Fund)	–	226	226	–
Restricted Projects - Scotland	1	362	362	1
Restricted Projects - Services	392	546	531	407

Statement of restricted funds continued

Restricted funds name	Balance 1 April 2015 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2016 £'000
Restricted to Shop Expansion	189	–	189	–
Safe and Sound (Big Lottery Fund)	–	204	204	–
Safe and Sound (Comic Relief)	–	27	27	–
Scottish Housing Law Service	–	204	204	–
Single Persons Project	–	360	360	–
South Lanarkshire Families	–	193	193	–
SPAN Scotland (Big Lottery Fund)	–	217	217	–
Stirling Challenge Fund	–	41	41	–
Supporting People - Birmingham	–	293	293	–
Supporting People - Merseyside	14	163	177	–
Supporting People Domestic Abuse	–	349	349	–
Tackling Money Worries	–	122	122	–
Transforming Rehabilitation Purple Futures	–	1,703	1,703	–
Transforming Rehabilitation Sodexo	–	851	851	–
Troubled Families - Birmingham	–	177	177	–
West Yorkshire Finding Independence	–	102	102	–
Tonybee Hall	–	20	20	–
Other Funds - Income resources <20K	21	75	96	–
Total	688	17,377	17,588	477

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

Restricted funds name	Balance 1 April 2015 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2016 £'000
Multiple Needs, Inspiring Change Manchester ¹	–	1,379	1,379	–
Feel at Home with Your Finances ²	–	169	169	–
Newcastle Advice Partnership ³	–	149	149	–
Realising Ambition Programme	–	226	226	–
Safe and Sound Project ⁴	–	204	204	–
Building Families Project ⁵	–	113	113	–
Supporting Prisoners: Advice Network - Scotland ⁶	–	217	217	–
Foundation First	–	228	228	–
Total	–	2,684	2,684	–

	Deferred/(accrued) income brought forward £'000	Cash received 2015–16	Deferred/ (accrued) income at 31 March 2016
Multiple Needs, Inspiring Change Manchester	273	1,325	218
Feel at Home with Your Finances	52	181	63
Newcastle Advice Partnership	67	82	–
Realising Ambition Programme	(13)	239	–
Safe and Sound Project	–	211	6
Building Families Project	30	134	51
Supporting Prisoners: Advice Network - Scotland	13	226	22
Foundation First	93	219	84
Total	515	2,617	444

¹The income for the Multiple Needs, Inspiring Change Manchester project includes income received from Big Lottery Fund payable to Riverside £472k, and received from Big Lottery Fund payable to Back on Track £151k, and received from Big Lottery Fund payable to Big Life Group £82k.

²The income for the Feel at Home with Your Finances project includes income received from Big Lottery Fund payable to Citizens Advice Slough £64k.

³The income for the Newcastle Advice Partnership project includes income received from Big Lottery Fund payable to Citizens Advice Newcastle £30k and received from Big Lottery Fund payable to Law Centre £22k.

⁴The income for the Safe and Sound project includes income received from Big Lottery Fund payable to Relationships Scotland £33k.

⁵The income received for the Building Families Project includes income received from Big Lottery Fund payable to Children 1st £45k.

⁶The income received for the Supporting Prisoners: Advice Network - Scotland project includes income received from Big Lottery Fund payable to Sacro of £129k and received from Big Lottery Fund payable to Inverness CAB to £18k.

22. Contracts and grants from statutory bodies and local authorities

Listed below are grants in excess of £2,000 receivable in respect of the year ended 31 March 2017. The list is prepared in compliance with section 37 of the Local Government and Housing Act 1989.

Funder	Purpose of funding	Incoming resources 2017 £'000	Resources used 2017 £'000
District, borough and county councils in England and Wales			
Birmingham City Council	Birmingham Domestic Abuse	349	349
Birmingham City Council	Supporting People -Homeless Families	302	302
Birmingham City Council	Homeless Prevention Welfare Service-Bcc	265	265
Birmingham City Council	Newtown ASG Adviser	17	17
Blackburn with Darwen Borough Council	Welfare and Debt Advice Services	120	120
Bristol City Council	Children and Young People Services	50	50
Kings Lynn and W Norfolk Borough Council	Debt Advice-Kings Lynn	23	23
London Councils	London Councils	642	642
London Councils	London Councils - Training for Professionals	59	59
Manchester City Council	Manchester Personal Budgeting Support Grant	19	19
Norwich Council	Norwich Social Welfare Advice	15	15
Oxford City Council	Oxford City Council	80	80
Sheffield City Council	Sheffield Childrens fund	42	42
Sheffield City Council	City Wide	265	265
Sheffield City Council	Homeless Families – Sheffield	126	126
Sheffield City Council	Sheffield Older Persons	373	373
Sheffield City Council	Homeless Prevention and Resettlement Service	538	538
Slough Borough Council	Slough CVS-Advice Services	150	150
Trafford Council	Trafford Benefit Cap Advice and Personal Budgeting Support	41	41
Total		3,476	3,476
Local authorities in Scotland			
Aberdeen City Council	Aberdeen Council Contract	75	75
North Lanarkshire Council	North Lanarkshire Council Contract	18	18
South Lanarkshire Council	South Lanarkshire Support Project	145	145
Stirling Council	Stirling Council PRS Contract	43	43
Dumfries & Galloway Council	Support Services Dumfries & Galloway	329	329
South Lanarkshire Council	South Lanarkshire School Transport	4	4
Total		614	614

Funder	Purpose of funding	Incoming resources £'000	Resources used £'000
Government departments			
Department of Communities & Local Government	National Homelessness Advice Service	2,494	2,494
LAA	CLA Helpline	397	397
LAA	LAA General	2,316	2,316
MOJ (Purple Futures)	Transforming Rehabilitation - Purple Futures	2,010	2,010
MOJ (Sodexo)	Transforming Rehabilitation - Sodexo	1,135	1,135
Scottish Government	Empty Homes	166	166
Scottish Government	Empty Homes - Glasgow	39	39
Scottish Government	Shelter Housing Law Service	208	208
Scottish Government	Self Directed Support – Innovation Fund	73	73
SLAB	Caledonia	69	69
SLAB	Gypsy Traveller	49	49
SLAB	Housing Law and Debt Advice (Tayside and Borders)	265	265
SLAB	Making Advice Work: Stirling	47	47
SLAB	SCOTWRAS	78	78
SLAB	Tackling Money Worries (TMW)	137	137
Total		9,483	9,483

London council grant summary	Grant (£)	Grant spent (£)
Income received from London Council	650,000	
Staffing		331,842
Premises cost		19,392
Central OH		36,645
Running Cost		15,215
Partner payment		244,543
Total	650,000	647,637

Shelter received £650,000 from London Councils during financial year 16/17 in connection with the Homelessness: Early Intervention and Prevention Project. Shelter confirms that it has made payments of £252,881 for the partner, Broadway during financial year 16/17. All of the income retained by Shelter from London Councils has been fully expended for the purpose of delivering the project in accordance with the grant agreement. The partner, Broadway, reported unspent funds of £8,338 at 31st March 2017.

22. Contracts and grants from statutory bodies and local authorities (Prior Year)

Listed below are grants in excess of £2,000 receivable in respect of the year ended 31 March 2016.
The list is prepared in compliance with section 37 of the Local Government and Housing Act 1989.

Funder	Purpose of funding	Incoming resources 2016 £'000	Resources used 2016 £'000
District, Borough and County Councils in England and Wales			
Birmingham City Council	Birmingham Domestic Abuse	349	349
Sheffield City Council	Sheffield Older Persons Services - Tenancy Support	373	373
Sheffield City Council	Sheffield Homeless to Homes - Tenancy Support	252	252
Rochdale MBC	Offenders Floating Support	79	79
Rochdale MBC	Central Access, Assessment and Information Services	44	44
Sheffield City Council	Sheffield Central Tenancy Support	530	552
Birmingham City Council	Birmingham Homeless to Homes - Tenancy support	293	293
Liverpool City Council	Supporting People - Merseyside	163	176
Weymouth BC	Housing Possession Court Duty Scheme	12	12
Manchester City Council	Manchester Advice	171	171
Oxford City Council	Oxford Housing Advice Services	80	80
London Councils	First Tier Services	650	650
Birmingham City Council	Troubled Families Programme - Birmingham	177	177
Sheffield City Council	Sheffield Childrens fund	52	52
Bristol City Council	Children and Young People Services	58	57
Norwich Council	Social Welfare Advice	15	15
Total		3,298	3,310

Local authorities in Scotland			
West Lothian Council	Home Again project	(2)	37
Stirling Council	Stirling welfare reform	41	41
South Lanarkshire Council	South Lanarkshire Families Project	(9)	(9)
South Lanarkshire Council	South Lanarkshire Families Project	193	193
Dumfries & Galloway Council	Single Persons Project	360	360
East Lothian Council	East Lothian Project	76	76
North Lanarkshire Council	North Lanarkshire Service	24	24
East Lothian Council	Gypsy Traveller Project	9	10
Aberdeen City Council	Dundee Advice Service	64	74
Stirling City Council	Dundee Advice Service	41	41
North & South Lanarkshire Councils	Empty Homes - Scotland	17	17
Glasgow Council	Empty Homes - Scotland	12	12
Total		826	876

Funder	Purpose of funding	Incoming resources 2015 £'000	Resources used 2015 £'000
Government departments			
Department of Communities & Local Government	National Homelessness Advice Service	2,763	2,763
Essex Probation Trust	Essex Probation Project	6	6
HM Prison Services	Prison Housing Advice Service - Humberside & Yorkshire	30	30
HM Prison Services	North West Prison Services	60	60
HM Prison Services	North East Prison Services	49	49
Department of Communities & Local Government	Mortgage Debt Advice Service	14	14
Purple Futures	Humberside, Lincolnshire and North Yorkshire Probation	467	468
Sodexo	Northumbria Probation	194	194
Sodexo	HMP Northumberland Probation	54	54
Sodexo	Northumbria Mentoring	58	58
Purple Futures	Merseyside	370	370
Sodexo	Cumbria and Lancashire Probation	424	424
Purple Futures	Cheshire and Greater Manchester Probation	866	866
Sodexo	Cumbria and Lancashire Mentoring	120	120
Empty Homes - Scotland	Empty Homes - Scotland	17	17
Scottish Government	Empty Homes - Scotland	142	142
Scottish Government	Shelter Housing Law Service	204	204
Scottish Government	Self Directed Support Innovation Fund	86	83
Total		5,926	5,924

London Council Grant Summary		Grant (£)	Grant spent (£)
Income received from London Council		650,000	
Staffing			334,834
Premises cost			18,322
Central OH			36,853
Running Cost			15,377
Partner payment			252,811
Total		650,000	658,197

Shelter received £650,000 from London Council during financial year 15/16 in connection with homelessness:
Early intervention and prevention project. Shelter confirms that it has made a payment of £252,881 for the partner,
Broadway during financial year 15/16 and all of the income received from London Council has been fully expended for
the purpose of delivering the project in accordance with the grant agreement. Shelter also confirms there were no under
spend on this project in financial year 15/16.

23. Analysis of net assets between funds – group (current year)

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Group total funds £'000
Fund balances as at 31 March 2017 are represented by:				
Tangible fixed assets	9,496	–	–	9,496
Investments	11,980	–	39	12,019
Net current assets	6,381	550	–	6,931
Provisions	(2,874)	–	–	(2,874)
Total net assets	24,983	550	39	25,572

Analysis of net assets between funds – group (prior year)

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Group total funds £'000
Fund balances as at 31 March 2016 are represented by:				
Tangible fixed assets	9,567	–	–	9,567
Investments	14,301	–	39	14,340
Net current assets	3,625	477	–	4,102
Provisions	(1,437)	–	–	(1,437)
Total net assets	26,056	477	39	26,572

24. Reconciliation of net incoming resources to net cash flow from operating activities

	2017 £'000	2016 £'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	(1,000)	(3,548)
Depreciation charges	12	1,274
Movement in provisions		1,437
(Gains)/losses on investments		(972)
Dividends and interest from investments		(283)
(Profit)/loss on disposal of fixed assets	12	47
(Increase) / decrease in stocks		2
(Increase) / decrease in debtors		(2,059)
Increase / (decrease) in creditors		(1,504)
Net Cash inflow from operating activities	(3,058)	(788)

25. Analysis of changes in net debt

	1 April 2016	Cash flow	31 March 2017
Cash at bank	4,432	(732)	3,700
Total	4,432	(732)	3,700

26. Consolidated statement of financial activities

for the year ended 31 March 2016 (incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2016 £'000	Total 2015 £'000
Income from:					
Donations and legacies	2	26,735	3,314	30,049	29,455
Exceptional legacy		-	-	-	11,816
Charitable activities:					
Housing advice and support services	4	3,156	14,004	17,160	16,819
Research, Policy and Campaigning		45	-	45	29
Training and publications		1,220	59	1,279	1,370
Other trading activities:					
Retail sales	3	8,314	-	8,314	9,625
Fundraising services to other organisations		236	-	236	1,449
Office rental income		19	-	19	33
Income from investments	3b	325	-	325	260
Total income and endowments		40,050	17,377	57,427	70,856
Expenditure on:					
Raising funds	2	10,931	-	10,931	9,196
Charitable activities:					
Research, Policy and Campaigning		6,677	-	6,677	6,217
Training and publications		948	59	1,007	1,132
Housing advice and support					
Digital advice		958	-	958	737
Helpline		1,887	819	2,706	3,246
Advice, training and support to housing professionals		404	2,733	3,137	2,572
Legal advice		6,167	663	6,830	7,361
Housing-related intensive support		740	9,167	9,907	9,378
Face-to-face advice and support		2,134	3,271	5,405	4,537
Housing support		4,353	543	4,896	4,497
Housing aid and other grants made	6	18	-	18	9
Other trading activities:					
Retail costs	3	7,491	189	7,680	9,492
Fundraising services to other organisations		308	-	308	1,441

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2016 £'000	Total 2015 £'000
Total expenditure		43,016	17,444	60,460	59,815
Net income/(expenditure) before investment gains/(losses)		(2,966)	(67)	(3,033)	11,041
Net gains/(losses) on investments	13	(515)	-	(515)	342
Net income/(expenditure) for the year	10	(3,481)	(67)	(3,548)	11,383
Transfers between funds		144	(144)	-	-
Net movement in funds		(3,337)	(211)	(3,548)	11,383
Reconciliation of funds:					
Fund balances at the start of the year		29,393	727	30,120	18,737
Fund at the end of the year	20	26,056	516	26,572	30,120

Shelter helps millions of people every year struggling with bad housing or homelessness through our advice, support and legal services. And we campaign to make sure that, one day, no one will have to turn to us for help.

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

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Photos: Kayte Brimacombe, Radek Bajenski, Kate Stanworth, Adam Hinton, Kieran Green, Holly Falconer.

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