

annual report

2017/18



Shelter

strategic report

What we do

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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together, we will defend the right to a home. ■

The scale of the housing crisis is now so severe we consider it a national emergency.

High rents, insecure tenancies and cuts to housing benefit are forcing more and more people into homelessness. Many others are living in unfit and unsafe conditions, or with the threat of homelessness looming over them and, in many cases, their families. We are building the lowest number of social homes in seventy years at a time when we have never needed them more.

Shelter is driven every day by the knowledge that it doesn't have to be this way. We exist because we believe in a society which is better. The right actions and collaboration between civil society, the public sector and government can make all the difference. This is not a crisis without solutions and it need not be a crisis without an end.

In 2017/18 we successfully completed our previous three-year strategy and we now have an opportunity to plan for tomorrow's challenges. As a country we are a long way short of where we need to be and it is vital that, as a society, we build a new consensus on a better way forward. That's why we've set up a commission to look at the future of social housing in partnership with the community and residents of Grenfell. We hope that they will be joined by many more citizens across our country in calling for action to challenge discrimination, to get advice and support to those who need it and to build the homes we need.

We're also campaigning on issues ranging from the banning of letting fees to the removal of unsafe cladding. Our services can change lives. Whether it's helping people manage their debt, defending tenants against eviction or vital work helping offenders secure a home after their release from prison, millions depend on us for advice and support dealing with the consequences when this national emergency becomes their own personal emergency. With your help, we will not let them down.

To all our staff, supporters and volunteers, we owe a huge debt of gratitude. Our new strategy commits us to growing this support to half a million people prepared to take a stand and be counted. Together, we will defend the right to a home.



Helen Baker
Chair

Grenfell and the future of social housing

Our response to Grenfell

On the morning of 14 June, the country woke up to the news of the devastating Grenfell fire.

The tragedy didn't just directly affect those living in the tower. It also saw many of the surrounding blocks evacuated, leaving hundreds of people homeless and facing uncertain futures.

On the morning of the fire, we had a team of staff on the ground, who've continued to give people information, support and advice as they navigate a complex housing system.

Our solicitor team provide support to work on the legal and policy issues raised, and we have regular meetings with community and faith groups.

Additionally, we hold advice surgeries and appointments at venues near the tower, and take referrals from other local organisations of more complex cases.



Grenfell was the worst urban disaster in living memory. It devastated a community and posed many profound questions about social housing. Things can't go on as they are. It's time for change.



The Grenfell tragedy exposed the urgent need to talk about the future of social housing, which is why we've launched Shelter's Big Conversation.

As part of this work, we've appointed a commission of 16 people to lead a national consultation on social housing.

The commission will give a platform to both future and existing social tenants, and it'll put forward a vision of a bigger and better social housing sector.

- It will identify where the issues highlighted by Grenfell are felt by other social tenants across the country.
- Social housing tenants will have a chance to articulate the benefits of social housing, while recognising that it needs to adapt.
- It will represent the interests of people who'd like to live in social housing but who are currently unable to do so.

Who are the commissioners?

There are 16 people on the commission, which brings together a broad mix of experiences, backgrounds and political views.

The commission is led by Mike Long, Minister for Notting Hill Methodist Church, which serves the Grenfell community. Members also include Ed Miliband, Conservative peer Baroness Warsi, Grenfell survivor Ed Daffarn, Baroness Doreen Lawrence, and others with knowledge of social housing and a history of fighting for social justice.

Who'll feed into the commission?

The commissioners won't be working alone. They'll draw heavily on insights gained from a year-long campaign.

A major research project has been conducted by Britain Thinks, providing insights into the experiences of social tenants, potential social tenants and those who live near social housing.

We held a national consultation, encouraging the wider public to share their viewpoints online. **The consultation closed in June 2018 after a staggering 31,236 people took part, including 7,000 social tenants.**

Throughout the year, we've held a series of events across England, involving members of the public, people who come to us for help, Shelter hub staff and key political figures.

What will the commission produce?

Once all the research has been gathered, the commission will meet to produce a report. This will then be scrutinised by an advisory panel, including people who've used Shelter's services.

When the report is finalised, it'll be delivered directly to political leaders. The findings and recommendations will also pave the way for Shelter's future campaigns on social housing issues.

our year in numbers

118,626

enquiries were answered through our helpline and online advice services.

4.7 million

people came to us for help last year

6 million

visits were received to our website:
shelter.org.uk

campaigns and policy

Everyone should have
a place to call home.
This is a basic right.
And fighting for this
right is at the heart
of everything we do.



standing up for renters

For too long, letting agents have treated renters like soft targets, charging them extortionate and unreasonable upfront fees. But no more.

After years of campaigning, we've successfully pressed the government to ban upfront letting agent fees. This is a major breakthrough.

Our campaign united thousands of people who shared our outrage and who came together to demand change.

However, there's still work to do, and now we're campaigning to make sure hidden fees aren't written into contracts.



After years of campaigning, we've successfully pressed the government to ban upfront letting agent fees. This is a major breakthrough.

After collecting almost 16,000 petition signatures and emails to MP's we managed to get the Fitness for Habitation bill through a crucial reading in Parliament. This bill could help prevent another tragedy like the Grenfell Tower Fire by giving tenants a way to take action over unsafe conditions.

7,000

supporters asked their MP to support the Fitness for Human Habitation bill,

which is now passing through parliament. This bill will empower renters to take meaningful action over unfit and unsafe conditions.

getting more affordable homes built

At the root of the housing crisis is the lack of affordable homes. Get this right, and the country will finally start to turn things around.

Our work has seen us influencing the highest levels of government, as well as explaining the complexities of the issues to the wider public.

In the last year, we have achieved a lot.

- We've mobilised supporters to call on the government to review planning laws and close a loophole that allowed developers to avoid building affordable homes.
- Our policy and public affairs team has engaged with Sir Oliver Letwin, who's carried out a review looking at how the country can increase the rate at which it builds new homes.
- We've helped prompt a parliamentary inquiry into land value capture, which will look at how we can use the increase in the value of land that gains planning permission to deliver more affordable homes.

putting an end to discrimination

In August, in partnership with the National Housing Federation, we launched our campaign calling for an end to discrimination against renters on housing benefit.

A recent survey of private renters found that almost a third of people receiving housing benefit said they hadn't been able to rent a home due to a 'No DSS' policy in the last five years.

Given that there are over one million private renting households in England who receive housing benefit, this means that the equivalent of hundreds of thousands of people are affected. Already struggling with housing costs as rents have outstripped wages, renters on housing benefit are being denied their right to find a home. And tragically, this prejudice is pushing people closer to homelessness.

Since we launched our campaign thousands of Shelter campaigners have taken action to call for an end to discrimination against renters on housing benefit.

£2bn

was pledged at the Conservative party conference for social rent homes

– an issue we've been lobbying on for many years.

fighting rough sleeping

All forms of homelessness, including rough sleeping, have increased dramatically in recent years. This is a disgrace that demands a united response.

At the snap 2017 election, we successfully lobbied all major parties to commit to ending rough sleeping in their manifestoes – a sign of the growing consensus around the gravity of the problem.

In early 2018, we also saw the Homelessness Reduction Act pass into law. This act was a major milestone, introducing measures like personalised plans for people facing homelessness.

protecting the safety net

Welfare provides a lifeline to families. But years of cuts have left it increasingly threadbare.

Without financial support, many people simply can't pay their rent. That's why campaigning for improvements to welfare is integral to reducing homelessness.

In the last year, we've joined the call for improvements to Universal Credit, helping secure funding for households moving from housing benefit to the new system. As well as this, we've helped persuade the government that the ban on 18 to 21-year-olds claiming support with housing costs was ill-advised and the policy has now been dropped.

We've also been in the courts, trying to win landmark cases that will set important precedents:

- We took on a case to end discrimination by letting agents against tenants on housing benefit. The case was settled out-of-court, but we're planning to bring another case in the future.
- We challenged the benefit cap, which we argued discriminated against single parents with children under two. Our challenge was successful, but the Department for Work and Pensions appealed the decision and the case will now go to the Supreme Court.

52,000

campaigners signed our petition calling for Local Housing Allowance rates to be unfrozen.

This contributed to the government pledging £125m in extra funding to help those renters on benefits most affected.

reforming renting in Scotland

In 2017, we saw the arrival of the new Private Residential Tenancy in Scotland – one of the most significant pieces of housing legislation in decades.

The legislation has brought about an end to 'no-fault' evictions and introduced open-ended leases, giving renters much more security.

Letting agents are now required to register and adhere to a code of practice, as well as undergo training – which will help bring an end to unscrupulous practices.

A new body was also set up – the First-tier Tribunal for Scotland Housing and Property Chamber – which gives landlords and tenants a place to deal with rent or repair issues.

2,800 empty homes have been brought back into use thanks to the Scottish Empty Homes Partnership – which had its funding doubled last year by the Scottish government.



our services

Each year, we reach and support millions of people, helping them through times of crisis. We'll be here for as long as we're needed, no matter what.



supporting underserved groups

Often, the people who need us most are also the hardest to reach. As a result, it's essential that we provide innovative, groundbreaking services that set a new standard for providing support.

Some of our flagship services include:

- **Housing First** – This is a project in Manchester, influenced by radical results in Europe. This is based on the principle that if people have a home, they can then address the other issues in their life. And vitally, the model doesn't impose conditions on people that they might struggle to adhere to.
- **Aged Veterans service** – In January, we launched a new three-year service in Merseyside which supports older veterans with their housing issues, including those who undertook national service. The aim is to reduce isolation and improve day-to-day life, as well as help older people keep and maintain a home.
- **Loans for deposits** – In partnership with the Bristol Credit Union, we're running a scheme to help homeless families get into the rented sector by providing loans for deposits. On top of this, we can also provide tailored support to help families keep their tenancy.



500+

children and young people were helped by our Safe and Sound project in Scotland,

The service delivered help and support to young people who'd previously run away or gone missing.

improving our online presence

For many people, the internet is the first place they turn to for help, making our website and social media channels critical to our effectiveness.

This year, we've invested in new roles within the Digital team, giving us extra skills that'll help us reach, engage and support even more people. And we've started upgrading the technology behind our website to ensure that it is up-to-date and able to meet all the demands put on it.

In Scotland, we've also hosted two 'hackathons', which challenged people to think of creative ways to improve our site. This resulted in the 'I need help' tool, which gives people quick answers to their questions. The idea later won £43,000 funding from Comic Relief.

30% of queries handled by the helpline team were received via webchat or email.

multiple and complex needs – doing it differently

Two projects stand out as the fore-runners of new programmes working with people with multiple complex needs, to effect change through the ethos of co-production, involvement and systems change.

- **Inspiring Change Manchester (ICM)** – An 8 year Big Lottery Fund programme launched in 2014 putting people with lived experience in the lead.
- **Time for Change** – Currently operating in Glasgow and Dundee and focuses on the identification of local issues facing homeless people. It's a robust and consultative participation programme that acknowledges barriers and seeks to improve individual outcome whilst also addressing societal and systemic change.

Both projects provide exciting insights into how we are developing new and innovative ways of responding to local need.

470,000

people were reached by our Facebook Advice project,

which launched in April 2017. This service offers housing advice via Facebook and answers any follow-up questions.

reaching new people in Scotland

Last year, we launched the Healthy Finances project in Scotland – an innovative scheme that shows the true impact of collaboration.

The project – which was delivered by our Dundee and Glasgow hubs – saw us work with GP practices, which referred patients with money or housing worries to Shelter Scotland.

It was immensely successful and the project now has the potential to be adopted across all of our hubs, covering even more regions.

In Edinburgh, our local hub also carried out a significant amount of outreach work, collaborating with Streetwork, local mosques, Access Point, and the traveller community.

400+

evictions have been prevented

thanks to a new partnership between our Aberdeen hub and Aberdeen City Council. A further 500 people have received help with housing issues and money worries.

Shelter Housing Law Service

Our in-house legal teams in England and Scotland take on landmark cases that have the potential to set new precedents in the law.

Last year, the Equality and Human Rights Commission (EHRC) provided funding that'll help the Shelter Housing Law service increase its numbers of lawyers and advisers. This funding will be used to identify housing matters linked to equality and human rights law and refer cases for litigation.

We've also been commissioned to write a book on this subject, which will provide a critical guide for housing law specialists in Scotland.

improving our services

Since early 2017, we've been adopting an approach called the Vanguard Method to help us think differently about the way we design and deliver our services.

The Vanguard Method supports service organisations to adopt systems thinking principles as the means to help leaders and managers improve quality and performance. We have found that the approach has helped us improve the quality of our service by exploring new and innovative ways to meet demand in more effective and efficient ways.

The aim is to truly understand how people experience our services and what we need to do to improve. The findings will help inform and shape our plans for Shelter's next strategy.



A close-up photograph of a person's hand reaching into a closet. The hand is wearing a black sleeve and is touching a wooden hanger. The closet is filled with various clothes, including a pink shirt, a white shirt, and a dark patterned shirt. The background is slightly blurred, showing more clothes and hangers.

retail, fundraising and volunteering

We're privileged to be supported by thousands of fundraisers and volunteers. Without them, we couldn't do what we do.

2,500

**volunteers helped out
in our shops last year.**



Shelter shops

Our chain of 87 shops give us a valuable presence on the high street, and raise both unrestricted income and awareness about our work.

In 2017/18, our shops once again returned a net profit, and we opened two furniture stores, four 'Boutique by Shelter' stores and one 'core' shop in Glasgow city centre. We also closed nine poor performing shops as part of a plan to make our shops as profitable as possible.

What's more, we've benefitted from pro-bono work from our corporate partners, including Morgan Stanley, who looked at how we can increase community engagement, and CBRE, whose insights fed into our retail property plans.

innovation at Christmas

Christmas is a crucial time for fundraising, bringing in millions of pounds each year. To keep our campaigns fresh, we need to constantly find innovative ways of engaging our supporters.

Last year, this involved giving camcorders to four families so they could record their own experiences. One of these video diaries was picked up by Channel 4 news, and reached nearly 10 million people. This won us the PRCA Digital Award for best use of video in a campaign.

Our partnership with M&S also moved to new heights, as we launched our first ever joint experiential event in Waterloo. The event gave people the opportunity to watch a virtual reality film, taking viewers into the lives of different families at Christmas, including one in a hostel.

volunteering in Scotland

In 2017/18, a total of 171 volunteers supported us in a variety of ways across Shelter Scotland, giving over 10,494 hours of their time.

This fantastic support would have cost us £91,822 if each volunteer were paid the Scottish Living Wage.

In a recent survey, 93% of volunteers said they were 'completely satisfied' with their experience, and 70% said that volunteering had given them a way to make a difference.



**In the last year the fantastic
support of our volunteers in
Scotland saved us £91,822.**



our plans

This year, we've started developing an ambitious new strategy that will shape Shelter's work for the next decade.

Everything we do from now on will be held up against one question – is it helping us defend the enforceable right to a safe, decent and affordable home?

campaigns

A home is a basic right – as fundamental as the right to an education or healthcare. But for five million people, this right is under threat.

In the year ahead and beyond, our campaigning will focus on two things – **getting more affordable homes built and improving the rights of renters.**

This will see us campaign on key pieces of legislation, such as the Fitness for Human Habitation bill, which will empower renters to take legal action over unfit conditions. We'll also lobby on a bill that'll ban unfair letting agent fees, and we'll review the success of the recent Homelessness Reduction Act.

Additionally, we will work to improve the housing system so that building affordable housing is easier and more cost effective. In January 2019, we'll also release the findings of our commission on social housing. This will pave the way for future campaigns calling for more social housing, which will become a central focus from 2019.



Calling for more social housing will become a central focus from 2019.

services

For over 50 years, our services have given information, support and advice to people whose right to a home is under threat. Our staff are working on the frontline day in, day out, seeing first-hand the impact of the housing crisis.

To make sure our services are truly people-centred, it's vital that we ensure those who use them can make a significant input. To do this, we'll provide more volunteering opportunities and run 'Connect' sessions, which offer a platform for people to share their views.

Our latest hub strategy will also move to its next phase, as we strive to provide an 'end to end' service, supporting people from the moment they contact us until they're secure in a tenancy. This strategy will enable us to better handle the wide range of cases we deal with, which vary in demand and urgency.

Our hubs will work in partnership with other local agencies, enabling us to offer a joined up approach to ensure services focus on the needs of our clients. Our hubs in Scotland highlight what can be done with joint planning and delivery to meet the needs of the locality. Our hubs will be designed with the community, for the community.

And we'll continue improving the service we provide online and over-the-phone, so that it's as easy as possible to get information and advice. We want to become market leaders in this area, and we'll be looking at how we can provide more tailored support online, as well as bolster our webchat function.

We'll also develop collaborative relationships with commissioners and key partners, especially in healthcare. And we'll continue our legal services' ongoing change programme, focussing on becoming more efficient and implementing a new plan for strategic litigation

our campaigning will focus on two things –

getting more affordable homes built and improving the rights of renters.

our people

Our goal is to provide a culture and working environment that allows our staff to excel. This is integral to our fight against bad housing and homelessness.

That's why we'll conduct a survey of employee engagement to identify what we're doing well and where we need to improve.

Further to this, we'll review our ways of working and how we're organised to ensure that we're all as aligned as possible. This will involve looking at the flexibility of our working practices and how we make sure our decisions are the right ones and have maximum impact.

We'll also review our approach to recruitment, as well as how we reward and recognise staff and volunteers. And we'll look at our learning and development opportunities to ensure Shelter continues to have the passionate, skilled and experienced staff and volunteers it needs.

Finally, we will establish our Equality and Inclusion panel to help us fulfil our commitment in these areas – starting, but not limited to, implementing our actions in response to our 8% gender pay gap.

income generation

The more money we raise, the more people we can help. After all, it's the backing of our supporters that makes our work possible.

This year, we will therefore be looking at diversifying our income, increasing our efforts to fundraise online, finding new ways for people to support us and developing our legacy programme.

We'll build on our successful shop programme, particularly with the furniture and boutique formats. New furniture stores will open in Glasgow – adjacent to our services hub – as well as in Preston. And new 'Boutique by Shelter' shops will open in East Dulwich and Richmond, and we're considering other opportunities in London.

Our Community Shop Managers will also continue developing links with our campaigns, fundraising and services teams in order to recruit more volunteers and increase support in their local areas.

Shelter Scotland

In 2018, Shelter Scotland marked its 50th anniversary. But this is no cause for celebration. The growing housing crisis is a national emergency, and this year we'll be running a series of projects to recruit new supporters who'll help us fight for a day when we're no longer needed.

Across our services in Scotland, we will focus on enhancing our work in our hubs in Glasgow, Aberdeen, Edinburgh and Dundee, while seeking more funding to help us meet our aims. And we'll continue developing and promoting our helpdesk and online advice services.

We'll also focus our campaigning on several core topics. These include scrutinising the Scottish Government's commitment to deliver 50,000 affordable homes; monitoring the success of reforms to the private rented sector; and ensuring recommendations from a recent inquiry into homelessness are implemented.

In addition, we will carry out policy work on issues relating to housing and human rights, as well as children and young people.



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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 contributes 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 2017–18, we have been busy gathering data from our service users on the above. You can read more about our outcomes work in our 2018 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 have taken significant steps forward in our data processing and are fully compliant with GDPR. We have regular checks in place to ensure we maintain compliance and are regularly audited to ensure our procedures are working as intended. We maintain high standards of cyber security and are fully compliant with the Cyber Essentials framework from UK Government. 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.

Safeguarding

In September 2015, Shelter’s Board of Trustees approved its organisational policy commitment on safeguarding.

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

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

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

Fair, honest and open fundraising

Because we’re committed to fair, honest and open fundraising, we:

- strive for the highest possible standards in our fundraising, are registered with the Fundraising Regulator and we are committed to complying with its Fundraising Promise
- we are also a member of the Institute of Fundraising
- our face-to-face fundraisers receive in-depth training. It’s very important to us that they follow the correct guidelines, which include:
 - respecting the public and the fundraising environment by avoiding behaviour which may harm the reputation of the fundraising profession itself
 - identifying and terminating conversations with potentially vulnerable members of the public, and being clearly identifiable as a charity representative through appearance
 - our door to door fundraisers in addition approach households respectfully, abide by the hours of calling rulebook, and regard local no calling zones and stickers.

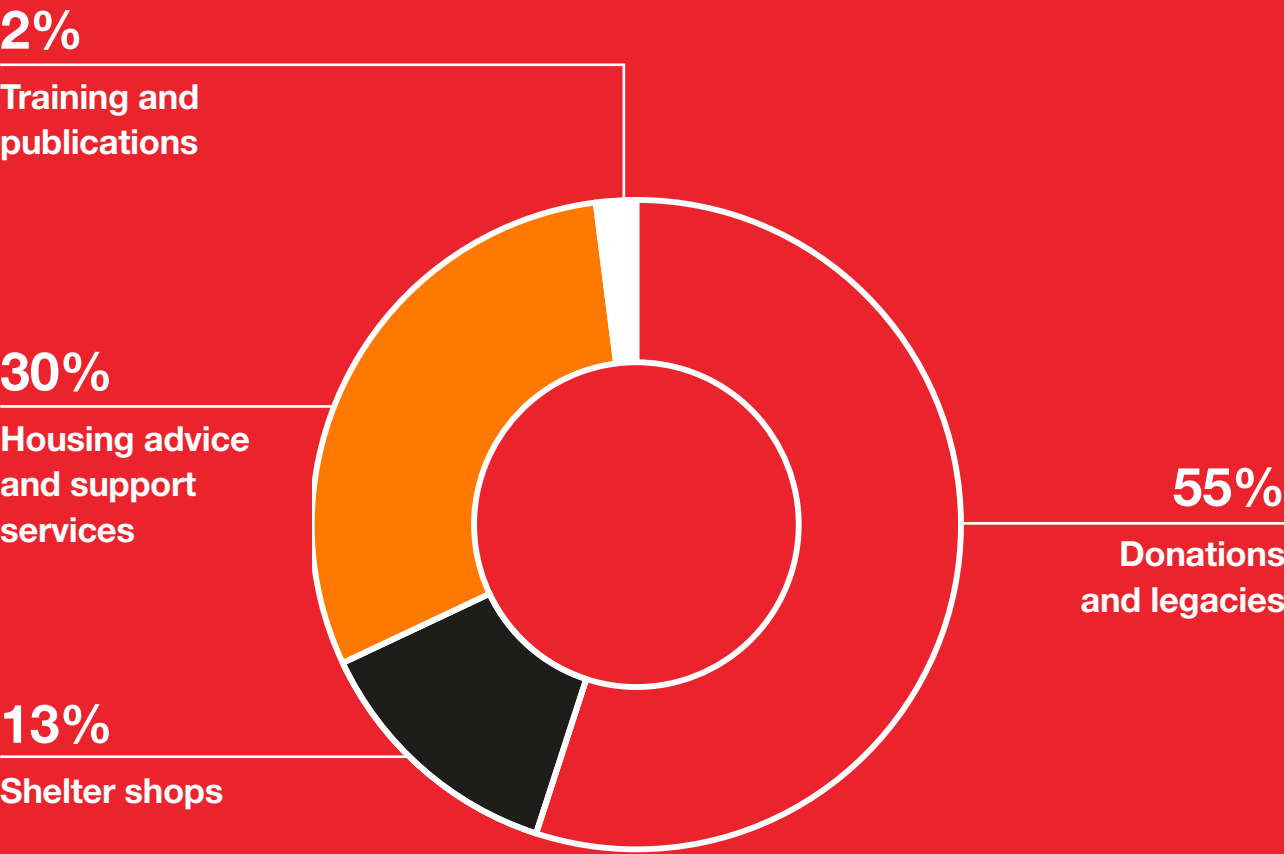
Our fundraising charter

We will:

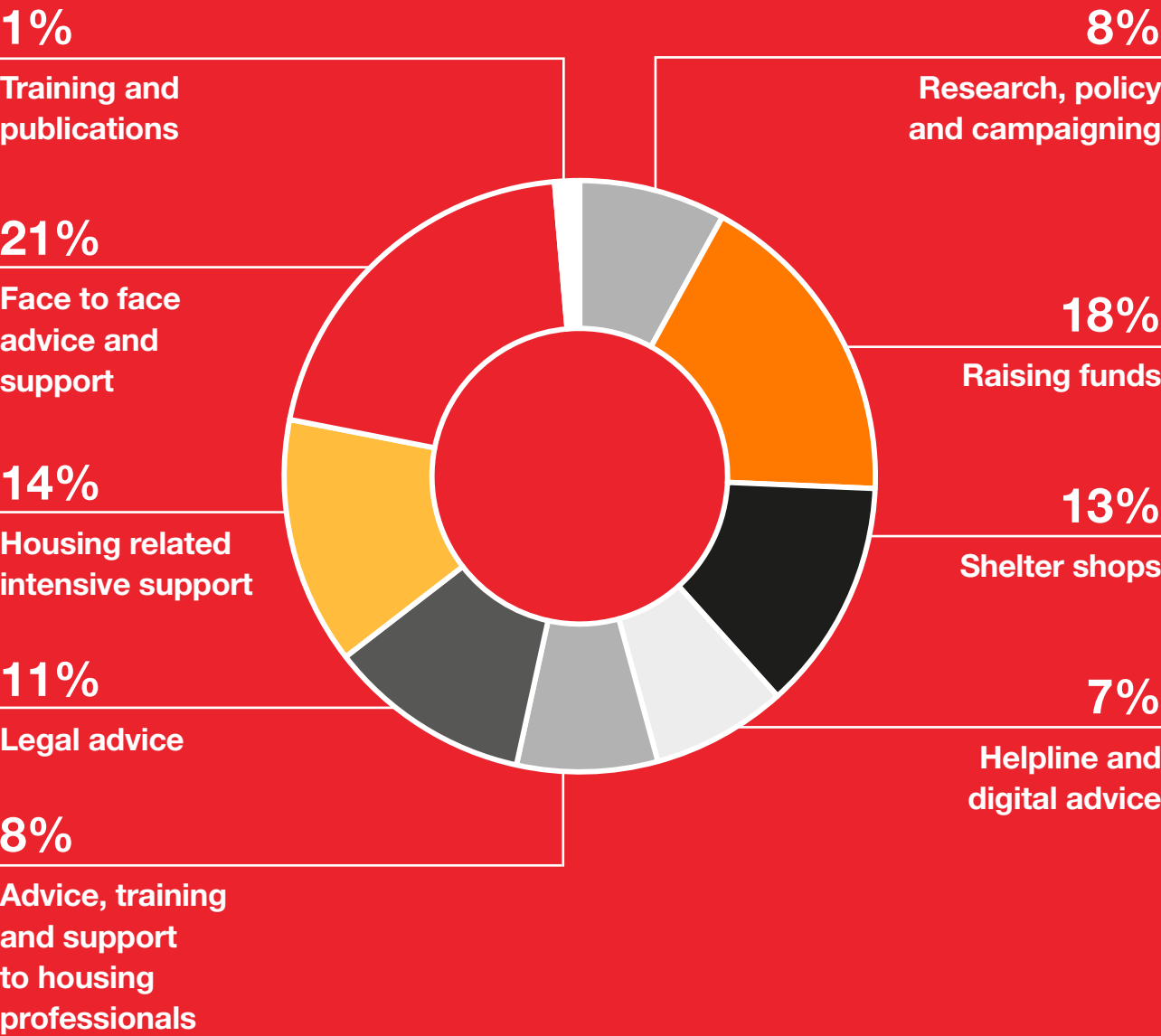
- use your donations carefully and responsibly
- respect your wish to assign a gift to a particular aspect of our work
- thank you for your support, and let you know what your donations do
- fund work with a demonstrable, positive impact on the lives of homeless and badly housed people, while keeping support costs to a minimum
- follow the Fundraising Regulator 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
- acknowledge any queries and complaints within three working days, and respond fully within ten working days via your preferred method of contact.

Our finances

Income 2017-18



Expenditure 2017-18



Our corporate partners

CBRE

CBRE raised over £230,000 in the third and final year of our partnership, through a combination of staff fundraising and corporate donations. Since 2015, CBRE have contributed over £1 million through fundraising, pro bono and corporate donations, and contributed over 1,300 hours of volunteering. Examples of pro bono work included support with our property portfolio across both retail and services, including our retail expansion strategy, London office space utilisation, and Liverpool lease negotiations.

B&Q

B&Q, along with its owner Kingfisher, committed to a two-year partnership which launched in April 2017. Since the launch, they have donated almost £500,000 which is funding all six of Shelter's DIY and Skills advisers in England, as well as other essential frontline services. To date, B&Q and Kingfisher's support has helped 361 families to create homes they feel good about through the DIY and Skills adviser service. Funds have been raised through corporate donations, carrier bag charges and national fundraising weekends across its 297 stores and its offices.

Nationwide Building Society

Nationwide has raised over £530,000 in the last year through a combination of corporate donations and employee and member fundraising. Nationwide continued to help fund our helpline and services in Birmingham, Bristol and Sheffield, as well funding a new Shelter policy officer post and sponsoring our Christmas carols service. Employees supported the partnership by organising fundraising activities, volunteering at our services and generating stock for our shops.

British Gas

This year, our five-year partnership with British Gas came to an end having secured huge successes. Since 2012, British Gas employees smashed their £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. British Gas also continued to fund our national debt advice and fuel poverty service which has helped over 9,400 families since our partnership began.

M&S

We're hugely grateful that M&S continued their support through the Shelter festive collection food range last Christmas, donating 5% from every item and helping to raise over £630,000. Since 2005, M&S customers have helped raise an incredible £3.4 million for Shelter through sales of the range. Last year, the money raised funded all calls answered by our helpline over Christmas. M&S and its customers also support Shelter throughout the year with donations from their Sparks card, and by donating unwanted clothing samples to our Shelter shops. To date, M&S and its customers have contributed over £11 million to Shelter through our combined activities.

Our supporters

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

118,398

new supporters joined us in 2017/18.

4,500

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

1,400

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.

Individual supporters

Neil Adleman
Edward and Victoria Bonham Carter
Michael Bresges
David Cairns
Lady Jill and Sir Simon Campbell
Jacob and Miranda Cnattingius
Mr John and Mrs Angela Davis
Rachel and Geoff Evatt
Mr Jason Fox
Edward Frazer – Trinity Group Limited
Richard Harvey
Edward Hill
Tim Hincks and Pippa Healy
Andy Phillipps and Andrea Hopkins
David and Liz Horner
The JMCMPRJ Sorrell Foundation
Mr Richard Kemp
Ken Lowes and Diana Dobson
Maxime Mitjavile
Sarah Morgan
Mr Guy Morton
The Murray Family

Martin O’Byrne and Nathalie Sfakianos
Malcolm Roberts
Ryan J Robson
The Roden Family
Caroline Shea QC and Alan Roberts
Mrs Anne Sheppard
Mrs Margaret Sheppard
Nick Thomas
Mr Tim Walker
Martin Wolfson
Mr John Young

Trusts and foundations

29th May 1961 Charitable Trust
Access to Justice Foundation
Adfal Trust
Albert Hunt Trust
Alice Ellen Cooper Dean Charitable Foundation
Barbour Foundation
Batchworth Trust
BBC Children in Need
Big Lottery Fund
Building Societies Trust
C B and H H Taylor 1984 Trust
Calypso Browning Trust

CHK Charities Limited
Christina Goodall Charitable Trust
City Bridge Trust
Comic Relief
Constance Travis Charitable Trust
D G Charitable Settlement
D W T Cargill Fund
DG Charitable Settlement
The Dr Mortimer and Theresa Sackler Foundation
Elizabeth Frankland Moore and Star Foundation
Evan Cornish Foundation
Eveson Charitable Trust
The Franey Foundation
Fulmer Charitable Trust
Graham Trust
The Happy Charitable Trust
Hirschel Foundation
Hyde Park Place Estate Charity
Ingram Trust
JLM Charitable Trust
KMF Maxwell Stuart Charitable Trust
Longleigh Foundation
Masonic Charitable Foundation

Mills and Reeve Charitable Trust
Miss R C R Angel Charitable Trust
Northwood Charitable Trust
Oak Foundation
Odin Charitable Trust
Pilkington Charities Fund
Porta Pia 2012 Foundation
Reta Lila Howard Foundation
Rita and David Slowe Charitable Trust
River Farm Foundation
Safe Deposits Scotland Trust
Scotshill Trust
ShareGift
StreetSmart
STV Children’s Appeal
TA Fund
Talisman Charitable Trust
Trillium Trust
William A Cadbury Charitable Trust
William Allen Young Charitable Trust
Zochonis Charitable Trust

Corporate partners

41 Club
All Bar One
Aunt Bessie’s
B&Q
Barton Willmore
Berkeley Foundation
BM Solutions
British Gas
British Land
CBRE
Deluxe Entertainment
Freshfields Bruckhaus Deringer
Legal & General
M&S
Moneysupermarket Group
Nationwide Building Society
Slaughter & May
Tulip
This Works
WH Smith

Legacies

The estate of J R Baker
The estate of B S Benabo
The estate of P de Jong
The estate of Mr & Mrs D Goodacre
The estate of Mr B Gosschalk
The estate of Miss S H Harrison
The estate of Mr D L Hughes
The estate of Ms R E Russ
The estate of Ms F G Weaver
The estate of Ms M Haakman
The estate of Ms P J Edgley
The estate of Miss D M Edwards
The estate of R J Fitt
The estate of Mrs M Blatchford
The estate of Ms L Chandler
The estate of Ms M Cole
The estate of Mr G Davidson
The estate of Miss F Eagle
The estate of Miss A Mortimer

The estate of Miss J Nash
The estate of Mr A Battson
The estate of Mrs M Hood
The late Chrissy Archibald

Celebrities

Lolly Adefope
Gabby Allen
Maria Alyokhina
Calum Best
Anthony Burrill
Juno Calyspo
Melanie Chisholm
Paul Chowdhry
George Clarke
Giles Deacon
Laura Dockrill
Idris Elba
Ed Gamble
Mo Gilligan
Sofie Hagen
Reginald D Hunter
Russell Kane
Shappi Khorsandi
George Lineker
Joe McFadden
David Nicholls

John Niven
David O’Doherty
Max Rogers
Suzi Ruffell
Seann Walsh
Felicity Ward
Orlando Weeks
Joe Wilkinson
Kimberley Wyatt
Skepta

Financial review

Shelter recorded a £1.0m surplus in year before movements in investment values. This is the result of total incoming resources in 2017/18 increasing almost 11 percent to £67.4m from £60.9m the previous year. Expenditure increased by almost 6% to £66.4m from £62.9m the previous year.

This rise in incoming resources was largely due to double-digit growth in both Fundraising and Housing Advice and Support Services income (which increased by £2.2m). Fundraising income increased by £3.7m, largely due to donations from individuals increasing by £1.1m and legacies by £2.4m, the latter boosted by a large single legacy recognised during the year. Gross retail income increased by £0.5m, while net retail income was slightly down on last year following a further year of closing lower-performing shops while opening new shops.

Expenditure on charitable activities increased by £2.3m. This results from a further investment in advice and support where expenditure increased by £2.1m. In addition, expenditure on both our helpline and legal advice services increased by £0.5m. These increases are partially offset by a £0.8m reduction in Policy, Campaigning, Training and Publications.

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 2017/18, investments have performed in line with market trends and recorded a small loss 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 19. Shelter’s general funds are its reserves. The Board considered the risks Shelter faces and identified the main risks as the potential impact to fundraising income in an increasingly volatile, competitive and economically challenged market, and ensuring that the organisation is ready to initiate delivery of the new strategy. 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 £15.7m, which is £0.2m higher than a year ago. Our new strategy will include 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 next strategy period.

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.

The Executive Leadership Team review the key organisational risks on a rolling basis throughout the year, with the Audit, Risk and Finance Committee at each meeting, and with trustees annually.

The key risks that have been identified ahead of Shelter’s next strategy period are as follows:

- the continued budget reductions faced by statutory funders;
- an ambitious programme of work over the year to ready the organisation for the new strategy period and ensuring alignment of finances and resources to delivery of the new strategic outcomes, and
- a lack of the digital infrastructure to enable the organisation to achieve all of its ambitions for online activity.

We are addressing these by:

- an increased focus on identifying potential funding gaps and forward planning;
- establishing dedicated task and finish groups and governance arrangements to develop and manage the strategic programme of work,
- the consolidation of our London office spaces, and
- ensuring sufficient digital investment is included in the new strategy.

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 & 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 2017/18.

Our Board currently consists of 12 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. 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 & 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.

Our People

We employ over 1,300 staff and have a network of volunteers who all play a vital role in making sure no one fights bad housing or homelessness on their own.

Executive Team

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

Our Volunteers

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

During 2017-18 our charity shops were supported by 2488 volunteers and a further 327 supported us in delivering our services, campaigning and helping us run the organisation.

Retail – 2488
Scotland – 171
Services – 146
Other – 10

Excluding retail – there were 10,494 hours of volunteering in Scotland and 28,356 in England.

Change of leadership

2017-18 saw a change in the leadership of the organisation as we welcomed a new Chief Executive and three other members of the executive leadership team. The focus of the new team has been very much on the development of the new Shelter strategy. Putting the engagement of our people (staff and volunteers) at the heart of this work resulted in the most extensive internal consultation ever carried out at Shelter. This will ensure that the new strategy is genuinely informed by the experience and expertise of our people.

Our Pay and Staffing 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 approximately every four 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.
- 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 £126,818. 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.’

It is important to acknowledge that through-out 2017-2018 Shelter needed to carefully review its costs and this resulted in a challenging period for the organisation. Through the appropriate process of consultation and negotiation Shelter was able to take the measures necessary and put the organisation on a strong footing for the future.

Shelter continues to recognise the importance of the diversity of its staff and volunteers and strives to ensure we reflect the society we are here to serve. There is no room for complacency here and we routinely report on the diversity of our staff profile and ensure our recruitment process is as accessible and inclusive as it can be.

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.

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 regulators 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, or to opt out of a particular method of communication 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 MPS.
- We do not share or sell data.
- We have business processes in place to enforce intervals between fundraising approaches. For example, the maximum number of postal cash appeals someone would receive is six per year.
- We have a cap on the number of telephone contacts for existing direct debit supporters, limited to one every nine months.
- 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 2017-2018 our supporter helpdesk dealt with 194 complaints.

Subsidiary undertakings

The charity’s wholly owned trading subsidiary, Shelter Trading Limited, carries out non-charitable trading activities for the charity; primarily the operation of shops selling donated and new goods, and the delivery of training courses. Details are included in Note 17 to the accounts. Shelter’s trading and training activity generates considerable awareness of the charity’s wider work and some of the funds required to support the operations of the charity are raised by means of trading activities through Shelter Trading.

Legal and administrative information

Chief Executive

Polly Neate
(Appointed 14 August 2017)

Graeme Brown (Interim)
(Resigned 13 August 2017)

Executive Leadership Team

Graeme Brown,
Director of Scotland

Greg Beales, Director of Communications, Policy and Campaigns
(Appointed 28 August 2017)

Alison Mohammed,
Director of Services

David Evans,
Director of People

Andrew Harris, Director of Income Generation
(Appointed 4 December 2017)

Tim Gutteridge,
Director of Finance and Resources
(Appointed 1 May 2018)

Carl Grindrod,
Interim Director of Finance and Resources
(Appointed 13 February 2018. Resigned 30 April 2018)

Sarah Barton,
Director of Finance and Resources
(Appointed 4 July 2017, Resigned 12 February 2018)

Daniel Oppenheimer,
Director of Finance and Resources
(Resigned 4 July 2017)

Company Secretary (Vacant)

Carl Grindrod (interim)
(Appointed 13 February 2018. Resigned 30 April 2018)

Sarah Barton
(Appointed 4 July 2017, Resigned 12 February 2018)

Daniel Oppenheimer
(Resigned 4 July 2017)

Board of Trustees

Helen Baker,
Shelter Chair
(Appointed 1 May 2018)

Ros Micklem,
Shelter Chair
(Resigned as Shelter Chair 30 April 2018)

Ruth Hunt, Vice Chair

Goi Ashmore
(Appointed 1 May 2018)

Antoinette Byrne

Nigel Chapman
(Resigned 18 April 2018)

Manpreet Dillon
(Appointed 1 May 2018)

Kamena Dorling

Rob Hayward

Phillippe Lintern
(Appointed 16 July 2018)

Sir Derek Myers
(Resigned 4 July 2017)

Laurice Ponting
(Appointed 1 May 2018)

Shaun Prime
(Appointed 1 May 2018)

William Anthony Rice
(Resigned 4 July 2017)

Gavin Sanderson
(Resigned 13 July 2017)

Jonathan Simmons

Joanna Simons CBE
(Resigned 12 July 2018)

Audit, Risk and Finance Committee

Goi Ashmore, Chair
(Appointed 1 May 2018)

Ruth Hunt

Phillippe Lintern
(Appointed 20 September 2018)

Joanna Simons CBE
(Resigned as Chair 30 April 2018, Resigned 12 July 2018)

Co-opted members

Andrew Martyn-Johns

Gavin Sanderson
(Resigned as trustee on 13 July 2017. Resigned as co-opted member 28 June 2018)

Nominations and Governance Committee

Ruth Hunt, Chair

Ros Micklem

Nigel Chapman
(Resigned 18 April 2018)

Scotland Committee

Rob Hayward, Chair
(from July 2017)

Ros Micklem

Antoinette Byrne

Co-opted members

Douglas White,
Vice Chair

Ewen Fleming

Tony Cain

Linda Bendle

Solicitors

Bates, Wells & Brathwaite
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 4 October 2018 and signed on their behalf by



Helen Baker
Chair

4 October 2018

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 2018 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 2018 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 54 and 55. We are independent of the group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the Financial Reporting Council’s Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

Other information

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

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of trustees

As explained more fully in the statement of trustees’ responsibilities set out in the trustees’ annual report, page 51, the trustees (who are also the directors of the parent charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor’s responsibilities for the audit of the financial statements

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

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

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

We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material mis-statement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the over-ride of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group’s internal control;

- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees;
- conclude on the appropriateness of the trustees’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the group’s or the parent charitable company’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. **However, future events or conditions may cause the group or the parent charitable company to cease to continue as a going concern;**
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation, and
- obtain sufficient, appropriate audit evidence regarding the financial information of the entities or business activities within the group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

Use of our report

This report is made solely to the charitable company’s members as a body, in accordance with Chapter three of Part 16 of the Companies Act 2006 and section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company’s members those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company’s members as a body, for our audit work, for this report, or for the opinions we have formed.

Sayer Vincent LLP

Joanna Pittman
Senior Statutory Auditor

4 October 2018

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 year ended 31 March 2018
(incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2018 £'000	Total 2017 £'000 Restated*
Income from:					
Donations and legacies	2	32,616	4,312	36,928	33,201
Charitable activities:					
Housing advice and support services	4	11,225	8,826	20,051	17,845
Training and publications		1,199	6	1,205	1,095
Other trading activities:					
Retail sales	3a	8,940	7	8,947	8,459
Office rental income		18	–	18	19
Income from investments	3c	252	–	252	283
Total income and endowments		54,250	13,151	67,401	60,902
Expenditure on:					
Raising funds	2	11,282	435	11,717	11,047
Retail costs	3b	8,415	–	8,415	7,875
Charitable activities:					
Research, policy and campaigning		5,115	200	5,315	5,814
Training and publications		857	49	906	1,192
Housing advice and support					
Digital advice		212	118	330	213
Helpline		4,243	341	4,584	4,070
Advice, training and support to housing professionals		2,081	3,026	5,107	4,256
Legal advice		6,758	613	7,371	6,872
Housing related intensive support		5,687	3,296	8,983	9,214
Face-to-face advice and support		9,495	4,150	13,645	12,321
Total expenditure		54,145	12,228	66,373	62,874

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2018 £'000	Total 2017 £'000 Restated*
Net income/(expenditure) before investment gains/(losses)		105	923	1,028	(1,972)
Net gains/(losses) on investments	12	(13)	–	(13)	972
Net income/(expenditure) for the year	9	92	923	1,015	(1,000)
Transfers between funds		–	–	–	–
Net movement in funds		92	923	1,015	(1,000)
Reconciliation of funds:					
Fund balances at the start of the year		24,983	589	25,572	26,572
Fund at the end of the year	19	25,075	1,512	26,587	25,572

Charity and group balance sheets

As at 31 March 2018

	Notes	2018 £'000	Group 2017 £'000	2018 £'000	Charity 2017 £'000
Fixed Assets					
Tangible fixed assets	11	9,418	9,496	9,418	9,496
Investments	12	7,882	10,180	7,962	10,260
Investments – cash deposits	12	2,303	1,839	2,303	1,839
Total fixed assets		19,603	21,515	19,683	21,595
Current Assets					
Stock		32	24	–	–
Debtors	13	11,037	8,677	10,975	8,598
Cash at bank		4,252	3,700	4,239	3,700
Total current assets		15,321	12,401	15,214	12,298
Current liabilities					
Creditors: amounts falling due within one year	14	5,032	5,470	5,021	5,463
Net Current Assets		10,289	6,931	10,193	6,835
Total assets less current liabilities		29,892	28,446	29,876	28,430
Provisions for liabilities and charges	15	3,305	2,874	3,305	2,874
Net Assets		26,587	25,572	26,571	25,556
Accumulated funds					
Unrestricted income funds					
General funds	19	15,657	15,487	15,641	15,471
Designated funds	19	9,418	9,496	9,418	9,496
Restricted income funds					
Permanent endowment fund	19	39	39	39	39
Total charity funds		26,587	25,572	26,571	25,556

The financial statements were approved by the Board of Trustees and authorised for issue on 4 October 2018.
They were signed on its behalf by:



Helen Baker
Chair

Shelter company registration number 1038133

Consolidated cash flow statement

Year ended 31 March 2018

	Notes	2018 £'000	2017 £'000
Cash flows from operating activities			
Net cash flow for returns on investment and servicing of finance	23	(29)	(3,058)
Cash flows from investing activities:			
Dividends, interest and rents from investments		252	283
Purchase of fixed assets	11	(1,492)	(1,250)
Purchase of investments	12	(800)	(9,451)
Sale of investments	12	3,085	6,451
Movement in investment cash	12	(464)	6,293
Net cash provided by investing activities		581	2,326
Change in cash in the year		552	(732)
Cash and cash equivalents at the beginning of the year		3,700	4,432
Cash and cash equivalents at the end of the year		4,252	3,700

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 15. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

(c) Group accounts

Group accounts have been prepared for Shelter, The National Campaign for Homeless People Limited, and its wholly owned subsidiary company, Shelter Trading Limited, in accordance with the requirements of FRS102. The accounts have been consolidated on a line by line basis to include the results of Shelter Trading Limited. The results of Shelter Trading Limited are shown in note 17. 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, 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) The full value of a legacy is recognised as income on the earlier of estate accounts finalisation or the receipt of a cash disbursement from the estate.
- (2) Grant income is split between government and other. Grant income received in advance of the stipulated grant year(s) 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 full-time equivalent staff numbers 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), comprised of finance, IT, facilities and director & governance, are allocated across categories of charitable expenditure 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 activities when a constructive obligation exists.

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

(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 a 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 on 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 unrestricted income and expenditure and are available for use at the discretion of the Board in pursuing the general charitable objectives of the charity (see report of the trustees).

Designated funds are funds that have been set aside by the Board for a specific purpose. An analysis of designated funds is provided in note 19 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.

Restricted funds represent income received where the donor or the nature of the appeal generating the income has imposed restrictions as to how the monies shall be used. Further detail on restricted funds is provided in note 20.

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

(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) 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.

(t) 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

	2018 £'000	2018 £'000	2018 £'000	2017 £'000
	Unrestricted	Restricted	Total	Total
Individuals	24,051	1,328	25,379	24,329
Donated services	178	–	178	100
Charitable foundations	656	1,301	1,957	1,318
Corporate donors	1,749	1,418	3,167	3,581
Legacies	5,982	265	6,247	3,873
Total	32,616	4,312	36,928	33,201

	2018 £'000	2018 £'000	2018 £'000	2017 £'000
	Unrestricted	Restricted	Total	Restated*
Expenditure on raising funds:				
Fundraising activities				
Staff costs	6,417	–	6,417	7,037
Other costs and support costs	4,865	435	5,300	4,010
Total	11,282	435	11,717	11,047

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

*Expenditure on raising funds has been restated for the year ended 31 March 2017. The calculation method used to categorise costs has been refined in 2018 and prior year comparatives have been restated accordingly.

3. Other trading activities

a) Income from retail activities	Shops		Total 2018	Total 2017
	Donated Goods £'000	New Goods £'000	Other £'000	£'000
				Restated*
Retail sales	8,287	314	345	8,947
Retail costs	(8,246)	(170)	–	(8,415)
Net income available for charitable application	41	144	345	532
				584

	2018 £'000	2018 £'000	2018 £'000	2017 £'000	2017 £'000	2017 £'000
	Staff	Other	Total	Staff	Other	Total
b) Cost of retail activities						Restated*
Shelter shops	3,572	4,844	8,415	3,195	4,680	7,875

*Expenditure on raising funds has been restated for the year ended 31 March 2017. The calculation method used to categorise costs has been refined in 2018 and prior year comparatives have been restated accordingly.

c) Income from investments	2018 £'000	2017 £'000
Interest on cash at bank	13	38
Listed securities	239	245
Total	252	283

4. Housing services

	2018 £'000	2018 £'000	2018 £'000	2017 £'000
Contract and statutory grant funding in Shelter comprise the following:	Unrestricted	Restricted	Total	Total
Legal services contracts	2,805	–	2,805	2,131
Government grants				
Scottish Government	–	1,450	1,450	440
Ministry of Justice	3,677	–	3,677	3,376
Department for Communities and Local Government	88	2,381	2,469	2,494
Grants from other agencies				
Local authority grants	1,580	1,300	2,880	2,140
Local authority supporting people	1,909	–	1,909	1,952
Big Lottery Fund	–	2,786	2,786	2,908
HM Prison Service	–	32	32	–
Other agencies	893	589	1,482	1,870
Total statutory and grant funded activities	8,147	8,538	16,685	15,180
Other income – non statutory	273	288	561	534
Total contract and statutory funded activities	11,225	8,826	20,051	17,845

5. Total resources expended

Support cost allocation

	Direct costs* £'000	Apportioned cost					Total £'000	Total 2018 £'000	Total 2017 £'000
		HR	Finance	IT	Facilities	Director &			
		£'000	£'000	£'000	£'000	governance			
						£'000			
Restated**									
Costs of raising funds									
Voluntary income									
Fundraising and legacies	10,559	298	192	420	220	28	1,158	11,717	11,047
Costs of activities for generating funds									
Retail costs (shops and trading)	8,387	7	5	10	5	1	28	8,415	7,875
Costs for charitable activities									
Training	841	17	11	23	12	2	65	906	1,192
Research, policy and campaigning	4,385	239	154	337	177	23	930	5,315	5,814
Digital advice	260	18	12	25	13	2	70	330	213
Helpline	3,611	250	161	353	185	24	973	4,584	4,070
Advice, training and support to housing professionals	4,023	279	180	393	206	26	1,084	5,107	4,256
Legal advice	5,806	403	259	567	298	38	1,565	7,371	6,872
Housing-related intensive support	7,075	491	316	691	363	47	1,908	8,983	9,214
Face-to-face advice and support	10,748	746	480	1,049	551	71	2,897	13,645	12,321
Total direct and apportioned costs	55,695	2,748	1,770	3,868	2,030	262	10,678	66,373	62,874

* Direct costs are directly attributable to the department. Indirect support costs are apportioned on the basis of full-time equivalent staff numbers.

** The split of expenditure between different departments has been restated for the year ended 31 March 2017. The calculation method used has been refined in 2018 and prior year comparatives have been restated accordingly.

6. Governance costs

	2018 £'000	2017 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	45	44
Under accrual for prior year audit fee	13	–
Fees payable to the charity's auditors for other work	2	7
Internal audit	42	44
Trustee expenses, insurance and recruitment	2	5
Board and committee support costs*	32	57
Total	136	157

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

7. Staff costs

Disclosure note on Directors' costs

The key management personnel of the charity comprises trustees and directors. The total remuneration received by the directors during the year was £606,407 (2017: £763,446). 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 £442,308 (2017: £223,973).

Staff Costs	2018 £'000	2017 £'000
Wages and salaries	35,261	32,578
Social Security costs	3,294	2,967
Pension costs	3,022	2,730
Other staff-related costs	704	841
Total	42,281	39,116

Average staff numbers	Full-time equivalents		Headcount	
	2018 No.	2017 No.	2018 No.	2017 No.
Fundraising	97	92	102	96
Retail shops and trading	151	151	176	177
Training and publications	5	14	6	15
Campaigning and education	78	85	81	91
Legal services contracts	123	123	138	138
Housing services	646	610	712	670
Governance	3	4	3	4
Support	87	79	91	82
Total	1,190	1,158	1,309	1,273

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

	2018 No.	2017 No.
£60,001 to £70,000	15	5
£70,001 to £80,000	3	2
£80,001 to £90,000	2	2
£90,001 to £100,000	–	2
£101,001 to £110,000	2	1

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 £2,314 (2017: £2,928) during the year. The number of trustees incurring expenses during the year was five (2017: eight).

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.

	2018	2017
Average group number of volunteers	2,115	1,765

8. Related-party transactions

During the year ended 31 March 2018, Shelter recognised £2,548k of income from Purple Futures LLP in relation to a Transforming Rehabilitation contract (2017: £2,010k). As at 31 March 2018, Shelter was owed £175k by Purple Futures in relation to this contract (2017: £493k).

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

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

There were no other related party transactions during the year ended 31 March 2018 (2017: £nil).

9. Net income for the year

The net income for the year is stated after charging:

	2018 £'000	2017 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	40	39
Fees payable to the charity's auditors for the audit of the charity's subsidiaries pursuant to legislation	5	5
Total audit fees	45	44
Other services	2	3
Total fees payable to the charity's auditors	47	47

Depreciation of tangible fixed assets	1,387	1,274
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Rental costs relating to operating leases

Plant & machinery	66	66
Others	3,358	3,090

10. Taxation

The company is registered as a charity and as such is entitled to the exemptions under the Corporation Taxes Act 2010. During the year, the group incurred VAT of £336,541 (2017: £372,553) 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.

11. Fixed assets – group and charity

	Assets under construction £'000	Freehold buildings and improvements £'000	Short leasehold buildings £'000	Furniture and fittings £'000	Computer and office equipment £'000	Vehicles £'000	Total £'000
Cost or valuation							
At 1 April 2017	–	7,000	162	4,422	4,833	5	16,422
Additions	379	–	118	555	440	–	1,492
Disposals	(186)	–	(18)	(256)	(166)	–	(626)
At 31 March 2018	193	7,000	262	4,721	5,107	5	17,288
Depreciation							
At 1 April 2017	–	(340)	(121)	(3,156)	(3,304)	(5)	(6,926)
Charge for the year	–	(93)	(90)	(537)	(667)	–	(1,387)
Revaluation	–	–	–	–	–	–	–
Transfers	–	–	–	–	–	–	–
Disposals	–	–	18	259	166	–	443
At 31 March 2018	–	(433)	(193)	(3,434)	(3,805)	(5)	(7,870)
Net book values							
At 31 March 2018	193	6,567	69	1,287	1,302	–	9,418
At 31 March 2017	–	6,660	41	1,266	1,529	–	9,496

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

12. Fixed asset investments – group and charity

	Group		Group		Charity		Charity	
	2018 £'000	2018 £'000	2018 £'000	2018 £'000	2018 £'000	2017 £'000	2018 £'000	2017 £'000
	Equity UK	Equity Foreign	Bonds	Unit Trusts	Total Inv.			
Listed investments								
Investments at market value at 1 April 2017	4,219	822	1,118	4,021	10,180	6,208	10,180	6,208
Additions	659	141	–	–	800	9,451	800	9,451
Disposals	(644)	(244)	(197)	(2,000)	(3,085)	(6,451)	(3,085)	(6,451)
Net gain/loss for the year	(53)	59	(27)	8	(13)	972	(13)	972
Listed investments	4,181	778	894	2,029	7,882	10,180	7,882	10,180
Cash investments	–	–	–	–	2,303	1,839	2,303	1,839
Investment in subsidiaries	–	–	–	–	–	–	80	80
Total investments at 31 March 2018	4,181	778	894	2,029	10,185	12,019	10,265	12,099
Historical cost:	4,125	717	875	448	6,165	9,794	6,165	9,794
listed investments as at 31 March 2018								
Common strategy investment funds								
Schroders Equity UK	4,181	–	–	–	4,181	4,219	4,181	4,219
Schroders Equity Foreign	–	778	–	–	778	822	778	822
Schroders Bonds	–	–	894	–	894	1,118	894	1,118
Schroders Sterling Liquidity Plus Fund	–	–	–	447	447	446	447	446
Royal London Asset Management	–	–	–	1,582	1,582	3,575	1,582	3,575
Cash investments								
Schroders Cash Management	–	–	–	–	2,303	1,839	2,303	1,839
Total	4,181	778	894	2,029	10,185	12,019	10,185	12,019

13. Debtors

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Trade debtors	2,793	2,377	2,014	2,355
Amounts due from subsidiary companies	–	–	722	431
Taxation recoverable – gift aid	1,512	645	1,512	645
VAT	–	311	–	311
Other debtors	1,685	1,742	1,684	1,742
Prepayments	1,276	995	1,272	994
Accrued income	3,771	2,607	3,771	2,120
Total debtors	11,037	8,677	10,975	8,598

14. Creditors: amounts falling due within one year

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Trade creditors	769	1,808	759	1,808
Amounts due for taxation and social security	829	735	829	735
Other creditors	598	472	598	465
Accruals	2,167	964	2,166	964
Deferred income	669	1,491	669	1,491
Total creditors	5,032	5,470	5,021	5,463

Movement on deferred Income

	Group		Charity	
	2018 £'000	2017 £'000	2018 £'000	2017 £'000
Deferred income brought forward	1,491	2,225	1,491	2,225
Realised during year to 31 March 2018	(1,255)	(2,225)	(1,255)	(2,255)
Deferred in year to 31 March 2018	433	1,491	433	1,491
Deferred income carried forward	669	1,491	669	1,491

Deferred income is income received in advance of its recognition in the accounts.

15. Provision for liabilities and charges – group and charity

	Total 2018 £'000	Total 2017 £'000
Balance at 1 April 2017	2,874	1,437
Utilised during the year	(166)	(73)
Additions in the year	597	1,510
Balance at 31 March 2018	3,305	2,874

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 a chartered surveyor's review. The dilapidation costs are payable on lease termination.

16. Leasing commitments – group

As at 31 March 2018, the group's total future minimum lease payments under non-cancellable operating leases is as follows:

	2018		2017 (restated)	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Operating leases which expire:				
within one year	2,829	198	2,887	160
between one and five years	5,749	195	6,085	132
after more than five years	751	–	757	–
Total lease commitments	9,329	393	9,729	292

17. 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.

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

Shelter Trading Limited	2018 £'000	2017 £'000
Total income	1,127	854
Cost of sales	(169)	(169)
	958	685
Selling and distribution costs	(145)	(138)
Administration costs	(16)	(18)
Net profit gifted to Shelter	797	529

As at 31 March 2018, Shelter Trading Limited had total assets of £828,065 (2017: £532,852) and total liabilities of £732,952 (2017: £437,739). There are related party transactions related to Shelter Trading Limited (STL) Company No. 2573404 of £841,000 (2017: £773,000).

18. Summary of Charity figures in consolidated accounts

The net movement in funds for the year for the charity only was £221,000 (2017: £1,529,000), Shelter's income was £66,308,000 (2017: £60,049,000) less expenditure of £66,104,000 (2017: £62,549,000).

19. Statement of funds

	Balance 1 Apr 2017 £'000	Income and endowments £'000	Total expenditure £'000	Net gain on investments £'000	Net gain on revaluation £'000	Transfers £'000	Balance 31 Mar 2018 £'000
Unrestricted income funds							
General funds	13,225	54,250	(54,145)	–	–	78	13,408
Unrealised investment gain	2,262	–	–	(13)	–	–	2,249
Total general funds	15,487	54,250	(54,145)	(13)	–	78	15,657
Designated funds							
Revaluation reserve	5,396	–	–	–	–	(93)	5,303
Property and fixed asset fund	4,100	–	–	–	–	15	4,115
Total designated funds	9,496	–	–	–	–	(78)	9,418
Total unrestricted funds	24,983	54,250	(54,145)	(13)	–	–	25,075
Restricted income funds (Note 20)							
Permanent endowment – John Rees Fund	39	–	–	–	–	–	39
Total restricted funds	589	13,151	(12,228)	–	–	–	1,512
As at 31 March 2018	25,572	67,401	(66,373)	(13)	–	–	26,587

19. Statement of funds (prior year)

	Balance 1 Apr 2016 £'000	Income and endowments £'000	Total expenditure £'000	Net loss 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 20)							
Permanent endowment – John Rees Fund	39	–	–	–	–	–	39
Total restricted funds	516	13,024	(12,951)	–	–	–	589
As at 31 March 2017	26,572	60,902	(62,874)	972	–	–	25,572

20. Statement of restricted funds

Restricted funds name	Balance 1 April 2017 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2018 £'000
Aberlour	–	44	44	–
B&Q	–	443	134	309
Barnet Debt Advice – Toynbee Hall	–	64	64	–
Berkeley	6	120	126	–
Birmingham Changing Futures Together	–	882	777	105
British Gas Advice Work	–	266	266	–
British Land	–	50	25	25
Building Families (Big Lottery Fund)	–	90	90	–
CBRE	–	253	253	–
Children & Young People Service	1	29	29	1
Children in Need	–	29	28	1
Children's Legal – Freshfields	8	29	29	8
Comic Relief – Tech for Good	–	47	44	3
Empty Homes	–	312	233	79
Equality & Human Rights Commission – Access to Justice Grants	–	72	72	–
Feel at Home with Your Finances (Big Lottery Fund)	–	199	198	1
Foundations First (STV Appeal)	–	296	237	59
Greater Manchester Mayoral Office GROW Trainee	–	22	9	13
Grenfell Fire Response	–	55	55	–
Gypsy Traveller – PECF	–	23	12	11
Gypsy Traveller – SLAB	–	27	27	–
Hackney Family Support Project (City Bridge Trust)	–	61	60	1
Hackney Family Support Services	–	190	190	–
Hardship (Funded By Donation)	–	40	40	–
Help through Crisis (Big Lottery Fund)	–	63	44	19
Housing Law & Debt Advice – SLAB	–	261	261	–
Inspiring Change Manchester (Big Lottery Fund)	–	1,694	1,468	226
Justice First Fellowship	–	31	31	–
Liverpool Family Support	–	130	124	6
London Councils	–	1,060	1,060	–
London Councils Second Tier	–	49	49	–
Manchester Personal Budgeting Support Grant	2	84	86	–
Merseyside Aged Veterans Partnership	–	132	120	12
Money Advice Service (Scotland) – What Works	–	181	179	2
Moneysupermarket Group	–	31	31	–
Motiv8 (Building Better Opportunities) BIG Lottery/ European Social Fund	–	79	79	–
National Homelessness Advice Service	–	2,381	2,381	–
Nationwide Partnership	–	416	395	21
NHS Fife	96	8	21	83
Private Rented Sector (Oak Foundation)	–	273	210	63
PRT Awareness Project Scotland	–	204	199	5
Restricted Projects – England Services	367	699	699	367
Restricted Projects – Scotland	1	530	530	1
Royal British Legion Merseyside Family Support	30	–	30	–
Safe and Sound (Big Lottery Fund)	–	217	217	–
Safe and Sound (Comic Relief)	–	46	46	–
Safe Deposits Scotland – Trust	–	36	35	1
Scottish Housing Law Service	5	239	244	–
Scottish Welfare Reform Advisory Service	–	79	79	–

Statement of restricted funds continued

Restricted funds name	Balance 1 April 2017 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2018 £'000
Self-Directed Support Innovation Fund	3	75	76	2
South Yorkshire Housing Association (Building Better Opportunities)	–	35	35	–
St Giles Partnership	–	34	34	–
Supported Lodgings – European Social Fund	–	35	35	–
Tackling Money Worries – SLAB	–	121	121	–
The WELLcome Home: Hospital Discharge Navigator Service	5	43	41	7
Time for Change – European Social Fund	–	55	55	–
Transforming PRS Manchester – Nationwide Foundation	–	51	37	14
Other Funds – Income resources <20K	26	136	134	28
Total	550	13,151	12,228	1,473

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

Restricted funds name	Balance 1 April 2017 £'000	Incoming resources £'000	Resources used/transfers £'000	Balance 31 March 2018 £'000
Building Families (Big Lottery Fund)	–	90	90	–
Feel at Home with Your Finances (Big Lottery Fund)	–	199	198	1
Inspiring Change Manchester (Big Lottery Fund)	–	1,694	1,468	226
Safe and Sound (Big Lottery Fund)	–	217	217	–
Total	–	2,200	1,973	227

	Deferred/(accrued) income brought forward £'000	Cash received 2017–18	Deferred/ (accrued) income at 31 March 2018
Building Families (Big Lottery Fund)	55	35	–
Feel at Home with Your Finances (Big Lottery Fund)	73	159	33
Inspiring Change Manchester (Big Lottery Fund)	176	1,530	12
Safe and Sound (Big Lottery Fund)	14	203	–
Total	318	1,927	45

20. Statement of restricted funds (prior year)

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	0
Berkeley	–	120	114	6
Birmingham Changing Futures Together	–	703	703	–
Blackwood Contract	–	26	26	–
British Gas Advice Work	–	819	818	0
British Gas – Healthy Homes	–	57	57	0
British Land	–	25	25	–
Building Families	–	134	134	0
Caledonia	–	69	69	0
CBRE	50	332	382	0
Children & Young People Service	1	50	50	1
Children's Legal – Freshfields	3	33	28	8
City Bridge	–	60	60	–
Empty Homes	–	205	205	0
Debt Advice-Kings Lynn & Norfolk Borough Council	–	23	22	0
Feel at Home with Your Finances	–	173	174	0
Gypsy Traveller	–	49	40	9
Hackney Family Support Services	–	188	188	0
Hardship (Funded by Donation)	–	32	32	–
Housing Law and Debt Advice	–	265	265	–
Justice First Fellowship	–	41	41	0
Legal and General Birmingham DIYSA	–	38	22	15
Liverpool Family Support	–	260	260	0
London Councils	–	642	642	–
London Councils Second Tier	–	59	59	–
Making Advice Work: Stirling	–	47	47	–
Money Advice Service	–	29	29	0
Motiv8 (Building Better Opportunities) BIG Lottery/ European Social Fund	–	38	38	–
Multiple Needs, Inspiring Change Manchester	–	1,346	1,346	–
National Homelessness Advice Service	–	2,494	2,494	0
Nationwide Partnership	–	565	565	0
NHS Fife	–	96	–	96
POLMONT	–	55	55	0
PRS Oak Foundation	–	200	200	–
Restricted – Scotland	1	631	631	1
Restricted – Services	407	1,314	1,354	367
Royal British Legion Merseyside Family Support	–	38	8	30
Safe and Sound (Comic Relief)	–	33	33	0
Safe and Sound (Big Lottery Fund)	–	208	208	–
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	0
Stirling Council	–	43	42	1
STV Appeal	–	244	245	0
Support Services Dumfries & Galloway	–	329	329	0
SPAN Scotland (Big Lottery Fund)	–	22	22	0

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
Tackling Money Worries		142	142	–
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	–	1,346	1,346	–
Feel at Home with Your Finances	–	173	173	–
Safe and Sound Project	–	208	208	–
Building Families Project	–	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
SPAN Scotland	22	–	–
Total	360	1,841	318

21. Contracts and grants from statutory bodies and local authorities

Listed below are grants and contracts in excess of £2,000 recognised in the year ended 31 March 2018.

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

Funder	Purpose of funding	Incoming resources 2018 £'000	Resources used 2018 £'000
District, borough and county councils in England and Wales			
Birmingham City Council	Homeless Prevention Welfare Service-Bcc	289	289
Birmingham City Council	Newtown ASG Adviser	37	37
Birmingham City Council	Supporting People – Domestic Abuse	360	360
Birmingham City Council	Supporting People – Homeless Families	302	302
Blackburn with Darwen Borough Council	Welfare and Debt Advice Services	158	158
Borough Council of Kings Lynn & West Norfolk	Debt Advice-Kings Lynn	40	40
Bristol City Council	Children & Young People Service	29	29
London Councils	London Councils	1,061	1,060
London Councils	London Councils Advice for Professionals	49	49
Manchester City Council	Manchester Personal Budgeting Support Grant	84	86
Norwich City Council	Norwich Social Welfare Advice	15	15
Oxford City Council	Oxford City Council	80	80
Sheffield City Council	Childrens Fund	52	52
Sheffield City Council	Homeless Prevention & Resettlement Service	1,075	1,075
Sheffield City Council	Sheffield Older Persons	172	172
Southwark Borough Council	Southwark Advice Service	74	74
Trafford Council	Trafford Benefit Cap Advice Service	10	10
Westminster Borough Council	Westminster Places for People	215	215
Total		4,102	4,104

Local authorities in Scotland

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

Funder	Purpose of funding	Incoming resources 2018 £'000	Resources used 2018 £'000
Government departments			
Equality & Human Rights Commission	EHRC Access to Justice	72	72
Legal Aid Agency	CLA Helpline	412	412
Legal Aid Agency	LAA General	2,395	2,395
Ministry of Housing, Communities & Local Government	National Homelessness Advisory Service	2,381	2,381
Ministry of Justice (via Purple Futures)	Transforming Rehabilitation – Purple Futures	2,548	2,548
Ministry of Justice (via Sodexo)	Transforming Rehabilitation – Sodexo	1,135	1,135
Scottish Government	Empty Homes Grants Programme	285	210
Scottish Government	PRT Awareness Project Scotland	204	199
Scottish Government	Scottish Housing Law Service	239	244
Scottish Government	Self-Directed Support Innovation Fund	75	76
Scottish Government in partnership with ESF	Supported Lodgings – European Social Fund	35	35
Scottish Government in partnership with ESF	Time for Change – European Social Fund	55	55
SIB Partnership	Social Investment Bond – Entrenched Rough Sleepers	88	88
Scottish Legal Aid Board	Gypsy Traveller – SLAB Funded	27	27
SLAB	Housing Law & Debt Advice – Tayside & Borders	261	261
SLAB	Scottish Welfare Reform Advisory Service	79	79
SLAB	Tackling Money Worries	121	121
Total		10,412	10,338

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

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

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

Shelter received £1,003,495 from London Councils during financial year 17/18 in connection with supporting tenancies, accommodation and reconnections. Shelter confirms that it has made a payment of £501,477 for the partners mentioned in the above table in financial year 17/18. 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. Thames Reach has reported an underspend of £45,937 and Shelter has reported an overspend of £1,019. Total underspend on this project is £44,918.

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

Listed below are grants in excess of £2,000 recognised in 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	Supporting People – 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 & Debt Advice Services	120	120
Bristol City Council	Children & 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 County Council	Norwich Social Welfare Advice	15	15
Oxford City Council	Oxford City Council	80	80
Sheffield City Council	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 & 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 Council	Aberdeen Council Contract	75	75
North Lanarkshire Council	North Lanarkshire Council Contract	18	18
South Lanarkshire Council	South Lanarkshire Support Service	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 2017 £'000	Resources used 2017 £'000
Government departments			
Department for Communities and 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	Scottish 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 & Debt Advice (Tayside & 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. 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 2018 are represented by:				
Tangible fixed assets	9,418	–	–	9,418
Investments	10,146	–	39	10,185
Net current assets	8,816	1,473	–	10,289
Provisions	(3,305)	–	–	(3,305)
Total net assets	25,075	1,473	39	26,587

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 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	477	39	25,572

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

	2018 £'000	2017 £'000
Net income/(expenditure) for the reporting period (as per the statement of financial activities)	1,015	(1,000)
Depreciation charges	11	1,387
Movement in provisions		431
(Gains)/losses on investments		13
Dividends and interest from investments		(252)
(Profit)/loss on disposal of fixed assets	11	183
(Increase)/decrease in stocks		(8)
(Increase)/decrease in debtors		(2,360)
Increase/(decrease) in creditors		(438)
Net Cash inflow from operating activities	(29)	(3,058)

24. Restated Consolidated Statement of Financial Activities

for the year 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	10,591	456	11,047	10,931
Retail costs	3	7,875	–	7,875	7,680
Fundraising services to other organisations		–	–	–	308
Charitable activities:					
Research, policy and campaigning		5,814	–	5,814	6,677
Training and publications		1,133	59	1,192	1,007
Housing advice and support					
Digital advice		213	–	213	958
Helpline		3,070	1,000	4,070	2,706
Advice, training and support to housing professionals		1,287	2,969	4,256	3,137
Legal advice		6,285	586	6,871	6,830
Housing-related intensive support		5,871	3,343	9,214	9,907
Face-to-face advice and support		7,784	4,538	12,322	5,405

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2017 £'000	Total 2016 £'000
Total expenditure		49,923	12,951	62,874	55,546
Net income/(expenditure) before investment gains/(losses)		(2,045)	73	(1,972)	1,881
Net gains/(losses) on investments	12	972	–	972	(515)
Net income/(expenditure) for the year	9	(1,073)	73	(1,000)	1,366
Transfers between funds		–	–	–	–
Net movement in funds		(1,073)	73	(1,000)	1,366
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	19	24,983	589	25,572	31,486

*The split of expenditure between different departments has been restated for the year ended 31 March 2017.
The calculation method used has been refined in 2018 and prior year comparatives have been restated accordingly.

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