

# What has a bigger impact than not having a home?

Annual Report and Accounts 2010/11

Shelter



**We help people find and keep a home**

# **We're here for anyone in housing need**

## **Contents**

Chair's introduction: Tony Crook	06
Foreword: Campbell Robb	07
Report of the Trustees	08
Key Objectives & Statement of Public Benefit	16
Structure, governance and management	17
Financial review	19
Statement of Trustees' responsibilities	22
Independent auditor's report	23
Consolidated Statement of Financial Activities	25
Charity and Group Balance Sheets	26
Consolidated Cash Flow Statement	27
Notes to the financial statements	28
Thanks from Shelter	45
Legal and administrative information	46

# ...our determination that everyone has a decent place to live

It's been a tough year. The recession tightened its grip, unemployment and the cost of living rocketed and the Governments in Westminster and Holyrood have proposed a range of legislative changes that will affect those in housing need.

We felt the effect. As the housing crisis deepened, the demand for our services grew. It is a massive and urgent challenge but – with the help of our supporters – we are determined to make an impact.

### **Our approach tackles homelessness on all fronts.**

We make a difference by using a combination of services, campaigning and policy work to drive change at every level, from legislation to the streets. As you'll see in this year's annual report, it works.

We are the leading organisation for specialist housing advice and support, and number one for campaigning on housing and homelessness issues. Thousands of people have a home in a place where they can thrive because of the work you help us do.

### **Our expertise and services are needed more than ever.**

We want to build on the year's success. We are determined to help even more people find and keep a home. The challenge becomes bigger every day, as the housing crisis deepens and the security of peoples' housing safety net becomes less certain. But we are growing and changing to meet that challenge.

With your support, we will do everything in our power to help anyone who needs us.

And we won't stop until there's a home for everyone.



**Every two minutes someone faces losing their home. We're fighting to save it.**

Shelter

**We make a big difference**

**Our help is needed  
more than ever**



# 19

Scottish local authorities agreed to help bring some of Scotland's 25,000 empty homes back into use

# £900,000

the contract we won to deliver services to five prisons in England over the next three years

# 94,000

people received specialist advice on housing, debt and benefits problems – 10,000 more than last year

# 70,000

helpline calls and emails can be answered in 2011/12, thanks to our extra investment

# 1.1 million

people visited our Get Advice web pages – 26% more than last year

# 250,000

will be charged more fairly now that our campaigning helped to tighten up the Mortgage of Conduct Business rules on arrears handling

## What we said we'd do:

- Invest in our free housing advice helpline to enable more people to receive advice.
- Continue to hold local authorities to account on their delivery of affordable housing.
- Continue to invest in our in-house fundraising capacity to recruit more individual donors, launch our first regional Vertical Rush event, and work closely with partners to develop lasting relationships.
- Develop a number of national strategic partnerships to improve our range of services to clients.
- Look at how we best use our voluntary funding to derive greatest impact for our beneficiaries.

**We are the leading voice in housing change**

# Our commitment to helping people find and keep a home starts at the very top.

**A**s Chair of the Board of Trustees I want to first and foremost extend my sincere gratitude to our supporters, staff and volunteers for their relentless efforts during one of the most challenging environments we have ever worked in. It is thanks to their continued commitment and dedication to Shelter that we are able to report on the many achievements we have made in 2010/11.

We have said farewell to a number of dedicated Trustees and Co-opted members throughout the year: Dr Martin Read and Monghi Khanyile retired. Professor Colin Jones stepped down as a co-opted member of the Shelter Scotland Committee, leaving after years of sterling service to Shelter in his previous role as a former Trustee. So too did Madeline Drake, who retired from her role as a coopted member of the Audit, Risk and Finance Committee which she took up following her Trusteeship with Shelter. Sheila Gilmore left the Shelter Scotland Committee to take up her seat as a new Member of Parliament and Jeff Phillips and Nicolas Raynaud also said goodbye to Shelter after their co-opted roles on the Audit, Risk and Finance Committee came to an end. Thank you to you all for the support and guidance you have given Shelter during your time here.

Alongside this we have welcomed both Lindy Patterson QC and Ian McAlpine as co-opted members of the Shelter Scotland Committee. Each brings great experience to their roles that will be invaluable in supporting Shelter's goal of helping more people.

During the year I and the Vice Chair have worked with fellow Trustees and Senior Management to ensure that the Board and committees remain as effective and responsive to the needs of Shelter as possible. As such, and in addition to the regular appraisals of individual Trustees including myself, we commissioned the National Council for Voluntary Organisations (NCVO) to carry out a Board effectiveness review, which confirmed our position as a top quartile Board. Our Vice Chair is also leading on a Trustee Engagement Programme, enabling the Trustees to develop an in-depth understanding of the organisation, build relations with staff and contribute their knowledge to enhance the organisation.

This year Shelter has once again remained on a firm financial footing, which has enabled us to invest more in our services whilst also maintaining sufficient reserves for the uncertain political and financial environment we are operating in. With the commitment of our supporters, staff and volunteers I am confident that we will continue to innovate, grow and campaign to make sure that we are here to help people when they need it most.



**Professor ADH Crook**  
Chair

**W**hen the coalition UK Government came to power in May 2010, no one could have predicted the scale and speed with which cuts to public spending would directly impact housing. The planned changes to housing benefit to funding for welfare advice and affordable house building will mean that for thousands of people it will be harder to pay their rent, keep up with mortgage payments or find a decent home for their families.

Already demand for Shelter has been greater than ever. We've seen a 26% rise in visits to our web advice pages. We're answering more calls to our national free housing advice helpline than ever before. But thanks to the fantastic support from individuals, corporate supporters, grant-making trusts and volunteers, we've been able to invest in crucial services to meet this rise in demand. We have invested more in our free housing advice helpline and our face to face advice and support, and continued to influence policy, hold decision makers to account and drive change where it is needed most. Our huge thanks go to the relentless

commitment of our staff and volunteers. They work tirelessly to help people access and keep their home, and to develop innovative ways of working to make sure we are responsive to people who need us most.

We know that our work continues. As long as there is a single person left in Britain without a decent home to live in, as long as there are gaps in the housing safety net that people can fall through, Shelter will be here, making change happen, and fighting for a home for everyone.



**Campbell Robb**  
Chief Executive



## We make change happen

# Our campaigns help people keep their homes

**H**igh inflation, increased living costs and rising unemployment has made peoples' housing safety net more vulnerable than ever.

### **Our Campaigns team has been working hard to put things right.**

We persuaded all the main political parties to admit that more new homes are needed for more people. And we've been helping to protect people whose homes may be at risk or who are victims of rogue landlords.

Our Housing Safety Net campaign highlighted the fact that anyone can lose their home. We've won important concessions in the Localism and Welfare Reform Bills which will directly help tens of thousands of people.

As part of the Justice for All campaign, we've pushed against the Legal Aid proposals in England – demanding independent legal advice and representation for everyone who needs it.

In Scotland, we took our argument on to the streets, the airwaves and the leader pages of the newspapers to secure new rights to support for homeless people. Every party in the Scottish Parliament backed Shelter Scotland's campaign and rejected attempts to deny homeless people the support they need to get back on their feet and keep their home.

As you can see: we've come a long way. And we won't stop until everyone has a decent home.

### **What we did:**

- **We shone a spotlight on rogue landlords** in the private rental sector to help protect private tenants from poor housing conditions.
- **We helped more people than ever.** Over 1.1 million people visited our Get Advice website pages – 26% up on last year.
- **We secured** new rights to support homeless people in Scotland.
- **We launched the Scottish Empty Homes Partnership** to help bring some of the 25,000 empty homes in Scotland back into use.
- **We helped win greater protection for tenants** who face eviction without warning when their landlord's property is repossessed.

### **What we will do:**

- **We will continue to support responsible landlords and expose rogue landlords** in the private rental sector through our second 'Evict Rogue Landlords' campaign.
- **We will work with local authorities** to encourage communities to engage in the debate around new affordable housing through our Housing Insights project.
- **We will campaign for greater protection** from local and national government for people at risk of homelessness or in housing need.



**Who could not have been moved by the Shelter report, 'The Human Cost', published in March this year?**

Baroness Ford in a House of Lords debate on Affordable Housing (8 July 2010)

## The facts

**194,000**

We helped save 194,000 people from the danger of losing their home. How? In the middle of a recession, the Government pledged to slash housing benefit by 10% if people didn't find work within 12 months. We lobbied them to make a U-turn on this proposal.

**100,000**

Around 100,000 people who claim Support for Mortgage Interest benefit can now access vital funds to keep their homes safe. Fairer charges mean that thousands more homeowners struggling to pay off mortgage arrears have a chance to get back on their feet.

**Without Shelter**

**250,000**

**more people** in trouble with their mortgage would not have received help to get back on their feet

### Emma's story

A rogue private landlord refused to fix Emma's flat. Rising damp left the walls covered in mould and the boiler broke during the winter. She had a young child and was expecting another. We made a disrepair claim that forced the owner to fix the boiler and damp. Then we helped the family find a better home, away from their hostile landlord.



## We help people to save their home

# Our services reach more people than ever

**A**n anyone can lose their home – especially in a recession. We understand that people need clear and immediate advice in ways that are effective for them. We're proud that we've expanded our services to respond to this – giving people the help they need, when they need it most.

We fought hard to raise more money. Then we invested in our services to reach more people, whatever their housing need. In England we've almost doubled the number of helpline calls we can answer, and expanded our helpline in Scotland too.

### We are reaching more people than ever before.

We went deeper into Scotland, providing new housing support services in Aberdeen and expanded services in South Lanarkshire. And we achieved a dramatic increase in the number of solicitors we have in England and the places they are based. Now more people can have the legal advice they need.

Our commitment to help anyone in housing need is stronger than ever. We won a contract to support offenders in the North East of England. We worked with the Scottish Veterans Residences, among others, to research housing issues for military veterans. And we secured the Children's Legal Service for another 18 months.

Our expert advisors continue to provide specialist housing law support for Citizen Advice Bureaux and over 100 other advice providers across the country. This year we've expanded our reach to provide specialist housing law support to local authorities and are working in partnership with Department for Communities and Local Government to also provide specialist mortgage debt advice to help struggling homeowners.

### What we did:

- **Our free housing advice line** answered over 60,000 calls from people who needed help in England and Scotland.
- **5,200 people emailed us** asking for advice and we responded to over 95% of them within 72 hours.
- **We provided support to over 1,000 children** through giving housing advice to child care professionals working with them.

### What we will do:

- **We will continue to invest in our services** to make sure that we continue to offer advice and support for anyone in housing need.
- **We will find even better ways of** delivering our services – ensuring they are efficient, effective and above all provide the best results for the people who use them.



We've been most impressed with the innovative ways in which Shelter Scotland works with partners to help more people across the country. The project pilots in rural and remote Scotland show just how much this help is needed.

The Robertson Trust

## The facts

**35,895**

We provided advice to 35,895 people on their tenancy – helping people to avoid eviction, deal with landlord disputes and understand their rights in the private rental sector.

**40**

Our in-house legal team has increased by over 1/3, to nearly 40 solicitors, and we've doubled the number of services where we offer advice from a solicitor. This means we've got more people fighting for justice in the courts to make sure people can access and keep a decent home.

## Nicholas's story

Nicholas's eldest son, Marcus, has autism. Local bullies began to surround the house and taunt him, making Marcus extremely distressed. We secured medical evidence to show the damaging effects on Marcus's health and persuaded the local authority to re-house Marcus and his dad and sister.

Without Shelter  
94,000 people

would not have received

our specialist, tailored  
advice on housing, debt  
and welfare problems



## We make a big difference

# Our approach tackles homelessness on all fronts

**W**e tackle bad housing and homelessness at every level, from the person on the brink of losing their home to a Government minister deciding on housing policy. Our teams work closely together to find more people a decent home to live in.

### We offer practical services

Our work begins on a practical level. We offer free housing support and advice by phone, online and in person. Because we work closely with people we see first-hand what their needs are. We adapt our services to help where we can and pass on the evidence of people's needs to our Policy and Research team.

### We see the bigger picture

Our Policy and Research Teams gather the evidence and monitor the problems of the people we help. That way we spot national trends and propose new laws and policies that will help solve the problem.

We are focussed on changes to Government policy. If new policies may have a negative impact on people's ability to keep their homes, we promote amendments to the legislation to improve the situation.

### HOW WE WORK

#### THE HOUSING PROBLEM

We tackle homelessness on all fronts – research; policy; campaigning; helping people through advice and support; and working towards long term legislative change to help people keep their homes.

#### POLICY AND RESEARCH

Policy and Research build a picture of the situation nationally and recommend new laws and policies to solve the problem.

#### CAMPAIGNS

Our Campaigns and Media teams mobilise support for our recommendations among supporters, national organisations, MPs, MSPs and the general public.

### IN ACTION

#### RENT DEPOSITS WITHHELD

As the private rental sector is growing, there is little protection for tenants' rights. Shelter is calling on the Government to establish a national standard for landlords so tenants can be sure that their landlord is reputable.

#### POLICY AND RESEARCH

Our research confirmed that almost one million Britons have been victims of a scam involving a private tenancy or landlord in the past three years.

#### CAMPAIGNS

This year we've campaigned to Evict Rogue Landlords and Save the Housing Safety Net. We've teamed up with our partners to get *Justice for All* and we led our Scottish elections campaign to 'Make Housing Matter'.

## We campaign for change

Our policy and research findings drive the work of our campaigns and media teams in England and Scotland. They work with clients and supporters to lobby MPs, MSPs and the media to put homelessness issues at the top of the political agenda. This leads to changes in legislation and services that help people find and keep a decent home.

## We show rogue landlords the door

As the private rental sector grew, our advisers reported a surge in the number of tenants who needed help with rogue landlords. Our research confirmed that almost 1 million Britons have been victims of a scam involving a private tenancy or landlord in the past three years.

Finding an honest landlord who lets out a decent home shouldn't be a matter of luck. Our Campaigns and Media Teams swung into action and called on the Government to establish a national standard for landlords. We worked closely with Panorama on their programme *The Great Housing Rip Off?* and named and shamed a rogue landlord in Manchester.

As a result of this work our Fundraising Team won a £30,000 grant, which we used to help people facing homelessness and bad housing in Manchester.

### SERVICES

Meanwhile Services find practical ways to cope with the problem in the short term.

### LEGISLATIVE CHANGE

We work towards legislative change through lobbying and influencing the UK Governments.

### THE SOLUTION

A better situation for people in housing need.

### SERVICES

We've advised 35,895 people on their tenancy and rights this year through our free national helpline and face to face support and advice services.

### LEGISLATIVE CHANGE

In Scotland, our Policy Team worked with landlord bodies to create a better deal for tenants. We secured a Ministerial commitment to a Scottish tenancy deposit scheme and cross party support to give the Landlord Registration scheme real teeth.

### THE SOLUTION

Better protection for people in the private rental sector and continued support for responsible landlords.

Thanks to you

# Our supporters make it all possible

This was the year of the big financial squeeze. Competition for donations was fierce. Our fundraising team stuck to their promise to 'keep raising money until there's a home for everyone'. And won a Fundraising Team of the Year award.

We stretched the boundaries, looking for fresh, innovative ways to raise funds. Our Architect in the House scheme raised a record £117,000 by offering professional design advice to homeowners.

We also pursued a number of grants, securing two that delivered £335,000 to help fund our services. And we expanded our Shelter shops in England and Scotland to help raise awareness of our work as well as money.

Selling our expertise continues to be a strong source of income. We ran 15 'hot topic' housing seminars and published a housing benefit and tax guide that sold over 9,500 copies. In Scotland our Enterprise Team generated over £450,000 through training subscriptions and successful tenders for new business.

We successfully opened two new in-house street fundraising teams taking the total to five and helping bring in 13,000 new supporters. Online, initiatives such as Festify and 'Giveacar', helped generate online traffic and increase funds.

It's been a great year. But as the housing crisis deepens, we are intensifying our work to raise funds for vital Shelter services.

## What we did:

- We raised over **£25 million** from our generous supporters.
- Support from schools, churches and companies at Christmas raised over **£790,000** including a special comedy night by Michael McIntyre.
- **11 new Shelter shops** were opened across England and Scotland.
- We ran **820 training days**, attended by **5,000 delegates**, to generate funds for our services.
- **Marks & Spencer gave £600,000** through Food on the Move, Christmas cards, and supported our shops with stock donations.
- We gained **34,929 new donors** to help us fight for a home for everyone.
- Over **600 housing professionals** from across all **32 local authorities** in Scotland completed our National Standards for Advice e-learning programme.
- We **secured funding** for our innovative gypsy and traveller services in the Lothians in Scotland.

## What we will do:

- We will continue to raise funds that mean we can deliver innovative projects such as the Cullum Family Trust funded project in Ashford.
- We will continue with our growth strategy for our chain of retail charity shops.
- The creation of our **new Database Services Department** means we will make even better use of our supporter data.



As a business, we rely upon housing supply to fuel our mortgage and life assurance businesses. That's why our partnership with Shelter on housing availability is fundamental to our business at so many levels.

Graham Precey,  
Head of  
Corporate Social  
Responsibility

Legal & General

Without Shelter, over

**1.1 million** people

would not have had  
instant access to  
advice on how to  
keep their homes

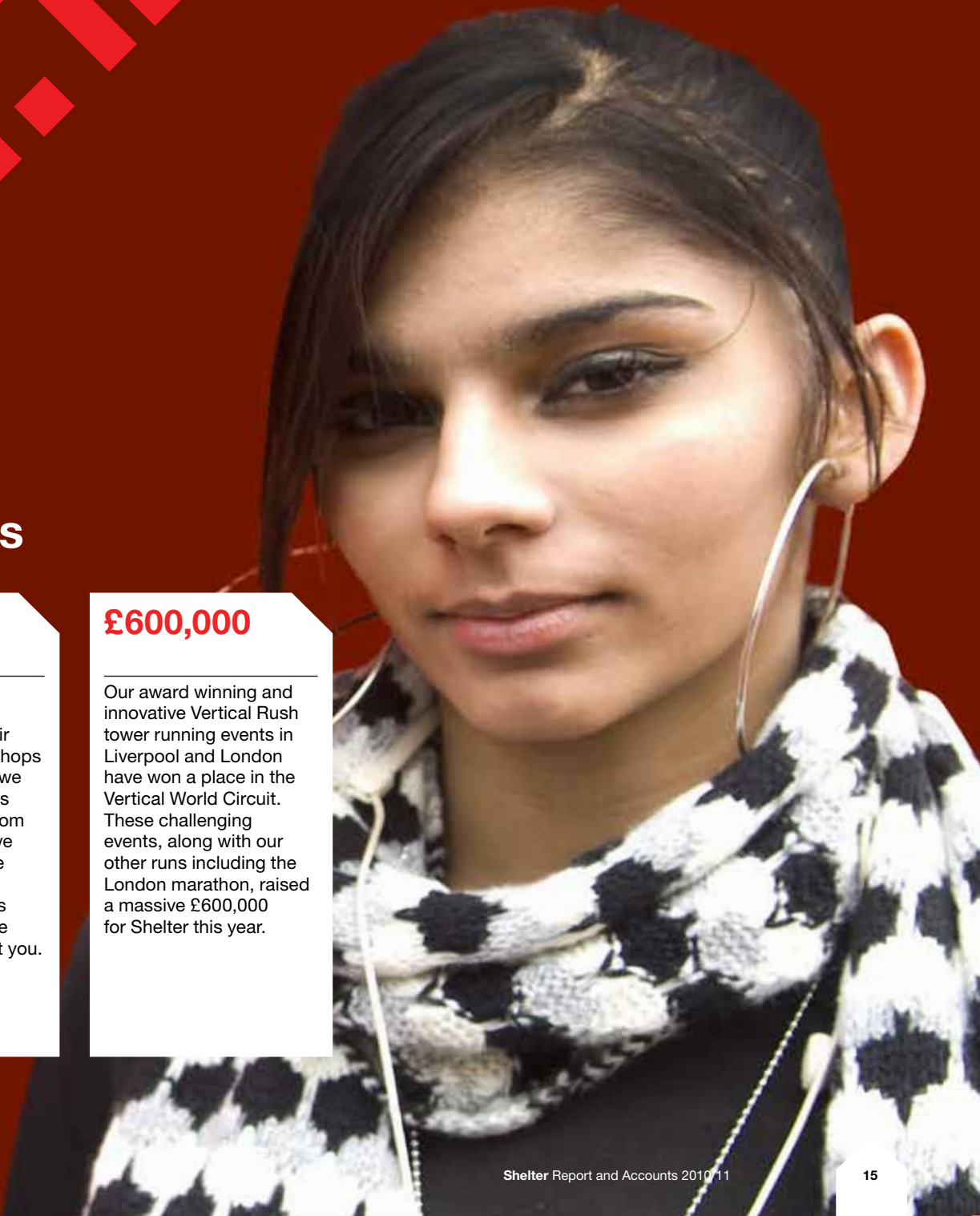
## The facts

**252,000**

Big thanks to our volunteers who gave 252,000 hours of their time working in our shops last year. Altogether we have 1,000 volunteers who do everything from offering administrative support in our advice centres to spreading awareness in schools and raising funds. We couldn't do it without you.

**£600,000**

Our award winning and innovative Vertical Rush tower running events in Liverpool and London have won a place in the Vertical World Circuit. These challenging events, along with our other runs including the London marathon, raised a massive £600,000 for Shelter this year.



# Key Objectives & Statement of Public Benefit

## Shelter's Key Objectives

Shelter was set up in 1966 with the following objectives:

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

## Statement of Public Benefit

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

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

# Structure, governance and management

## Board of Trustees

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. The 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. As discussed below, the Board is supported in discharging these responsibilities by Board Committees. Overall operational management of Shelter is delegated to the Senior Management Team.

The Board may be comprised of no fewer than 6 and no more than 15 members, and currently consists of 13 members. It is a non executive Board and its members are unpaid. Applications for Board membership are invited by external advertisement. Applicants are interviewed by the Nominations Committee and are appointed according to relevant skills, competencies and experience. Trustee terms of office are normally limited to a maximum of two terms, each of three years. Membership of the Board for any longer than six years may be granted on the basis of the needs of Shelter and renewed up to a total of an additional three years.

Throughout the year, the Trustees and Senior Management Team have continued to monitor effectiveness and overall terms of reference for the various committees, to ensure they are following best practice in the sector. All new Trustees are given a thorough induction programme and issued with a governance handbook explaining their role and responsibilities as a Trustee. Trustees are kept up to date with developments through regular bulletins and training where appropriate and the organisation is regularly updated on Trustee governance via a Trustee newsletter.

The Board also appraises its own performance on an annual basis. The Chair and the Chairs of each of the Board’s Committees are appraised on a 360 degree basis and the Board commissions an independent external review of its overall effectiveness.

The Board appoints members of the Audit, Risk & Finance Committee, the Shelter Scotland Committee, the Remuneration Committee, the Nominations Committee and the Commercial and Social Enterprise Committee. The Audit, Risk and Finance Committee, which usually meets five times a year, the Scotland Committee, which meets four times a year, the Nominations Committee, which meets at least once a year, the Commercial and Social Enterprise Committee, which meets four times a year, are made up of Trustees and other individuals with relevant skills and experience. Both external and internal auditors are invited to attend the Audit, Risk and Finance Committee meetings. The Remuneration Committee supports the Board in reviewing overall pay and reward strategy of all staff and specifically setting the remuneration of the CEO and Senior Management Team while the Nominations Committee whose members are all Trustees, provides support to the Board on governance and the optimal composition of skills and experience on the Board.

## Employees

Shelter and Shelter Trading employ 1,200 people who have once again achieved a remarkable amount at a time when Shelter has faced unprecedented demand for the skills of its staff and challenges to its funding. It is no exaggeration to say that the last 12 months have been very demanding and yet despite this the outcomes and achievements described throughout this report are all attributable to the work of our committed and skilled people.

Shelter had to prepare for the fundamental cuts in public sector funding and so we have had to make difficult strategic choices. As a result Shelter has had to ensure that its limited resources are more concentrated than ever before on the areas where we can have most impact. This has led to some very difficult decisions and sadly again the need to make some redundancies.

Shelter continues to have low staff turnover and where vacancies do arise remains able to attract the right people with the right skills to enable us to achieve our aims. It is particularly pleasing to see that we remain able to recruit and retain staff from across all of the diversity strands. Shelter continues to invest in the training and development

# Structure, governance and management

of its staff with a suite of e-learning packages having been launched this year. Furthermore the majority of Shelter managers have now completed the Leadership and Management Development Programme. Shelter believes that its continuing commitment to the professional development of all staff ensures we can continue to meet our objectives.

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.

Shelter conducted a comprehensive staff survey which had a good response rate. It is clear that there is a great deal about working at Shelter that our staff value and there are also areas where we need to improve. As a result of the staff survey several initiatives about communications and consultation in particular have been developed.

Shelter will be reviewing its approach to Pay and Reward in 2011 to ensure that it continues to be able to attract, motivate and retain the people it needs in order to ensure it continues to help as many people as it can in what will be a very challenging few years for Shelter, our staff and the people we are here to help.

## Volunteers

The Trustees of Shelter remain ever grateful for the continued support of our network of volunteers across the country. Over 880 volunteers donated more than 252,000 hours of their time over the past year in Shelter shops and retail administration. Across our services we have over 100 dedicated volunteers who help with events co-ordination, client support, working with young people in schools to prevent homelessness, or through research and policy. Alongside this we have a network of service user groups across the country, providing us with invaluable insights into how we can most effectively help people in housing need. Thank you to each and every one of our supporters who has given their time – we could not do it without you.

Next year we will build on this success, continuing work on the accreditation process for the Investor in Volunteers mark, developing mechanisms to further engage volunteers in Shelter's strategy and exploring ways to further recognise and maximise the value of our volunteers at every level of the organisation.

## Subsidiary undertakings

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

# Financial review

Despite another economically challenging year, and with thanks to its donors and supporters, Shelter has increased its income for the year, enabling Shelter to boost its expenditure on charitable activities.

Total incoming resources at £53m (2010: £51.1m) were £1.9m higher than the previous year. Corporate donations and charitable foundation income has increased by £1.1m despite challenging economic conditions which have affected many of our donors. Legacy income has fallen by 10% against the previous year (2011: £2.9m, 2010: £3.2m).

Statutory and grant-funded income has increased as a result of additional funding secured through:

- A new funding stream from Department for Communities & Local Government (DCLG) for the Preventing Repossessions Fund amounting to £359k in the year. The aim of this contract is to work with Government and lenders to reduce the number of repossessions.
- New funding secured from Rochdale Metropolitan Borough Council for the Child Poverty Family Intervention Project of £274k. Funding for other Family Intervention Projects from Rochdale Metropolitan Borough Council and Birmingham City Council have increased on the prior year by £237k. This funding is provided to ensure vulnerable families receive family and parenting support.
- In addition income for our Prison Projects and Supporting People projects provided by a number of funders has increased by £355k from the previous year.

Income has also increased across Shelter's retail activities by £0.7m primarily due to the expansion of Shelter's retail chain through an addition of 11 new shops in the year.

Expenditure has increased as a result of:

- Capital investment in the retail chain expansion of £135k. It is anticipated that the impact of this will be seen in 2011/12 when there is a full year of trading.
- Investment of £605k in individual giving through the expansion of Shelter's in-house face-to-face fundraising teams.

- Costs incurred as a result of both (a) changes required in order to deliver new Legal Services Commission contracts which commenced in Autumn 2010, as well as (b) the delay in receiving final results of the tender by three months.
- Exceptional items in relation to the restructure of front line services as a result of the loss of some statutory contracts. This resulted in redundancies and office closure costs to ensure resources are concentrated on the areas where Shelter can have the most impact.

Investment plans for the accumulated surplus have been put in place to prepare Shelter for the uncertain political and financial environment ahead. These plans include:

- Further investment in income generating activities, including further expansion of the retail chain and fundraising, in order to reduce the dependency on statutory sources of funding;
- Investment in Shelter's campaigning and policy work, to ensure housing issues are raised up the political agenda, and
- Development of service to address the needs of groups not provided for adequately through statutory sources of funding.

## Grants

Shelter awards grants to organisations engaged in activities that promote Shelter's charitable objectives. These grants are made on an annual basis and are monitored closely against conditions specified at the time of the initial award. All grants are evaluated annually by Shelter's Senior Management Team to ensure activities continue to share Shelter's aims and objectives and meet Shelter's value-for-money targets.

# Financial review

## Investments

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

The Audit, Risk and Finance Committee has responsibility for reviewing the performance of these funds. Due to underperformance of the CIFs against benchmark in the year to 31 March 2010 Shelter commissioned a review of its investment strategy using independent investment advisers. Following this review Shelter made the decision to transfer its investments to Schroders, effected on 5 July 2010.

Schroders manage the investment fund on a discretionary basis, within the ranges set out in Shelter's Investment Policy. Since the move to Schroders the investments have underperformed against benchmark. However, the approach of the equity fund is long-term and is value-based and therefore long term investment potential is expected to out-perform benchmark.

## Reserves

Under the requirements of the Statement of Recommended Practice on Accounting and Reporting by Charities 2005, Shelter segregates its funds into those which are restricted and those which are unrestricted. A further description of these funds and how they are further segregated to include the General Reserve is included within Note 20 to the accounts.

In line with current best practice, the Trustees have, applying Shelter's Reserves Policy, considered the financial impact of those risks identified as part of the ongoing Risk Management process. In setting the context for Shelter's reserves, the following have been considered:

- forecasts for future years' income
- forecasts for future years' expenditure
- future needs, opportunities, contingencies and/or risks
- additionally, an assessment of the impact of any sudden reduction in income or increased costs.

In determining the appropriate value of reserves Shelter made appropriate allowance for:

- potential closure costs
- funds required to cover major risks which have a financial impact should they materialise
- a contingency for mitigating actions
- planned investment over the next 3-5 years.

This framework identified the optimal level of reserves at 31 March 2011 to be £5.6m, which has been achieved.

A designated strategy investment fund has been created for future investment, which is described in Note 20. The framework will be reviewed on a regular basis, as each of the factors are subject to change – therefore optimal reserve levels will fluctuate as the size and operations of the organisation vary.

## Going concern

The Charity's financial position and performance including the reserves position has been outlined in the financial review above. We have adequate financial resources and have the structures in place to manage the business risks. In addition, our budgeting and forecasting process have taken into consideration the current economic climate and its potential impact on both our various sources of income and expenditure. We have a reasonable expectation that we have adequate resources and control mechanisms to continue in operational existence for the foreseeable future.

Therefore we continue to adopt the going concern basis of accounting in preparing the annual financial statements.

## Risk management and internal control

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

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

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

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

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

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

The Trustees, in partnership with the Senior Management Team, play a key role in the identification, evaluation and monitoring of major risks to which Shelter is exposed. Shelter has robust risk management and monitoring processes in place to assist in the strategic and operational management of the organisation. The key risks that have been identified to the successful delivery of Shelter's business strategy are the continued maintenance of the level of voluntary donations, and our ability to influence governmental policies sufficiently in order to reduce the impact of homelessness.

Shelter recognises that effective risk management is reliant on a culture of risk management that permeates all levels and operational functions of the organisation. To encourage this, additional components of the risk management framework include:

- the requirement for all staff and managers to prepare a comprehensive project initiation document for all new initiatives, which mandates an assessment of risk. New development opportunities undergo a full feasibility analysis, including an assessment of risk. Projects are required to maintain a risk log, which is monitored by project governance board
- Shelter's Trustees have established a target for the levels of reserves held, to mitigate the impact on the organisation of the risks that do materialise.

Shelter is committed to its risk management processes, and Senior Managers and Trustees are continuing to develop and refine risk management and control processes which are both appropriate to the organisation and whose effect can be measured.

# Statement of Trustees' responsibilities

## Preparation of the Annual Report and Accounts

The Trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards) and applicable law.

Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the group and of its net incoming resources of the group for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping proper accounting records that are sufficient to show and explain the charitable company and group's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and group and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of the company website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements differs from legislation in other jurisdictions.

## Disclosure of information to auditors

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

- so far as they are aware, there is no relevant audit information (as defined in the Companies Act 2006) of which the company's auditors are unaware; and
- they have taken all the steps that they ought to have taken as a director to make themselves aware of any relevant audit information (as defined) and to establish that the company's auditors are aware of that information.
- this confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

Signed on behalf of the Board



**Professor ADH Crook**  
Chair of the Board of Trustees

26 July 2011

On 1st October 2010, Horwath Clark Whitehill changed its name to Crowe Clark Whitehill. Crowe Clark Whitehill has indicated its willingness to be continue as auditor for the next financial year.

# Independent auditor's report

## Independent Auditor's Report to the Trustees of Shelter, the National Campaign for Homeless People Limited

We have audited the financial statements of Shelter, the National Campaign for Homeless People Limited for the year ended 31 March 2011 set out pages 25 to 44.

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

This report is made solely to the charitable group's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006 and to the charitable company's trustees, as a body, in accordance with section 44(1c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

## Respective responsibilities of trustees and auditor

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

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

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

## Scope of the audit of the financial statements

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

In addition, we read all the financial and non-financial information in the Trustees' Annual Report and any other surrounding information to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

## Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the group's and the charitable company's affairs as at 31 March 2011 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 Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

## Opinion on other matter prescribed by the Companies Act 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

# Independent auditor's report

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

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

- the parent charitable company has not kept adequate accounting records, or returns adequate for our audit have not been received from branches not visited by us; 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.

*N. Hashemi*

**Naziar Hashemi**  
Senior Statutory Auditor

28 July 2011

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

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

# Consolidated Statement of Financial Activities

for the year ended 31 March 2011  
(incorporating income and expenditure accounts)

	Notes	Unrestricted Fund £'000	Restricted Funds £'000	Total 2011 £'000	Total 2010 £'000
<b>Incoming resources</b>					
<b>Incoming resources from generated funds</b>					
Voluntary Income: Donations and gifts	2	19,950	2,509	22,459	22,298
Legacies	2	2,588	309	2,897	3,234
Activities for generating funds:					
Retail sales	3	8,586	-	8,586	7,848
Investment income	3	137	-	137	116
Other income		111	-	111	56
<b>Incoming resources from charitable activities</b>					
Training		1,479	20	1,499	1,554
Publications		10	-	10	47
Campaigns and education		54	-	54	53
Legal Services contracts	4	5,613	-	5,613	5,497
Statutory and grant-funded activities	4	654	11,006	11,660	10,429
<b>Total incoming resources</b>		<b>39,182</b>	<b>13,844</b>	<b>53,026</b>	<b>51,132</b>
<b>Resources expended</b>					
Costs of Generating Funds					
Costs of generating voluntary income:					
Fundraising activities	2	5,698	-	5,698	5,404
Fundraising trading: cost of goods sold and other costs					
Retail costs	3	7,505	-	7,505	6,729
<b>Total costs of generating funds</b>		<b>13,203</b>	<b>-</b>	<b>13,203</b>	<b>12,133</b>
<b>Net incoming resources available for charitable application</b>		<b>25,979</b>	<b>13,844</b>	<b>39,823</b>	<b>38,999</b>
<b>Cost of charitable activities:</b>					
Training		1,433	-	1,433	1,225
Publications		976	-	976	1,166
Campaigning and education		3,154	-	3,154	3,366
Housing Aid and other grants made	6	74	359	433	355
Legal Services contracts		8,570	-	8,570	6,750
Housing Services		6,661	14,083	20,744	20,704
<b>Total cost of charitable activities</b>		<b>20,868</b>	<b>14,442</b>	<b>35,310</b>	<b>33,566</b>
Governance Costs	7	191	-	191	201
<b>Total resources expended before exceptional item</b>		<b>34,262</b>	<b>14,442</b>	<b>48,704</b>	<b>45,900</b>
Cost related to exceptional item	24	288	-	288	-
<b>Total resources expended</b>	<b>5</b>	<b>34,550</b>	<b>14,442</b>	<b>48,992</b>	<b>45,900</b>
<b>Net Income/(Expenditure) for the year</b>		<b>4,632</b>	<b>(598)</b>	<b>4,034</b>	<b>5,232</b>
Net gain on investments	13	179	-	179	403
Transfer between funds		(3)	3	-	-
<b>Net movement in funds</b>		<b>4,808</b>	<b>(595)</b>	<b>4,213</b>	<b>5,635</b>
Fund balances at 1 April		14,421	2,005	16,426	10,791
Fund balances at 31 March	20	19,229	1,410	20,639	16,426

All the above results are derived from continuing activities. All gains and losses recognised in the year are included in the consolidated statement of financial activities. Included within restricted funds is a permanent endowment fund of £39,000 (2010 £36,000)

# Charity and Group Balance Sheets

as at 31 March 2011

	Notes	2011 £'000	Group 2010 £'000	2011 £'000	Charity 2010 £'000
<b>Fixed Assets</b>					
Tangible fixed assets	12	5,277	5,353	5,277	5,353
Investments	13	4,331	1,667	4,411	1,747
Investments – Cash Deposits	13	9,022	6,070	9,022	6,070
		<b>18,630</b>	<b>13,090</b>	<b>18,710</b>	<b>13,170</b>
<b>Current Assets</b>					
Stock	14	123	137	-	-
Debtors	15	5,176	3,874	4,863	3,533
Cash at Bank		3,658	5,681	3,581	5,666
		<b>8,957</b>	<b>9,692</b>	<b>8,444</b>	<b>9,199</b>
<b>Current Liabilities</b>					
Creditors: amounts falling due within one year	16	6,067	5,142	5,648	4,741
		<b>2,890</b>	<b>4,550</b>	<b>2,796</b>	<b>4,458</b>
<b>Net Current Assets</b>					
Total Assets less current liabilities		21,520	17,640	21,506	17,628
Provisions for liabilities and charges	17	881	1,214	881	1,214
<b>Net Assets</b>		<b>20,639</b>	<b>16,426</b>	<b>20,625</b>	<b>16,414</b>
<b>Accumulated Funds</b>					
Unrestricted income funds					
General funds	20	5,552	6,102	5,538	6,090
Designated Funds	20	13,677	8,319	13,677	8,319
Restricted income funds	20	1,371	1,969	1,371	1,969
Permanent endowment fund	20	39	36	39	36
		<b>20,639</b>	<b>16,426</b>	<b>20,625</b>	<b>16,414</b>

The financial statements were approved by the Board of Trustees and authorised for issue on 26 July 2011.  
They were signed on its behalf by:



**Professor ADH Crook**  
Chair of the Board of Trustees

# Consolidated Cash Flow Statement

Year ended 31 March 2011

	Notes	2011 £'000	2010 £'000
<b>Cash flow from operating activities</b>		3,780	6,762
<b>Returns on Investment and servicing of finance</b>			
Investment income received	3	56	46
Interest received	3	81	70
<b>Net cash flow for returns on investment &amp; servicing of finance</b>		<b>137</b>	116
<b>Capital expenditure and financial investment</b>			
Purchase of listed investments	13	(4,053)	-
Sale of listed investments	13	1,568	-
Purchase of tangible fixed assets	12	(503)	(204)
<b>Net cash outflow for capital expenditure and financial investment</b>		<b>(2,988)</b>	(204)
Net cash inflow before management of liquid resources & financing		929	6,674
<b>Management of liquid resources</b>			
Increase in investment cash		(2,952)	(4,505)
<b>(Decrease)/increase in cash at bank</b>		<b>(2,023)</b>	<b>2,169</b>
<b>Reconciliation of net incoming resources to net cash inflow from operating activities</b>			
Net incoming resources		4,034	5,232
Depreciation	12	576	713
Loss on disposals of fixed assets	12	3	30
Investment income received	3	(56)	(46)
Interest receivable	3	(81)	(70)
Movement in provisions		(333)	(56)
Decrease in stocks		14	10
(Increase)/decrease in debtors		(1,302)	116
Increase in creditors		925	833
<b>Net Cash inflow from operating activities</b>		<b>3,780</b>	<b>6,762</b>

	1 April 2010	Cash flow	31 March 2011
<b>Analysis of changes in net debt</b>			
Cash at bank	5,681	(2,023)	3,658
Cash on deposit	6,070	2,952	9,022
<b>Total</b>	<b>11,751</b>	<b>929</b>	<b>12,680</b>

The notes on pages 28 to 44 form part of these accounts

# Notes to the financial statements

## 1. Accounting policies

### (a) Basis of Accounting

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

### (b) Group Accounts

Group accounts have been prepared for Shelter, The National Campaign for Homeless People Limited, and its wholly owned subsidiary companies, Shelter Trading Limited and Shelter Merchandising Limited, in accordance with the requirements of SORP 2005. Shelter Merchandising Limited remained dormant during the year. The accounts have been consolidated, on a line by line basis to include the results of Shelter Trading Limited. The results of Shelter Trading Limited are shown in Note 19. Shelter operates 39 Advice Services throughout England and Scotland. The income and expenditure relating to these Advice Services are included in the consolidated statements. In accordance with the Companies Act 2006, no individual statement has been prepared for the parent company, Shelter, The National Campaign for Homeless People Limited.

### (c) Incoming resources

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

The following specific policies apply to categories of income:

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

### (d) Resources expended

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

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

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

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

Grants are charged to the Consolidated Statement of Financial Activity when a constructive obligation exists.

Irrecoverable VAT is charged as a cost to the Consolidated Statement of Financial Activity.

### (e) Donated Services and Facilities

Donated Services and Facilities are included at the value to the charity where this can be quantified. No amounts are included in the Financial Statements for services donated by volunteers.

### (f) Gifts in Kind

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

### (g) Tangible Assets and Depreciation

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

Freehold buildings	50 years
Short-leasehold buildings	In line with the lease term
Freehold improvements	10 years
Furniture and fittings	4 years
Computer and office equipment	3 years
Vehicles	3 years

Freehold land on which buildings are constructed is not depreciated.

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

### (h) Dilapidations

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

### (i) Investments

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

### (j) Stock

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

### (k) Fund Accounting

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

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

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

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

# Notes to the financial statements

## 1. Accounting policies (continued)

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

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

### (l) Operating Leases

Rental income and expenditure applicable to operating leases are credited or charged to the Consolidated Statement of Financial Activities on a straight line basis, in the period to which the cost or income relates.

### (m) Pension costs

Contributions to the company's defined contribution pension scheme are charged to the Consolidated Statement of Financial Activities in the year in which they are payable to the scheme.

## 2. Voluntary Income

	2011 £'000		2011 £'000		2011 £'000	2010 £'000
	Unrestricted		Restricted		Total	Total
<b>Donations and gifts</b>						
Individuals	18,331		291		18,622	18,951
Donated services	145		-		145	768
Charitable foundations	427		1,226		1,653	1,200
Corporate donors	1,047		992		2,039	1,379
<b>Total</b>	<b>19,950</b>		<b>2,509</b>		<b>22,459</b>	<b>22,298</b>
Legacies	2,588		309		2,897	3,234
<b>Fundraising costs</b>						
Staff costs	3,208		-		3,208	2,600
Other costs and support costs	2,490		-		2,490	2,804
<b>Total</b>	<b>5,698</b>		<b>-</b>		<b>5,698</b>	<b>5,404</b>

The charity has been notified of legacies with an estimated value of £658k (2010: £71k) which have not been recognised as income at 31 March 2011 because the charity has not received cash or notification of estates accounts being finalised.

# Notes to the financial statements

## 3. Activities for Generating Funds

	Donated Goods £'000	Shops New Goods £'000	Other £'000	Mail Order £'000	Total 2011 £'000	Total 2010 £'000
<b>i) – Income from retail activities</b>						
Sales	7,317	983	177	109	8,586	7,848
Costs	(6,814)	(607)	-	(84)	(7,505)	(6,729)
<b>Incoming resources available</b>	<b>503</b>	<b>376</b>	<b>177</b>	<b>25</b>	<b>1,081</b>	<b>1,119</b>

	2011 £'000 Staff	2011 £'000 Other	2011 £'000 Total	2010 £'000 Staff	2010 £'000 Other	2010 £'000 Total
<b>ii) – Direct cost of retail activities</b>						
Shelter Shops	3,022	4,399	7,421	2,699	3,835	6,534
Mail Order	44	40	84	68	127	195
	<b>3,066</b>	<b>4,439</b>	<b>7,505</b>	<b>2,767</b>	<b>3,962</b>	<b>6,729</b>

	2011 £'000	2010 £'000
<b>iii) Investment Income</b>		
Interest on cash at bank	81	70
Listed securities	56	46
	<b>137</b>	<b>116</b>

## 4. Housing Services

Contract and statutory grant funding in Shelter comprise the following:	2011 £'000	2011 £'000	2011 £'000	2010 £'000
	Unrestricted	Restricted	Total	Total
Legal Services Contracts	5,613	-	5,613	5,497
<b>Total Legal Services Contracts</b>	<b>5,613</b>	<b>-</b>	<b>5,613</b>	<b>5,497</b>

### Government Grants

Scottish Government	161	583	744	842
Department for Communities and Local Government	-	3,224	3,224	3,275

### Grants from Other Agencies

Local authority grants	195	2,920	3,115	2,070
Local authority Supporting People grants	-	2,423	2,423	1,968
Big Lottery Fund	-	333	333	642
HM Prison Service	-	556	556	404
Other agencies	298	967	1,265	1,228
<b>Total statutory and grant funded activities</b>	<b>654</b>	<b>11,006</b>	<b>11,660</b>	<b>10,429</b>
<b>Total contract and statutory grant funding</b>	<b>6,267</b>	<b>11,006</b>	<b>17,273</b>	<b>15,926</b>

# Notes to the financial statements

## 5. Total resources expended

Support cost allocation	Direct	Apportioned cost					Total	2011 Total	2010 Total
	cost*	HR	Finance	IT	Facilities	Director			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Costs of generating funds</b>									
<b>Voluntary income</b>									
Fundraising & legacies	5,360	79	68	94	54	43	338	5,698	5,404
<b>Costs of activities for generating funds</b>									
Retail costs (shops and trading)	7,505	-	-	-	-	-	-	7,505	6,729
<b>Costs for charitable activities</b>									
Training	1,281	36	31	42	24	19	152	1,433	1,225
Publications	832	34	29	40	23	18	144	976	1,166
Campaigning and education	2,728	100	86	118	68	54	426	3,154	3,366
Housing Aid and other grants made	433	-	-	-	-	-	-	433	355
Legal Services contracts	7,147	334	287	395	227	180	1,423	8,570	6,750
Housing Services	16,841	983	846	1,164	669	529	4,191	21,032	20,704
Governance	189	1	-	1	-	-	2	191	201
<b>TOTAL Direct and apportioned costs</b>	<b>42,316</b>	<b>1,567</b>	<b>1,347</b>	<b>1,854</b>	<b>1,065</b>	<b>843</b>	<b>6,676</b>	<b>48,992</b>	<b>45,900</b>

\* Direct costs are directly attributable to the department Indirect support costs are directly allocated where possible or apportioned on the basis of headcount or time allocated.

The Housing Services line above includes £288k relating to the exceptional cost (see note 24).

The 2010 column has been restated for £775k of expenditure that has been reallocated from 'Housing aid and other grants made' to 'Legal Services contracts' to accurately reflect the nature of the expenditure.

## 6. Grants made

	2011 £'000	2010 £'000
Shelter Wales/Cymru	25	250
Scotland Citizens Advice Bureau	-	55
Preventing Mortgage Repossessions*	359	22
Ayr Housing Aid Centre	9	9
Nottinghamshire Housing Advice Service	-	8
Kings Cross Homeless Project	-	5
Andy Ludlow Homelessness Awards	5	5
West Sussex Citizens Advice Bureau	-	1
Sheila McKechnie Foundation	15	-
Community Links	20	-
	<b>433</b>	<b>355</b>

\*The Preventing Mortgage Repossessions grants relate to a contract working with Government and lenders to reduce the number of repossessions. The grants relate to a number of small grants made to individual households.

# Notes to the financial statements

## 7. Governance costs

	2011 £'000	2010 £'000
Fees payable to the Charity's auditors for the audit of the Charity's annual accounts	52	54
Fees payable to the Charity's auditors for other work	4	10
Internal audit	55	65
Trustee expenses, insurance and recruitment	10	18
Board and committee support costs *	70	54
	<b>191</b>	201

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

## 8. Staff costs

	2011 £'000	2010 £'000
Wages and salaries	26,075	25,199
Social Security costs	2,478	2,349
Pension costs	1,786	1,667
Other staff-related costs	1,461	1,113
	<b>31,800</b>	30,328

### Average full-time staff numbers

	2011 No.	2010 No.
Fundraising	41	40
Retail Shops and Trading	195	156
Training	17	15
Publications	17	19
Campaigning and education	51	53
Legal Services contracts	159	134
Housing Services	460	441
Governance	2	1
Support	74	74
	<b>1,016</b>	933

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

	2011 No.	2010 No.
£60,001 to £70,000	2	-
£70,001 to £80,000	3	3
£80,001 to £90,000	2	1
£90,001 to £100,000	-	1
£110,001 to £120,000	1	1

All of the higher paid employees shown belong to a defined contribution scheme that Shelter operates for employees. The assets of the scheme are held separately from those of the charity, being invested with Scottish Equitable plc. The pension cost shown above represents contributions payable by Shelter to Scottish Equitable. Of the total, £67,225 (2010: £44,075) related to the higher paid employees and £199,000 (2010: £186,000) was outstanding to Scottish Equitable at the year-end, and was paid in April 2011.

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 £5,611 (2010: £9,059) during the year. The number of Trustees receiving expense reimbursement during the year was 6 (2010: 6).

# Notes to the financial statements

## 9. Related-party Transactions

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

## 10. Net incoming resources

The net incoming resources to funds is stated after charging:

	2011 £'000	2010 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	44	46
Fees payable to the charity's auditors for the audit of the charity's subsidiaries pursuant to legislation	8	8
<b>Total audit fees</b>	<b>52</b>	<b>54</b>
Other services	4	10
<b>Total fees payable to the charity's auditors</b>	<b>56</b>	<b>64</b>
Depreciation of tangible fixed assets	576	713
<b>Rental costs relating to operating leases</b>		
Plant & machinery	124	137
Others	2,812	2,584

## 11. 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 £570,000 (2010:£403,000) which it was unable to recover from HM Revenue and Customs under current VAT legislation. This resulted in a commensurate reduction in the resources of the charity.

# Notes to the financial statements

## 12. Fixed assets – group and charity

	Freehold buildings £'000	Freehold improvements £'000	Short leasehold buildings £'000	Furniture and fittings £'000	Computer and office equipment £'000	Vehicles £'000	Total £'000
<b>Cost or valuation</b>							
At 1 April 2010	4,050	791	674	1,864	1,519	-	8,898
Additions	-	-	-	275	223	5	503
Disposals	-	-	(23)	(110)	(996)	-	(1,129)
<b>At 31 March 2011</b>	<b>4,050</b>	<b>791</b>	<b>651</b>	<b>2,029</b>	<b>746</b>	<b>5</b>	<b>8,272</b>
<b>Depreciation</b>							
At 1 April 2010	(61)	(261)	(306)	(1,611)	(1,306)	-	(3,545)
Charge for the year	(61)	(79)	(67)	(159)	(209)	(1)	(576)
Disposals	-	-	18	112	996	-	1,126
<b>At 31 March 2011</b>	<b>(122)</b>	<b>(340)</b>	<b>(355)</b>	<b>(1,658)</b>	<b>(519)</b>	<b>(1)</b>	<b>(2,995)</b>
<b>Net book values</b>							
At 31 March 2011	<b>3,928</b>	<b>451</b>	<b>296</b>	<b>371</b>	<b>227</b>	<b>4</b>	<b>5,277</b>
At 31 March 2010	3,989	530	368	253	213	-	5,353

Freehold buildings is the Old Street Property which is included at market value, based on a valuation undertaken on 15 March 2009 by Lambert Smith Hampton Chartered Surveyors acting as independent valuers. The valuation was undertaken in accordance with the Practice Statements of the RICS Appraisal and Valuation Manual. Included within the valuation is £1m of land, on which the property is constructed, that, is not depreciated. The charity undertakes an independent professional valuation every five years.' Then to also add to the accounting policies on page 29 (g) under the table: 'Freehold land is not depreciated'.

Included in Freehold buildings are assets held for use as operating leases with a gross value of £871,429 (2010: £871,429) and accumulated depreciation of £34,858 (2010: £17,429).

Aggregated rental income received from operating leases amounted to £96,890 (2010: £56,000)

# Notes to the financial statements

## 13. Fixed asset investments – group and charity

	Group		Charity	
	2011 £'000	2010 £'000	2011 £'000	2010 £'000
<b>Listed investments</b>				
Investments at market value at 1 April	1,667	1,264	1,667	1,264
Additions	4,053	-	4,053	-
Disposals	(1,568)	-	(1,568)	-
Net gain for the year	179	403	179	403
Listed investments	4,331	1,667	4,331	1,667
Cash investments	9,022	6,070	9,022	6,070
Investment in subsidiaries	-	-	80	80
<b>Total investments at 31 March</b>	<b>13,353</b>	<b>7,737</b>	<b>13,433</b>	<b>7,817</b>
<b>Historical cost: Listed investments as at 31 March</b>	<b>4,053</b>	<b>944</b>	<b>4,053</b>	<b>1,024</b>
<b>Investment holdings</b>				
Schroders Investment Portfolio	4,331	-	4,331	-
CAF Equity Growth Funds	-	1,124	-	1,124
CAF Bond Income Fund	-	543	-	543
Cash Investments:				
Schroders Cash Management Portfolio	1,014	-	1,014	-
Royal London Cash Management	8,008	-	8,008	-
Barclays Global Investment Fund	-	2,073	-	2,073
COIF Charities Deposit Fund	-	3,997	-	3,997
	<b>13,353</b>	<b>7,737</b>	<b>13,353</b>	<b>7,737</b>

## 14. Stock

	Group		Charity	
	2011 £'000	2010 £'000	2011 £'000	2010 £'000
New goods	123	137	-	-

# Notes to the financial statements

## 15. Debtors

	Group		Charity	
	2011 £'000	2010 £'000	2011 £'000	2010 £'000
Trade debtors	922	763	681	321
Amounts due from subsidiary companies	-	-	-	118
Taxation recoverable – Gift Aid	569	670	569	670
Other debtors	1,274	990	1,274	991
Prepayments	858	805	804	800
Accrued income	1,452	395	1,434	382
Accrued legacy income	101	251	101	251
	<b>5,176</b>	<b>3,874</b>	<b>4,863</b>	<b>3,533</b>

## 16. Creditors: amounts falling due within one year

	Group		Charity	
	2011 £'000	2010 £'000	2011 £'000	2010 £'000
Trade creditors	1,756	1,080	1,427	815
Amounts due to subsidiary companies	-	-	99	-
Amounts due for taxation and Social Security	723	681	674	633
VAT	264	305	264	305
Other creditors	240	214	235	208
Accruals	897	614	762	532
Deferred income	2,187	2,248	2,187	2,248
	<b>6,067</b>	<b>5,142</b>	<b>5,648</b>	<b>4,741</b>

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

### Movement on deferred Income

	Group		Charity	
	2011 £'000	2010 £'000	2011 £'000	2010 £'000
Deferred income brought forward	2,248	999	2,248	999
Realised during year to March 2011	(2,248)	(999)	(2,248)	(999)
Deferred in March 2011	2,187	2,248	2,187	2,248
Deferred income carried forward	2,187	2,248	2,187	2,248

# Notes to the financial statements

## 17. Provision for liabilities and charges – group and charity

	Dilapidations £'000	Total 2011 £'000	Total 2010 £'000
Balance at 1 April 2010	1,214	1,214	1,270
Utilised during the year	(12)	(12)	(17)
Reductions in the year	(321)	(321)	(39)
<b>Balance at 31 March 2011</b>	<b>881</b>	<b>881</b>	1,214

## 18. Leasing commitments – group

As at 31 March 2011 the group had annual commitments under non-cancellable operating leases expiring as follows:

	Land and buildings £'000	2011 Other £'000	Land and buildings £'000	2010 Other £'000
Operating Leases which expire:				
Within one year	335	27	380	105
Within two to five years	1,513	24	1,469	45
After more than five years	279	-	244	-
	<b>2,127</b>	<b>51</b>	2,093	150

## 19. Trading Subsidiaries

The principal activities of Shelter Trading Limited (STL) in the period under review was the sale of new goods via Shelter's retail chain, mail order activities and managing the commercial 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.

	2011 £'000	2010 £'000
Total income	2,318	3,089
Cost of sales	(645)	(614)
	1,673	2,475
Administration costs	(959)	(885)
<b>Net profit gifted to Shelter</b>	<b>714</b>	1,590

As at 31 March 2011, Shelter Trading Limited had total assets of £614,260 (2010: £619,490) and total liabilities of £519,147 (2010: £524,377). Shelter Merchandising Limited is dormant, and has no assets or liabilities.

# Notes to the financial statements

## 20. Statement of funds

	Balance 1 Apr 2010 £'000	Incoming resources £'000	Resources used £'000	Net gain on investments £'000	Transfers £'000	Balance 31 Mar 2011 £'000
<b>Unrestricted Income Funds</b>						
General funds	5,282	39,182	(33,817)	-	(5,373)	5,274
Unrealised investment gain	820	-	-	179	(721)	278
<b>Total general funds</b>	<b>6,102</b>	<b>39,182</b>	<b>(33,817)</b>	<b>179</b>	<b>(6,094)</b>	<b>5,552</b>
<b>Designated funds</b>						
Strategy Investment fund	2,761	-	(652)	-	6,291	8,400
Revaluation reserve	2,889	-	(61)	-	-	2,828
Property and fixed asset fund	2,464	-	(15)	-	-	2,449
Shops improvement fund	205	-	(5)	-	(200)	-
<b>Total designated funds</b>	<b>8,319</b>	<b>-</b>	<b>(733)</b>	<b>-</b>	<b>6,091</b>	<b>13,677</b>
Restricted income funds (Note 21)	1,969	13,844	(14,442)	-	-	1,371
Permanent endowment – John Rees Fund	36	-	-	-	3	39
	<b>16,426</b>	<b>53,026</b>	<b>(48,992)</b>	<b>179</b>	<b>-</b>	<b>20,639</b>

The Strategy Investment fund has been increased in the current year, by a transfer from general funds, in line with the strategy investment plan. The Trustees have agreed to:

- Invest further in greater fundraising capacity to increase donor acquisition over 2 years.
- Invest significantly in new shops over the next 3 years.
- Invest in the creation of a new service delivery model over the next 3 years.
- Invest in Communications and Campaigning activity in England and Scotland over the next 3 years.

£5,000 was spent from Shops improvement fund (2010: £30,000); the unspent funds have been returned to the General Reserve.

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

Of the group gain for the year of £4,034,000 (2010: gain £5,232,000), Shelter's income was £51,423,000 (2010: £49,294,000) less expenditure of £47,388,000 (2010 £45,652,000).

# Notes to the financial statements

## 21. Statement of restricted funds

	Balance 1 April 2010 £'000	Incoming Resources £'000	Resources used £'000	Balance 31 March 2011 £'000
Supporting People	-	2,174	2,161	13
National Homelessness Advice Service	-	1,754	1,754	-
Homeowners Mortgage Support Scheme	-	1,111	1,111	-
Childrens' Services	143	1,041	796	388
Prisons Projects	-	830	741	89
Restricted Projects – Services	523	636	1,159	-
Shelterline	-	535	535	-
Restricted Projects – Scotland	648	404	670	382
Preventing Repossessions Fund	-	359	359	-
Child Poverty Intervention Project	3	274	200	77
Family Intervention Project – Birmingham	-	265	265	-
Scottish Housing Advisory Service	-	253	253	-
Supporting People Domestic Abuse	-	251	251	-
Single Persons Project	-	243	243	-
First Tier Services	16	233	249	-
Youth Crime Intervention Project	-	227	227	-
Glasgow Families Project	9	223	232	-
South Lanarkshire Families Project	-	311	311	-
Dumfries & Galloway Families Project	-	200	194	6
Tayside Law Service	24	173	197	-
Scottish Housing Law Service	30	161	190	1
Glasgow City Council Project	-	121	121	-
Prisons Service Scotland	6	112	111	7
East Lothian Project	-	107	107	-
Child Support Contract	-	101	101	-
Neighbourhood Renewal	-	92	77	15
Oxford Housing Advice Service	30	85	89	26
Leeds Sex Worker Project	-	88	79	9
Family Intervention Project – Rochdale	-	83	83	-
Family Intervention Project – Health Worker	-	77	65	12
Cornish Multi Agency Assessment Panel	29	77	93	13
Ricochet	-	71	29	42
Children & Young People Service	-	71	71	-
Family Conferencing Project – Birmingham	-	70	70	-
Second Tier Services	-	60	60	-
Research Programme	-	47	47	-
Sheffield Childrens Fund	2	52	42	12
Christchurch DETR	13	51	64	-
St Albans Service	2	50	52	-
Borders Law Service	-	50	50	-

	Balance 1 April 2010 £'000	Incoming Resources £'000	Resources used £'000	Balance 31 March 2011 £'000
Herefordshire TREE Project	-	48	48	-
Empty Homes	-	47	47	-
Youth Taskforce	-	44	44	-
Cullum Volunteer Project	-	43	43	-
Milton Keynes Local Authority	5	43	48	-
Intensive Family Support Service	1	40	34	7
Multi Agency Monitoring	30	40	35	35
Dundee-in-Court	22	39	61	-
Housing Support Services – Sheffield	4	39	43	-
Shelter Olympics Project	-	38	38	-
North Lanarkshire Advice Service	10	29	39	-
Womens Offenders Family Intervention Project	-	29	29	-
Independent Housing & Advice Service	19	25	27	17
Probation Service	-	24	16	8
West Sussex and Surrey	-	24	24	-
Rurally Isolated Elder Persons	-	20	12	8
Other Restricted funds (under £20K)	400	149	345	204
	<b>1,969</b>	<b>13,844</b>	<b>14,442</b>	<b>1,371</b>

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

	Balance 1 April 2010	Incoming Resources	Resources used	Balance 31 March 2011
Big Lottery Fund Grant: Bristol Child Support Project	-	45	45	-
Big Lottery Fund Grant: Gloucestershire Peer Education and Support Project	-	13	13	-
Big Lottery Fund Grant: Scotland Educational Support Project	20	178	198	-
Big Lottery Fund Grant: Newham Educational Support project	-	2	2	-
Big Lottery Fund Grant: Herefordshire TREE Project	-	48	48	-
Big Lottery Fund Grant: Research Programme *	-	47	47	-
	<b>20</b>	<b>333</b>	<b>353</b>	<b>-</b>

\* The income for the Research Programme excludes the amount received from Big Lottery Fund payable to Crisis of £35k

# Notes to the financial statements

## 22. Contracts and Grants from statutory bodies and local authorities

Listed below are grants in excess of £2,000 received in respect of the year ended 31 March 2011.

Amount	£'000	Purpose of Funding
<b>District, Borough and County Councils in England and Wales</b>		
Sheffield City Council	483	Sheffield Homeless to Homes - Tenancy Support
Sheffield City Council	427	Sheffield Older Persons Project - Tenancy Support
Liverpool City Council	360	Supporting People - Merseyside
Birmingham City Council	331	Family Intervention Project
Herefordshire Council	297	Herefordshire Homeless to Homes - Tenancy Support
Birmingham City Council	269	Birmingham Domestic Abuse
Rochdale Metropolitan Borough Council	222	Shelter Inclusion Project - HFSN
Birmingham City Council	215	Birmingham Homeless to Homes - Tenancy Support
Bristol City Council	204	Bristol Homeless to Homes - Tenancy Support
Birmingham City Council	180	Youth Crime Family Intervention Project
Rochdale Metropolitan Borough Council	166	Child Poverty Family Intervention Policy
Cumbria County Council	124	South Cumbria Offenders Scheme
Rochdale Metropolitan Borough Council	106	Youth Crime Family Intervention Project
Rochdale Metropolitan Borough Council	102	Adult Family Intervention project
Oxford City Council	85	Oxford Housing Advice Service
Rochdale Metropolitan Borough Council	74	Neighbourhood Renewal Project
Bristol City Council	71	Keys to the Future Bristol
Bournemouth Borough Council	62	Christchurch Project
St Albans City and District Council	53	St Albans Service
Sheffield City Council	44	Housing Support Services for Addaction Sheffield
Milton Keynes Council	43	Milton Keynes HAC
Sheffield City Council	42	Sheffield Childrens Fund
Liverpool City Council	40	Multi Agency Monitoring (Merseyside)
Rochdale Metropolitan Borough Council	34	Youth Taskforce
Cheshire West City Council	31	Cheshire West & Chester
Gloucester City Council	26	Peer Education Exploring Problems (PEEP)
Crawley Borough Council	25	West Sussex HAC
Oldham Metropolitan Borough Council	25	National Childrens Service Coordination
Manchester City Council	22	Trafford Court Desk
South Somerset District Council	22	Somerset Advice Network
Cumbria Citizens Advice Bureau	21	Cumbria HAC
Community Links (Newham Council)	12	London HAC
Rochdale Metropolitan Borough Council	11	Rochdale Domestic Abuse
Gloucestershire County Council	10	Gloucester HAC
Bedford Borough Council	10	Milton Keynes HAC LA Court Desk
Lancashire County Council	10	Lancashire Advice Project
Rochdale Metropolitan Borough Council	8	Womens Offenders Family Intervention Project
Gloucestershire County Council	8	Gloucestershire City Council Advice Service
Burnley Borough Council	8	Lancashire LSC Court Desk
Plymouth City Council	8	Devon HAC
Tonbridge & Malling Borough Council	6	Kent HAC
North Herts District Council	3	Cheshire HAC
Hertsmere City Council	2	Hertfordshire HAC
<b>Total</b>	<b>4,302</b>	

Amount	£'000	Purpose of Funding
<b>Government Departments</b>		
Department of Communities and Local Government	869	National Homelessness Advice Service
Department of Communities and Local Government	1,105	Homeowners Mortgage Support Scheme
Department of Communities and Local Government	359	Preventing Repossessions Fund
Scottish Government	302	Scottish Housing Advisory Service
Scottish Government	200	Shelter Housing Law Service
Scottish Government	112	Shelter Prisons Project - Scotland
Scottish Government	112	Shelter Helpline - Scotland
Scottish Government	56	Empty Homes - Scotland
Department of Communities and Local Government	10	Newcastle Multi Lingual Advice Service
<b>Total</b>	<b>3,125</b>	
<b>Local Authorities in Scotland</b>		
South Lanarkshire Council	424	South Lanarkshire Families Project
Dumfries and Galloway Council	243	Single Persons Project
Glasgow City Council	223	Glasgow Families project
Glasgow City Council	141	Glasgow City Council Project
Dumfries and Galloway Council	125	Dumfries and Galloway Families Project
East Lothian Council	107	East Lothian Project
Glasgow City Council	101	Families Project - Child Support Contract
North Lanarkshire Council	48	North Lanarkshire Service
Scottish Borders Council	25	Independent Housing and Advice Service
Edinburgh City Council	23	Edinburgh HAC
South Lanarkshire Council	18	Families Project - Child Support Contract
Dumfries and Galloway Council	15	Volunteer Co-ordinator
Stirling City Council	8	Dundee Advice Service
<b>Total</b>	<b>1,501</b>	
<b>Other</b>		
HM Prison Service	399	Prison Housing Advice Service- Humberside and Yorkshire
Big Lottery Fund	246	Children's Services
London Councils	233	First Tier Services
Scottish Legal Advice Board	183	Tayside Law Service
Working Links	71	Cornish MAAP
HM Prison Service	68	Kent Prison Project
London Councils	60	Second Tier Services
HM Prison Service	54	West Sussex Prison Project
Scottish Legal Advice Board	52	Borders Law Service
Scottish Aid Board	41	Shelter Housing Law Service - Dundee in Court
Scottish Legal Advice Board	40	Scottish Housing Law Service
Essex Probation Service	24	Essex Probation Project
Riverside	21	Riverside Debt Advice Service
Thanet Citizens Advice Bureau	20	Rurally Isolated Elder Persons
Youthnet UK	19	Shelter Helpline - England
Slough Borough Council	15	Thames Valley Housing Advice
Knowsley Housing Trust	15	Keys to the Future Knowsley
Ocean Housing	5	Cornish MAAP
Thanet Citizens Advice Bureau	4	LSC Advice - Kent
<b>Total</b>	<b>1,570</b>	

# Notes to the financial statements

## 23. Analysis of Net Assets between funds – group

Fund balances as at 31 March 2011 are represented by:

	Unrestricted Funds £'000	Restricted Funds £'000	Endowment Funds £'000	Group Total Funds £'000
Tangible fixed assets	5,277	-	-	5,277
Investments	13,314	-	39	13,353
Net current assets	1,519	1,371	-	2,890
Provisions	(881)	-	-	(881)
<b>Total net assets</b>	<b>19,229</b>	<b>1,371</b>	<b>39</b>	<b>20,639</b>

## 24. Exceptional Items

The costs of a fundamental restructuring of continuing operations arose as a result of significant reduction in Shelter's public sector funding. This decrease in funding resulted in redundancies in front line support and advice services and associated office closures, where contracts had been lost or the existing contracts were no longer sustainable. Cost incurred were £250k in relation to redundancies and £38k of lease termination costs.

# Thanks from Shelter

20 Hoxton Square Projects  
29th May 1961 Charitable Trust  
Acclaim Consulting  
adidas  
Adint Charitable Trust  
Albert Hunt Trust  
Alice Ellen Cooper Dean  
Charitable Foundation  
Andrews Charitable Trust  
Andy Green  
Anonymous Trust  
Audioscope  
Barclays Bank plc  
Baroness Maggie Jones  
Baroness Ruth Rendell  
BBC Children in Need Appeal  
Big Lottery Fund  
Birmingham Midshires  
Bright Artist Management  
British Land  
Building Societies Trust Limited  
Butler Family Fund  
C Brewer & Sons  
Caledonian Concepts  
Cecil and Hilda Lewis Trust  
Charles Dunstone Charitable Trust  
Chris Ingram  
City Bridge Trust  
Clive Ansell  
Co-operative Financial Services  
Comic Relief  
Coutts Charitable Trust  
Davis Service Group  
DG Charitable Trust  
Douglas & Gordon  
DTZ  
Earl of Home  
Eranda Foundation  
Esmée Fairbairn Foundation  
Evan Cornish Foundation  
Eveson Charitable Trust  
Fairhold Securitisation  
Freshfields Bruckhaus Deringer LLP  
Fulmer Charitable Trust  
Gibson Hall  
Grainger plc  
Guinness Northern Counties  
Housing Association  
Guy Morton  
Henry Smith Charity  
Home  
Home Group  
Hotel Marketing Association  
Hugh Norton  
Hunter Foundation  
Hyde Park Place Estate Charity  
Ian Williams Limited  
Ingram Trust  
Jason Arday  
J Paul Getty Jr Charitable Trust  
John Jones  
John Lewis plc  
John Varley  
Lady Marion Gibson Trust  
Leigh Trust  
Legal & General  
Liz & Terry Bramall Charitable Trust  
Lloyds Banking Group  
Lord Haskins  
Lord McNally  
Margaret London  
Marks & Spencer  
Matthew Lester  
Max Publishing  
Metro  
Millfield House Foundation  
Miss R C R Angel Charitable Trust  
Morrison  
Morrison Foerster  
Nationwide Building Society  
Newcastle Building Society  
NHBC  
Nigel Stockton  
Northwood Charitable Trust  
Oak Foundation  
Olivier Roux  
Oxford RAG  
Paul Hamlyn Foundation  
Peter Cullum  
Phillips de Pury & Company  
Pilgrim Trust  
Radio City 96.7  
Railfreight Rank Foundation  
Redwood Consulting  
Reverend W N Monteith's 2004  
Charitable Trust  
Richard Gordon QC  
Richard Lawes Charitable Trust  
Rita and David Slowe  
Charitable Trust  
Robertson Trust  
Rockwool  
Robin and Bridget Pinchbeck  
Roger Ramsden  
Rowan Charitable Trust  
Santander  
Savoir Beds  
ShareGift  
Shoosmiths  
Simon Cox  
Sir James Knott Trust  
Southern Housing Group  
Starshine Music  
Stolt-Nielsen  
Stuart Black  
Sylvia Adams Charitable Trust  
The GAP  
The London Marathon Ltd  
The Royal Institute of  
British Architects  
Tolkien Trust  
Tony Gadie  
Tower 42  
Tulip Charitable Trust  
UK Greetings  
Vitra  
Volant Charitable Trust  
Wates Group  
William A Cadbury Charitable Trust  
Willmott Dixon  
Zochonis Charitable Trust

We would also like to express our gratitude to all those individuals who left us generous gifts in their Wills.

# Legal and administrative information

## Ambassadors

Chris Ingram  
Lord Tom McNally  
(resigned 2 Jun 2010)  
Baroness Ruth Rendell

## Board of Trustees

Professor ADH Crook (Chair)  
Hugh Norton (Vice Chair)  
Paola Barbarino  
Julie Bentley (appointed 26 Jul 2011)  
Sharon Flood  
Rosemary Hilary  
Jon Kenworthy  
Monghi Khanyile (retired 11 Nov 2010)  
Kelvin MacDonald  
Dom McKenna  
Dr Martin Read (retired 6 Dec 2010)  
Denis Robertson Sullivan  
John Rogerson  
Gavin Sanderson (appointed 26 Jul 2011)  
Dr Ian Wall

## Audit, Risk and Finance Committee

John Rogerson (Chair)  
Richard Allan (retired 9 Nov 2010)  
Madeline Drake (retired 9 Nov 2010)  
Sharon Flood  
Rosemary Hilary  
Andrew Martyn-Johns  
Dom McKenna (retired 10 Aug 2010)  
Jeff Phillips (retired 9 Nov 2010)  
Nicolas Raynaud (retired 9 Nov 2010)  
Denis Robertson Sullivan

## Nominations Committee

Hugh Norton (Chair)  
Paola Barbarino  
Professor ADH Crook  
Jon Kenworthy (appointed 1 Feb 2011)  
Mongi Khanyile (retired 11 Nov 2010)

## Remuneration Committee

Professor ADH Crook (Chair)  
Sharon Flood  
Hugh Norton  
Jackie Orme  
Martin Read (retired 6 Dec 2010)

## Shelter Scotland Committee

Denis Robertson Sullivan (Chair)  
Sheila Gilmore (resigned 31 Jul 2010)  
Graeme Hardie  
Professor Colin Jones (retired 31 Jul 2010)  
Kelvin MacDonald  
Ian McAlpine (appointed 15 Feb 2011)  
Lindy Patterson QC (appointed 15 Feb 2011)  
John Rogerson  
Liz Shiel  
Dr Ian Wall

## Commercial and Social Enterprise Advisory Committee

Dr Ian Wall (Chair)  
Richard Allan (appointed 29 Mar 2011)  
Paola Barbarino  
Alan Humphrey (appointed 29 Mar 2011)  
Jon Kenworthy  
Dom McKenna (resigned 29 Mar 2011)

## Development Board

Clive Ansell  
Paola Barbarino  
Matthew Lester  
Robin Pinchbeck  
Roger Ramsden  
Olivier Roux  
Nigel Stockton

## Chief Executive

Campbell Robb

## Company Secretary

Dheepa Balasundaram

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

**Registered Office**

88 Old Street, London EC1V 9HU

**Company number**

1038133

**Registered charity number**

England and Wales 263710  
Scotland SCO02327

**Solicitors**

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

**Investment Managers**

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

**Auditors**

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

**Principal Bankers**

Barclays Bank plc  
29 Borough High Street,  
London SE1 1LY

**Design & Strategy:** Neo ([weareneo.com](http://weareneo.com))

**Print:** GenerationPress ([generationpress.co.uk](http://generationpress.co.uk))

A Carbon Neutral company.

Printed on Revive 100 White Premium Uncoated, 100% post consumer waste and manufactured at a mill accredited with ISO14001 environmental management standard. FSC 100% Recycled product, supporting responsible use of forest resources. The pulp used in this product is bleached using a totally chlorine free process.



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

**In our affluent nation, tens of thousands of people wake up every day in housing that is run-down, overcrowded, or dangerous. Many others have lost their home altogether. The desperate lack of decent, affordable housing is robbing us of security, health, and a fair chance in life.**

## **Shelter believes everyone should have a home**

**More than one million people a year come to us for advice and support via our website, helplines and national network of services. We help people to find and keep a home in a place where they can thrive, and tackle the root causes of bad housing by campaigning for new laws, policies, and solutions.**

**We need your help to continue our work. Please support us.**

**Visit [shelter.org.uk](https://shelter.org.uk) to join our campaign, find housing advice, or make a donation.**

Shelter  
88 Old Street  
London EC1V 9HU

0300 330 1234  
[shelter.org.uk](https://shelter.org.uk)

Registered charity in England and Wales (263710)  
and in Scotland (SCO02327)

# Shelter