

Annual report
and accounts
2008/09

Shelter

Highlights of 2008/09

Free housing advice helplines answered **58,362 calls** | More than **1 million** visits to our Get Advice web pages | **6,856** people received tailored advice by email | Helped secure several Government initiatives to prevent repossession, including **Homeowner Mortgage Support** | Lobbied successfully for **regulation of private 'sale and rent back' firms** | Raised **£1.39 million for Keys to the Future** children's service, bringing the total pledged to £5.6 million | Income from regular giving **£11.1 million** | New tower-running event **Vertical Rush** generated more than **£165,000** |

Contents



Photo: Nick David

Chair's introduction	4
Foreword	5
Report of the Trustees	6
Statement of public benefit	6
Review of strategic aims and key objectives	7
Looking ahead	12
Structure, governance and management	13
Financial review	15
Statement of Trustees' responsibilities	17
Independent Auditors' Report	18
Consolidated Statement of Financial Activities	19
Charity and Group Balance sheets	20
Consolidated Cash Flow Statement	21
Notes to the financial statements	22
Thanks from Shelter	37
Legal and administrative information	38

Chair's introduction

I am delighted – as Shelter's new Chair since 1 May 2009 – to introduce this annual report. 2008/09 was a challenging year for the organisation, but one from which it has emerged strengthened to face up to the undoubted challenges ahead. The achievements during the year – and through the period of the 2006–09 strategy – are impressive. For that I would like to thank all of the staff at Shelter for their professionalism and commitment, but most particularly Adam Sampson, who left us in May after six years at the helm. I would also like to thank all my fellow Trustees for their hard work and encouragement, in particular Hugh Norton, who as interim Chair through much of the past year has steered the organisation with great skill and effectiveness; and my predecessor as Chair, Naaz Coker, who stepped down halfway through the year. I look forward now to working closely with Trustees, staff and all of Shelter's external stakeholders to make the next three-year strategy as successful as the last.

A handwritten signature in black ink, appearing to read 'Tony Crook', with a long horizontal stroke extending to the right.

Tony Crook
Chair

Foreword



Tony Crook
Chair



Sam Younger
Interim Chief Executive

Deep into the worst recession since the War, the challenges facing Shelter are daunting. The gap between housing need and the resources available to meet it has widened, and threatens to grow into a chasm. House-building has been badly hit, and the credit crunch has tipped large numbers of people into debt that threatens their housing security.

Against this backdrop of economic gloom, Shelter has continued to give desperately needed advice and support to anyone in housing need, including 58,362 callers to our free housing advice helplines, and 6,856 people who received tailored advice by email. Key policy wins included securing government initiatives to help prevent repossession, and successful lobbying for regulation of private 'sale and rent back' firms.

But over the coming years, as government – of whatever party – aims to reduce the national debt, public funding for housing is likely to be hugely reduced, putting a strain on the advice sector and hampering the delivery of affordable homes. Financial pressure on individuals and businesses will squeeze voluntary donations to charities further still.

Shelter has already begun to rise to these challenges. A restructure has made us more efficient, and we've developed a three-year strategy with two overarching aims: to increase the supply of affordable housing and to ensure that people can access and keep a home.

We'll be working to keep affordable housing high on the political agenda, and engaging with new models of housing supply to explore every opportunity for increasing it. We will strive to make advice and high-quality services available to everyone in housing difficulty. And we will use our first-hand knowledge of the real problems people face to inform targeted campaigns for positive change.

Efficiency is also a priority because it is vital we show our donors, statutory funders and clients that we make the best use of every penny of our income. Partnership, too, is essential to achieving our aims. We need to work with individuals, community groups, government and non-government organisations, as well as our supporters, to enable the best service delivery and the most effective impact on policy and legislation.

Lastly, innovation will be key as we identify and support initiatives, including social enterprise, that can help meet housing need in an environment where taxpayer funding will be unable to do the job alone.

The three years ahead promise a challenging but exciting period for Shelter. We're confident that the organisation is better prepared than ever to meet these challenges, and to work towards a future in which there's a home for everyone.

A handwritten signature in black ink that reads "Tony Crook".

Tony Crook
Chair

A handwritten signature in black ink that reads "Sam Younger".

Sam Younger
Interim Chief Executive

Report of the Trustees: review of strategic aims and key objectives

Shelter was set up 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 housing associations and 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 monitor and review 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 this report under ten specific aims, are undertaken in pursuit of its aims.

► **Aim 1** Ensure there are significantly more affordable homes

The economic downturn has seen the building industry stagnate, and a slowdown in the delivery of new housing. In this context, Shelter campaigned for investment, and new ways of working, to meet affordable housing targets. We also continued to make the case for ongoing public investment in affordable housing. Although there were only half as many housing starts in 2008/09 as in the previous year, more social homes were delivered.

- Lobbying by Shelter and partner organisations helped make the case for bringing forward social housing investment to ensure delivery of affordable homes in 2008/09 – investment that was confirmed in the Pre-Budget Report.
- Campaigned for more affordable homes at all three main political party conferences.
- Our Now is the Time campaign focused on helping people in mortgage arrears or threatened with repossession – see under Aim 3 for campaign wins.
- Published the research report *Homes for the future*, which demonstrated powerfully the need to build more affordable homes.
- Published *Building blocks*, a practical guide to overcoming barriers to housing delivery, which was presented at a range of regional events.
- Continued research and policy development on the private rented sector.
- Shelter Scotland's *30,000 homes* campaign was awarded the Scottish Council for Voluntary Organisations' Campaign of the Year.
- Secured reaffirmed commitment to the 2012 pledge from Scotland's Deputy First Minister at the Scottish National Party conference.

Challenges

In a rapidly changing economic environment, the old models of housing delivery no longer stack up. Shelter has had to move fast to respond to these changes, and to realise that the challenges of housing supply face not just Shelter but the whole housing sector. In the coming years, the recession will continue to make it difficult to secure investment in affordable housing.

“So let us... join Shelter and Scotland's building industry in calling for new investment in Scottish housing of £500 million.”

Nicola Sturgeon, Scotland's Deputy First Minister

► **Aim 2** Increase access to Shelter's existing services, develop new services to help people find and keep a home, and provide immediate and long-term solutions to housing problems

Shelter exists to make life better for anyone in housing need, and through our innovative, high-quality services we deliver tangible benefits for the people we help. Our focus this year has been on improving our services, and reaching out to even more clients in ways that respond to their needs.

- Free housing advice helplines answered 58,362 calls.
- 6,856 people received tailored housing advice by email; 13 per cent up on last year.
- Get advice web pages got more than one million visitors.
- Won new contracts including:
 - welfare benefits, debt and community care
 - CLA telephone legal advice contract worth £678k
 - delivery of the Homeowner Mortgage Support advice scheme worth £1.4m
 - new statutory funding of £5.6m, which includes contracts competitively re-tendered.
- Piloted new ways of working with children at risk of homelessness – see under Aim 5.
- In Sheffield, we joined forces with drug treatment agency Addaction, giving housing advice to people with substance abuse problems, and offering a tenancy support service.
- 1,695 cases were taken on by Shelter advice centres in Scotland.

Challenges

Fallout from the credit crunch resulted in a huge rise in the number of homeowners seeking Shelter's help with mortgage arrears and repossessions. Shelter has had to move quickly to meet the needs of this new client group, working with Communities and Local Government to set up the Homeowner Mortgage Support scheme in Feb/March this year to provide

“We work with families where children are third- or fourth-generation homeless. To break the cycle you need to keep the support in place until the family can stand on their own two feet.”

Alison Watson, Head of Services, Shelter Scotland

► **Aim 3** Reduce the number of people having to suffer bad or damaging housing conditions

The impact on homeowners of the economic downturn has prompted Shelter to develop new services and policy solutions for mortgage-holders at risk of repossession. But our work with private and social housing tenants is still a priority, and demand for advice in this area remains high.

- Campaigned successfully to secure new government initiatives to prevent repossession, including the mortgage arrears pre-action protocol, the Homeowner Mortgage Support and Mortgage Rescue schemes, and positive changes to Support for Mortgage Interest.
- Lobbied hard for regulation of private 'sale and rent back' companies, combining powerful media work with policy development, including input to the Office of Fair Trading review. Secured a commitment from Government to task the Financial Services Authority with regulating 'sale and rent back' companies.
- Joint lobbying with Crisis on a Treasury/Department for Work and Pensions housing benefit review won a concession from Government on planned changes to backdating rules.
- Shelter Scotland has been an active member of the Scottish Government's Repossessions Working Group, recommending urgent action to protect homeowners, and prevent the surge in repossessions translating into a rise in the levels of homelessness.
- Published policy briefing on worklessness and social housing.

Challenges

The rapidly changing external environment means we have had to respond swiftly to the growing problem of mortgage arrears and repossessions. It's meant we have had to be flexible with our policy and campaigning plans, and forged new partnerships with a range of stakeholders.

“We are taking measures to protect exactly the people about whom Shelter is talking. We are providing a new [Homeowner Mortgage Support] scheme... That is exactly what Shelter and other organisations want us to do.”

Gordon Brown, Prime Minister

► **Aim 4** Make ending homelessness a greater public policy priority and ensure that legislation, policy and practice improve the lives of homeless people

While much of our work around mortgage arrears and repossessions aims to prevent people becoming homeless, Shelter's policy and practice work on homelessness issues has focused on a few specific projects, in particular those working with young people.

- Joined forces with the International Centre for Digital Content and Mediabox to fund the Home and Away project, which asked homeless young people to record their experiences on film and mobile phones.
- Published two good practice briefings: *A long way from home – Mental distress and long-term homelessness* and *Housing first – Bringing permanent solutions to homeless people with complex needs*.
- Formed partnership with Scottish Health Council to help health professionals identify patients with housing-related health problems, and take prompt beneficial action.

Challenges

Shelter continues to help many clients who face homelessness, and to develop legislation and policy that improves the lives of homeless people. However, the external policy and media focus on arrears and repossessions has made it difficult to highlight issues solely related to homelessness. Going forward, Shelter will do more to make the links between homelessness and all aspects of the housing market to ensure that we continue to raise the plight of homeless people during the recession.

“It took me about three months to actually find a hostel, so I was homeless for, like, three months, which was quite hard.”

Young person, Home and Away project

► **Aim 5** Reduce the number of homeless and badly housed children and improve their access to support and other services

A secure home is crucial to a child's wellbeing, yet thousands of children still wake up every day in temporary housing, uncertain about their future. Shelter's Keys to the Future programme is committed to preventing child homelessness, and to tackling the damaging effects of homelessness on children and young people.

- Keys to the Future appeal raised £1.39 million, bringing the total pledged to £5.6 million.
- Worked with Communities and Local Government and the Department for Children, Schools and Families in England to develop guidance for local authorities on joint working between housing and children's services.
- Children's Legal Service has gone from strength to strength. Took a groundbreaking case in partnership with Freshfields Bruckhaus Deringer, who provided *pro bono* representation.
- Set up Shelter Children's Service advice line, which offers housing advice to professionals at children's centres across the UK.
- Established a service in Knowsley to work with children and young people whose families are homeless or threatened with eviction.
- Young service users at Newham Keys to the Future project created the stop-motion animation film *In their own words* to highlight the impact of homelessness on children. The film has helped empower other homeless children and young people, has informed agencies and government, and is also an educational tool for local authority staff and teachers.
- Shelter's advice, support and preventative services improved the housing situations of 6,274 children and young people.
- In Scotland, our research report exploring children's feelings about where they live has helped shape the Scottish Government draft guidance on meeting the best interests of homeless children.

Challenges

A rapidly changing economic and political environment made it difficult to deliver the Children's Service programme in its original structure.

“ Vicky helped me get to school even when I didn't want to go. It was good to have someone to talk to. ”

Child helped by Shelter's Dumfries & Galloway Educational Liaison Project

► **Aim 6** Promote the development of neighbourhoods where people want to live to live

While Shelter's focus remains getting more affordable housing delivered, we recognise that these homes need to be the right kind of homes, built in the right places, with infrastructure and amenities that will serve the needs of existing and new residents.

- Published research report *Neighbourhood watch*, which asked residents in the Thames Gateway about their experiences of regeneration and development. Launched the report at a seminar in which we shared lessons learnt, and discussed best practice in neighbourhood design and development.
- Developed community-based advice service in partnership with Broadland Housing Association in Dereham, Norfolk, offering advice on housing, debt and community care.
- Published policy briefing on housing market renewal, and held related seminar at which Homelessness Minister Iain Wright gave the keynote speech
- Engaged with Olympic bodies to influence housing and regeneration legacy of 2012 games. Developing a finding proposal to take this work forward in 2010.

Challenges

In the current financial environment we have been unable to dedicate significant resources to this aim.

► **Aim 7** Manage our finances to provide increased flexibility and sustainability

As the credit crunch forces households across the country to tighten their belts, at Shelter, too, we are having to be prudent and creative to make the best use of our funds.

- Our voluntary income for the year was £24.5m, of which £11.1m came from regular givers through payroll giving or direct debit.
- Our ongoing partnership with Marks & Spencer raised in excess of £800,000 via Christmas cause-related marketing activity, gifts in kind, staff collections and payroll giving.
- BBC Children in Need and The Hunter Foundation awarded us £499,867 for a new project in Merseyside to help highly excluded young people at risk of homelessness.
- 250 Shelter runners braved biting wind, hail and torrential downpours in the 2008 Flora London Marathon, raising £420,432.
- The Big Lottery Fund awarded us grants of £336,303 and £76,342 towards work with children in Bristol and Gloucestershire respectively.
- Inter-dealer broker ICAP raised £240,000 for our Keys to the Future appeal from its annual charity day in December 2008.
- More than 600 competitors scaled the 920 steps of Tower 42, the tallest skyscraper in the City, for Vertical Rush, the UK's first tower-running event, raising over £165,000 in the process.
- The Robertson Trust agreed a further grant of £150,000 to continue the work of our Families project in Dumfriesshire.
- Architect in the House, a fundraising initiative in partnership with the Royal Institute of British Architects, raised more than £90,000.
- Nationwide Building Society supported Shelter's homelessness services for families, children and young people in Bristol with a gift of £81,875.
- Freshfields Bruckhaus Deringer continued to support Shelter's innovative Children's Legal Service by donating over £74,000 and contributing *pro bono* legal advice.
- Charity of the year partnerships raised £133,000 thanks to property advisers DTZ, housing contractor Wates, law firm Shoosmiths, business support organisation Interserve and *Metro* Newspapers.

Challenges

We have started to see early signs of donors adjusting to the economic downturn. Legacy donations have been hit and corporate giving has come under real pressure. Shelter is focused on maintaining excellent relationships with supporters as we move through this period of economic instability, but we expect the fundraising environment to remain tough in 2009/10.

“Shelter achieves results... it's an impressive charity which does not rely on sentimentality to advertise itself – just hard, clear facts.”

Legacy donor

► **Aim 8** Become a more diverse, client-focused and responsive organisation

- First charity in the country to meet Level 2 of the nationally recognised Equality Standard.
- Launched Shelter Equality Scheme, setting out our commitment to review and improve equality and diversity practices across the organisation.
- Our Refugee Challenge Project, funded by the Home Office and the Abbey Charitable Trust, provided best practice solutions to housing problems affecting refugees in Merseyside.
- Became a member of the Mayor of London's Housing Equalities Standing Group, advising the Mayor on the equalities implications of the London Housing Strategy.

► **Aim 9** Develop our staff and volunteers to work to their full potential

- 462 staff went on 1,555 courses.
- More employees than ever now have personalised Continuous Learning and Development Plans, helping them develop in their role and ensuring they have the skills to meet their objectives.
- Consulted with staff and external stakeholders to develop Shelter's strategy for 2009–12.
- More than 850 volunteers work with Shelter, mainly in our shops, but also in Services. Information for volunteers is now available on our website.

► **Aim 10** Continually improve our working practices to be more effective and efficient

To protect services for our clients Shelter undertook a divisional restructure which, regrettably, required us to make a number of redundancies. These painful but necessary steps have given us a leaner structure that we believe will better fit the challenging political and economic climate ahead.

- Reviewed the way we allocate voluntary funding to frontline services, so that we can now deliver more services with fewer staff.
- Refreshed IT infrastructure.
- Centralised maintenance function and rolled out maintenance helpdesk to all offices.
- Reviewed e-commerce capabilities and gathered business requirements with a view to implementing new e-commerce functionality in 2009/10.

Looking ahead

People, homes, places: Shelter's 2009–12 strategy

In the three years ahead, we aim to build on these achievements. In order to focus the organisation's work, the Trustees have agreed a new strategy with two overarching aims:

- **To make sure that people in housing need can access and keep a home** We will seek to achieve this by delivering excellent advice services, expanding our advice work and using our experience to inform campaigns aimed at influencing government policy and legislation.
- **To drive up the supply of affordable homes in places where people can thrive** We will continue to campaign to ensure that housing supply remains a key public policy priority; we will work to influence party commitments for the forthcoming general election; and we will explore and promote new models for increasing the supply of affordable homes.

Three supporting strategies underpin these aims:

- **To diversify our income sources and explore innovative models, such as social enterprise, to direct investment to tackling bad housing and homelessness in the UK** We will continue to expand and diversify the sources of funding for our advice services, through growing the net contribution of Shelter trading to our charitable activities and through identifying new sources of income.
- **To get the most from our income by making our structures and processes as efficient as possible** We will review the new structures regularly to ensure they are fit for purpose and cost effective; and we will prioritise forward plans rigorously.
- **To work in partnership with other local and national agencies and bodies** We will identify a limited number of key strategic partners and keep the success of those partnerships under constant review.

To enable the organisation to monitor its performance effectively, we have developed a suite of Key Performance Indicators, linked to the five strategic priorities. Progress against these indicators will be reported on a quarterly basis to the Trustees and will be reflected in future Annual reports.

Structure, governance and management

Board of Trustees

Shelter, the National Campaign for Homelessness Limited (trading as “Shelter”) is constituted as a company limited by guarantee 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, some of these activities are delegated to sub-committees of the Board. Overall operational management of Shelter is delegated to the Senior Management Team.

The Board may comprise of no fewer than six and no more than 15 members, and currently consists of 12 members. 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. The Chair may serve two terms of three years; Trustees serve an initial three-year period and may be re-elected for one further term of three years, and in exceptional circumstances, re-elected for a third term. This year, the Board of Trustees met on six occasions, including one residential meeting.

Throughout the year, the Trustees and Senior Management Team 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. All Trustees are kept up to date with developments through regular bulletins and training where appropriate and individual Trustees are encouraged to visit all areas of the charity, particularly the operational areas.

The Board appoints members of the Audit, Risk & Finance Committee, the Scotland Committee, the Remuneration Committee and the Nominations Committee. The Audit, Risk and Finance Committee, which usually meets five times a year, and the Scotland 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 Sub Committee supports the Board in reviewing and setting the remuneration of the CEO and Senior Management Team while the Nominations Committee provides support to the Board around Governance arrangements and the optimal composition of the Board.

Employees

The Trustees recognise that Shelter and its staff have experienced a year of enormous change and challenge. Unfortunately Shelter has not escaped the impact of the recession. As with many voluntary sector organisations Shelter had to make some redundancies in response to the difficult economic environment. The Trustees were acutely aware of how difficult this period was and have been enormously impressed by the determination and stoicism of Shelter staff throughout this difficult period.

Shelter’s staff have, achieved an enormous amount ensuring that the 2006 – 2009 strategy was a success. Front line services, while facing unprecedented demand for their work, have adopted the new operating model successfully and are helping more clients than ever before. Moreover, all of our Advice and Support workers now have Continuous Learning & Development Programmes that ensure that our front line workers are trained and developed to ensure they can do their crucial work successfully. Furthermore following the training needs analysis conducted last year we are able to better respond to the learning needs of the organisation than ever before.

In 2008/09, Shelter, for the first time, embarked on a comprehensive Equality Impact Assessment of all its functions, policies and procedures. After external assessment by the Centre for Local Policy Studies, Shelter was accredited as achieving level 2 of the nationally recognised Equality Standard. The external assessment report confirmed Shelter as being the first voluntary sector organisation to achieve this level. Equality action planning and monitoring progress towards these, is now an integral part of Shelter’s annual planning cycle. Shelter’s equalities work is now becoming a model of best practice in the voluntary sector, and we have had enquiries from organisations such as the Women’s Resource Centre, NACRO, Sue Ryder Care and Age Concern Cymru (Neath Port Talbot).

We have carried on from last year in increasing the diversity of clients using our services and engaged in user involvement activities. We have also improved our links with other agencies working with diverse clients, as is evident in our engagement with community groups particularly in the West London area, in Merseyside through our Refugee Project, and in the Bristol and South Gloucestershire area. In terms of influencing social policy on housing and homelessness affecting excluded groups, Shelter sit on the advisory group on equality and diversity for the Mayor of London’s Housing Strategy, as well as the Stakeholder Consultative Forum for the Equality and Human Right Commission (EHRC), and the National Equality Panel, set by the Government Equalities Office to look at how different economic inequalities relate to people’s characteristics, circumstances and

background, and in particular how these develop across people's lives.

A tremendous amount has been achieved over the past 12 months – and this is only possible with the tremendous commitment of our staff. We are proud of the good terms and conditions we continue to offer staff and remain committed to trying to ensure employee engagement with our strategy remains as strong as ever.

Volunteers

Volunteers are key to Shelter's success and make an invaluable contribution to the work of helping homeless and badly housed people.

Shelter embraces voluntary support in its shops, where there are currently more than 850 volunteers and scheme-based staff; at the Homeless to Home projects, where volunteers help newly rehoused families with decorating or gardening; and in Housing Aid Centres, where volunteers offer support with casework and administration.

Shelter has made significant progress with developing structured volunteering opportunities in its Services while still offering internships in other divisions.

Information for volunteers is now available through Shelter's website, where interested parties can view task descriptions and complete online applications.

The Trustees are immensely grateful to all Shelter volunteers for their hard work, dedication and commitment.

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

During the year, despite pressures on income from corporate donors and legacies, Shelter was able to broadly maintain its level of voluntary income, while securing some additional funding to increase the support we provide to those in housing need. In a year when it was necessary to keep housing at the top of the agenda, Shelter also stepped up its campaigning and education work. Overall, the net operating deficit for the year was £1.239m (2008: deficit of £822K).

Total incoming resources at £48m (2008: £46.9m) was higher than the previous year by £1.1m. Voluntary income showed a small increase as a result of pro-bono services received which supported Shelter's campaigning work. Legacy income fell as result of a slowdown in the housing market. Investment income also fell as interest rates fell, although retail sales showed a slight increase, with training activities generating 5% more income than the previous year. The largest increases were from Legal Services Contracts which generated a 49% increase in income against the previous year, equivalent to £1.3m. Other statutory and grant-funded activities also generated a 3% increase in income, equivalent to £307k during the year.

Against this, the cost of generating funds fell – for both fundraising activities and retail activities by £548k, through cost efficiencies across the board.

Charitable expenditure increased by almost £2.5m, with the key driver being the Legal Services Contracts, which in turn, generated more income, as the number of face to face advisory cases increased.

The freehold Old Street premises was revalued at the end of the year, resulting in an upward revaluation of £842k

The market value of investments fell as the economy went into recession.

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.

In the last year, Shelter awarded grants to six separate organisations to a total value of £344k (2008: £157k). The main reason for the change in the value of grants awarded, was that no grant was paid to Shelter Cymru in 2007/08, as two years' worth of the annual grant was paid in 2006/07 as an exception. Details of grants awarded during the year are given in Note 6 to the financial statements.

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 against comparative CIFs and the stock market in general. It was found that both the equity growth and bond income CIFs underperformed benchmark over the year, which has led Shelter to commission a review of its investment strategy using independent investment advisers. The review will be concluded during 2009-10.

Reserves

Under the requirements of the Statement of Recommended Practice on Accounting and Reporting for 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 1 to the accounts.

The Trustees review the reserves of the charity on a regular basis. This review encompasses the nature of the income and expenditure streams, the need to match variable levels of income with fixed commitments and the nature of the reserves. The last review concluded that to allow the charity to be managed effectively and to provide a buffer for uninterrupted service, three months of running costs should be provided for, which would equate to £10.5m. As the value of freehold property was £4.05 at 31 March 2009 a target General Reserve of £6.45m should be maintained. A designated fund of £235k has been approved by the Board in order to carry out essential upgrades to the charity's shops. At the year-end the charity's general reserve was £3.5m (2008: £4.52m) and in arriving at this total £762k of the resources used during the year have been applied to the property and fixed asset fund, to match the balance sheet value of fixed assets.

The Trustees intend to increase General Reserve towards the £6.45m target by budgeting annual surpluses, with £1m anticipated in being replaced by March 2010. Restricted funds are £1.1m (2008: £1.2m).

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.

While the guidance contained within the Combined Code on Corporate Governance is not mandatory for Shelter, the Trustees believe that the organisation should, where appropriate, seek to comply with these guidelines as best practice.

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 boards.
- 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

Shelter, the National Campaign for Homelessness Limited (trading as "Shelter") is a registered charity (number 263710 for England & Wales and SCO02327 Scotland) and a company limited by guarantee. The charity together with its subsidiary undertakings referred to above form a group. Charity law and company law require the Trustees who are directors for the purposes of the Companies Act, to prepare the Annual Report and the financial statements. The Trustees are required to prepare accounts for the company and the group in accordance with United Kingdom Generally Accepted Accounting Practice (UK GAAP). Company law requires the directors to prepare the financial statements for each financial year so that they give a true and fair view of the state of affairs of the company and of the group and of the surplus or deficit of the company for that period and comply with UK GAAP, the Companies Act 1985, the Statement of Recommended Practice on Accounting and Reporting for Charities 2005, the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulation 2006.

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 accounting standards have been followed, and;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company, for safeguarding the assets, for taking reasonable steps for the prevention and detection of fraud and other irregularities and for the preparation of a Trustees' report which comply with the requirements of the Companies Act 1985.

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 1985) 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 S234(ZA) of the Companies Act 1985.

Signed on behalf of the Board



Professor ADH Crook
Chair
17 August 2009

Independent Auditors' Report to the Trustees of Shelter, the National Campaign for Homeless People Limited

We have audited the group and parent company financial statements of Shelter, the National Campaign for Homeless People Limited for the year ended 31 March 2009 set out on pages 19 to 36. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with Section 235 of the Companies Act 1985 and to the charity's trustees, as a body, in accordance with section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the 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 auditors

The trustees' (who are also directors of Shelter, the National Campaign for Homeless People Limited for the purpose of company law) responsibilities for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (United Kingdom and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985 and comply with the requirements of regulation 8 of the Charities Accounts (Scotland) Regulations 2006. We also report to you if in our opinion the information given in the Trustees' Report is consistent with the financial statements.

In addition we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit or if information specified by law regarding trustees' remuneration and other transactions with the charity is not disclosed.

We read other information contained in the Annual Report and consider whether it is consistent with the

audited financial statements. The other information comprises only the Trustees' Report, the Chairman's introduction and the Foreword. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to other information.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (United Kingdom and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgments made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the affairs of the charitable company and of the group as at 31 March 2009 and of the group's incoming resources and application of resources, including the group's income and expenditure, for the year then ended;
- the financial statements have been prepared in accordance with the Companies Act 1985 and comply with the requirements of regulation 8 of the Charities Accounts (Scotland) Regulations 2006; and
- the information given in the Trustees Report is consistent with the financial statements.

Horwath Clark Whitehill LLP

Horwath Clark Whitehill LLP
Chartered Accountants & Registered Auditors
St Bride's House, 10 Salisbury Square
London EC4Y 8EH, United Kingdom
21 August 2009

Consolidated Statement of Financial Activities

for the year ended 31 March 2009 (incorporating income and expenditure accounts)

	Notes	Unrestricted Funds £'000	Restricted Funds £'000	Total 2009 £'000	Total 2008 £'000
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income: Donations and gifts	2	18,458	3,262	21,720	21,233
Legacies	2	2,592	214	2,806	3,197
Activities for generating funds					
Retail Sales	3	7,592	-	7,592	7,511
Investment income	3	283	-	283	389
Other Income		126	-	126	248
Incoming resources from charitable activities					
Training		1,445	-	1,445	1,371
Publications		335	-	335	385
Campaigns and education		130	-	130	133
Legal Services contracts	4	3,962	-	3,962	2,660
Statutory and grant-funded activities	4	345	9,274	9,619	9,312
Total incoming resources before exceptional item		35,268	12,750	48,018	46,439
Exceptional item	24		-	-	470
Total incoming resources after exceptional item		35,268	12,750	48,018	46,909
RESOURCES EXPENDED					
Costs of generating funds					
Costs of generating voluntary income:					
Fundraising activities	2	5,578	-	5,578	5,958
Fundraising trading: cost of goods sold and other costs					
Retail costs	3	7,175	-	7,175	6,897
Total costs of generating funds		12,753	-	12,753	12,855
Net incoming resources available for charitable application before exceptional item		22,515	12,750	35,265	33,584
Cost of charitable activities					
Training		1,170	-	1,170	1,249
Publications		1,662	-	1,662	1,550
Campaigns and education		5,303	-	5,303	4,356
Housing Aid and other grants made	6	344	-	344	157
Legal Services contracts		6,036	-	6,036	4,548
Housing services		8,923	12,848	21,771	22,338
Total cost of charitable activities		23,438	12,848	36,286	34,198
Governance costs	7	218	-	218	208
Total resources expended before exceptional item	5	36,409	12,848	49,257	47,261
Costs related to exceptional item	24	-	-	-	432
Total resources expended after exceptional item		36,409	12,848	49,257	47,693
NET EXPENDITURE FOR THE YEAR BEFORE EXCEPTIONAL ITEM		(1,141)	(98)	(1,239)	(822)
NET EXPENDITURE FOR THE YEAR AFTER EXCEPTIONAL ITEM		(1,141)	(98)	(1,239)	(784)
Net loss on investments	13	(374)	-	(374)	(323)
Net gain on revaluation		842		842	
Net movement in funds		(673)	(98)	(771)	(1,107)
Fund balances at 1 April		10,332	1,230	11,562	12,669
Fund balances at 31 March	20	9,659	1,132	10,791	11,562

Charity and Group Balance Sheets

As at 31 March 2009

	Notes	Group		Charity	
		2009 £'000	2008 £'000	2009 £'000	2008 £'000
Fixed assets					
Tangible fixed assets	12	5,892	5,812	5,892	5,812
Investments	13	2,829	4,882	2,909	4,962
		8,721	10,694	8,801	10,774
Current assets					
Stock	14	147	64	-	-
Debtors	15	3,990	4,353	3,489	4,053
Cash at bank		3,512	2,738	3,564	2,611
		7,649	7,155	7,053	6,664
Current liabilities					
Creditors: amounts falling due within one year	16	4,309	5,574	3,795	5,182
Net current assets		3,341	1,581	3,258	1,482
Total assets less current liabilities		12,062	12,275	12,060	12,256
Provisions for liabilities and charges	17	1,270	713	1,270	713
Net assets		10,791	11,562	10,789	11,543
Accumulated funds					
Unrestricted income funds					
General funds	20	3,532	4,520	3,530	4,501
Designated funds	20	6,127	5,812	6,127	5,812
Restricted income funds					
Restricted income funds	20	1,113	1,211	1,113	1,211
Permanent endowment fund	20	19	19	19	19
		10,791	11,562	10,789	11,543

Signed on behalf of the Board



Professor ADH Crook
17 August 2009

Consolidated Cash Flow Statement

Year ended 31 March 2009

	Notes	2009 £'000	2008 £'000
Cash flow from operating activities		(977)	(782)
Returns on investment and servicing of finance			
Investment income received	3	77	79
Interest received		82	190
Net cash flow for returns on investment and servicing of finance		159	269
Purchase of tangible fixed assets	12	(159)	(1,372)
Proceeds for the sale of fixed assets		-	106
Net cash flow for capital expenditure		(159)	(1,266)
Net cash outflow before management of liquid resources and financing		(977)	(1,779)
Management of liquid resources			
Net increase/(decrease) in short-term deposits & cash at bank		773	(1,779)
Increase/(decrease) in cash		773	(1,779)
Reconciliation of net incoming resources to net cash inflow from operating activities			
Net outgoing resources before exceptional items		(1,240)	(822)
Exceptional items	24	-	38
Depreciation	12	922	976
Investment income received	3	(77)	(79)
Interest receivable	3	(205)	(310)
Movement in provisions		609	(212)
(Increase)/decrease in stocks		(83)	99
Decrease/(increase) in debtors		580	(972)
Increase/(decrease) in creditors		(1,482)	500
Net cash outflow from operating activities		(977)	(782)
Reconciliation of net cash inflow/(outflow) to movement in net funds			
Increase/(decrease) in cash in the period		773	(1,779)
Cash outflow from increase in liquid resources		773	(1,779)
Changes in net funds resulting from cash flows		773	(1,779)
Net funds as previously stated		2,738	4,517
Net funds at 31 March		3,512	2,738

Notes to the financial statements

1 Accounting policies

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 1985, 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 Accounting and Reporting by Charities: Statement of Recommended Practice (revised 2005), "SORP 2005".

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 to include the results of Shelter Trading Limited. The results of Shelter Trading Limited are shown in Note 19. Shelter operates 31 Housing Aid centres throughout England and Scotland. The income and expenditure relating to these Housing Aid Centres are included in the consolidated statements. Individual unaudited reports are produced for some of the centres, copies of which can be obtained from 88 Old St, London, EC1V 9HU. In accordance with section 230 of the Companies Act 1985, no individual statement has been prepared for the parent company, Shelter, The National Campaign for Homeless People Limited.

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 receipt, or notification of probate before the financial year end.
- 2 All income is accounted for on an accruals basis. Donations are included in the financial statements when the conditions of receipt are met.

- 3 Donated goods are included as incoming resources when they have been sold, with donated services included at their estimated value.
- 4 Grant income is split between government and other. Grant income that is received in advance of performance is deferred and included in creditors.

Grants are credited to the Consolidated Statement of Financial Activity when a constructive obligation exists and are not deferred unless specified by the funder as being for a future period, notwithstanding that they may be paid in future accounting periods.

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. 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.

Irrecoverable VAT is charged as a cost to the Consolidated Statement of Financial Activity. The majority of costs of irrecoverable VAT arise out of the fundraising activities.

Tangible assets and depreciation

Fixed assets are included at cost with the exception of the 88 Old Street freehold property which has been included at market value as at 31 March 2009. 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

Dilapidations

Provision is made for all dilapidations that occurred 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.

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 below). 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.

Stock

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

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. Unrestricted 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 out of unrestricted funds by the Board for a specific purpose, with the balance constituting the charity's General Reserves. 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. When the service is provided, if any surplus arises this becomes unrestricted with agreement from the fund provider. The terms of the contract for legal services are such that it is categorised as unrestricted.

Restricted funds represent income received where the donor or the nature of the appeal generating the income has imposed restrictions as to how the monies shall be used. The nature and purpose of the designated and restricted funds are also set out in Notes 20 and 21 respectively to the financial statements. The cost of raising and administering such funds are charged against the specific fund.

Operating leases

Rentals applicable to operating leases are charged to the Consolidated Statement of Financial Activities in the period to which the cost relates.

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

Donations and gifts	2009	2009	2009	2008
	£'000	£'000	£'000	£'000
	Unrestricted	Restricted	Total	Total
Individuals	16,355	1,264	17,619	17,586
Donated services	988	-	988	-
Charitable foundations	349	1,073	1,422	1,313
Corporate donors	766	925	1,691	2,334
Total	18,458	3,262	21,720	21,233
Legacies	2,592	214	2,806	3,197

Cost of generating voluntary income

Fundraising costs	2009	2009	2009	2008
	£'000	£'000	£'000	£'000
	Unrestricted	Restricted	Total	Total
Staff Costs	2,272	-	2,272	2,268
*Other Costs and Support Costs - (includes legacy costs below)	2,869	-	2,869	3,227
Irrecoverable VAT	437	-	437	463
Total	5,578	-	5,578	5,958
*Legacies Costs	3	-	3	7

3 Activities for generating funds

i) Income from retail activities

	Shops		Other	Mail order	Total 2009	Total 2008
	Donated goods	New goods				
	£'000	£'000				
Sales	6,410	980	28	174	7,592	7,511
Costs	(6,267)	(400)	-	(120)	(6,787)	(6,897)
Incoming resources available	143	580	28	54	805	614

ii) Direct cost of retail activities

	2009	2009	2009	2008	2008	2008
	£'000	£'000	£'000	£'000	£'000	£'000
	Staff	Other	Total	Staff	Other	Total
Shelter shops	2,766	4,289	7,055	2,721	3,902	6,623
Mail order	47	73	120	73	201	274
	2,813	4,362	7,175	2,794	4,103	6,897

iii) Investment income

	2009	2008
	£'000	£'000
Interest on cash at bank	206	310
Listed securities	77	79
	283	389

4 Housing services

Contract and statutory grant funding in Shelter comprise the following:

	2009 £'000	2009 £'000	2009 £'000	2008 £'000
	Unrestricted	Restricted	Total	Total
Legal Services contracts	3,962	-	3,962	2,660
Total Legal Services contracts	3,962	-	3,962	2,660
Government grants				
Department for Education and Skills	-	-	-	66
Scottish Executive	-	744	744	642
Department for Communities and Local Government	-	1,967	1,967	1,825
Other government departments	-	63	63	64
Grants from other agencies				
Local authority grants	66	2,050	2,116	2,661
Local authority Supporting People grants	-	3,079	3,079	2,542
Big Lottery Fund	-	571	571	351
HM Prison Service	-	555	555	593
Other agencies	279	245	524	568
Total statutory and grant funded activities	345	9,274	9,619	9,312
Total contract and statutory grant funding	4,307	9,274	13,581	11,972

5 Total resources expended

Support cost allocation

	Direct cost* £'000	Apportioned cost						Total £'000	Total 2009 £'000	Total 2008 £'000
		HR £'000	Finance £'000	IT £'000	Facilities £'000	Director £'000	Irrecoverable VAT £'000			
Costs of generating funds										
Voluntary income										
Fundraising and legacies	4,806	58	53	87	63	74	437	772	5,578	5,958
Costs of activities for generating funds										
Retail costs (shops and trading)	7,175	-	-	-	-	-	-	-	7,175	6,897
Costs for charitable activities										
Training	1,005	33	25	41	31	35	-	165	1,170	1,249
Publications	1,407	44	41	66	48	56	-	255	1,662	1,550
Campaigning and education	4,637	115	106	173	125	147	-	666	5,303	4,356
Housing Aid and other grants made	344	-	-	-	-	-	-	-	344	157
Legal services	5,002	179	164	269	194	228	-	1,034	6,036	4,548
Housing services	17,558	729	668	1,095	791	930	-	4,213	21,771	22,338
Governance	218	-	-	-	-	-	-	-	218	208
Total resources expended	42,152	1,158	1,057	1,731	1,252	1,470	437	7,105	49,257	47,261

* 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. Irrecoverable VAT is charged to fundraising as the majority of costs arise out of the fundraising activities.

6 Grants made

Housing Aid and other grants

	2009 £'000	2008 £'000
Shelter Cymru	232	-
Independent advice centres	67	131
Sheila McKechnie Foundation	15	-
Housing Rights Service	12	-
Kings Cross Homeless Project	10	10
Gloucestershire Money Advice Service	8	8
East London Financial Inclusion unit	-	5
Andy Ludlow Homelessness Awards (London Councils)	-	2
Toynbee Hall supervision support grant	-	1
	344	157

7 Governance costs

	2009 £'000	2008 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	59	74
Fees payable to the charity's auditors for other work	7	2
Internal audit	64	53
Trustee expenses, insurance and recruitment	11	16
Board and committee support costs *	77	63
	218	208

Included in the 2009 audit fees is £12,000 (2008 figures include £30,000) of audit fees from the prior year

* 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

	2009 £'000	2008 £'000
Wages and salaries	26,215	24,957
Social security costs	2,551	2,458
Pension costs	1,691	1,706
Other staff-related costs	1,117	1,345
	31,574	30,466

Average full-time staff numbers

	2009 No.	2008 No.
Fundraising	39	42
Retail shops and trading	170	180
Training	9	14
Publications	21	22
Campaigning and education	80	72
Legal services	123	71
Housing services	428	433
Governance	5	7
Support	89	93
	964	934

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

	2009 No.	2008 No.
£60,001-£70,000	-	-
£70,001-£80,000	4	5
£80,001-£90,000	-	-
£90,001-£100,000	1	1

All of the higher paid employees shown belong to a defined contribution scheme that Shelter operates for all 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, £37,883 (2008: £37,883) related to the higher paid employees and £182,000 (2008: £167,000) was outstanding to Scottish Equitable at the year-end, and was paid in April 2008.

Trustees are not entitled to and did not receive any remuneration in respect of their services throughout the year. Travel expenses incurred by Trustees in respect of Shelter meetings amounted to £2,747 (2008: £2,482) during the year. The number of Trustees receiving expense reimbursement during the year was 4 (2008: 4).

9 Related-party transactions

There are no related party transactions.

10 Net incoming resources

The net incoming resources to funds is stated after charging:

	2009 £'000	2008 £'000
Fees payable to the charity's auditors for the audit of the charity's annual accounts	51	67
Fees payable to the charity's auditors for the audit of the charity's subsidiaries pursuant to legislation	8	7
Total audit fees	59	74
Other services	7	2
Total fees payable to the charity's auditors	66	76
Depreciation of tangible fixed assets	921	976
Rental costs relating to operating leases		
- plant & machinery	160	116
-others	2,512	2,487
Profit on sale of fixed assets	-	(29)

11 Taxation

The company is registered as a charity and as such is entitled to the exemptions under the Income and Corporation Taxes Act 1988. During the year, the group incurred VAT of £437,000 (2008: £463,000) which it was unable to recover from Her Majesty's Revenue and Customs under current VAT legislation. This resulted in a commensurate reduction in the resources of the charity.

12 Fixed assets – group and charity

	Freehold buildings £'000	Freehold improvements £'000	Short- leasehold buildings £'000	Furniture and fittings £'000	Computer and office equipment £'000	Total £'000
Cost or valuation						
At 1 April 2008	3,400	791	673	1,722	1,328	7,914
Additions	-	-	1	62	96	159
Revaluation and indexation	650	-	-	-	-	650
Disposals/transfers	-	-	-	-	-	-
At 31 March 2009	4,050	791	674	1,784	1,424	8,723
Depreciation						
At 1 April 2008	(192)	(103)	(171)	(1,093)	(543)	(2,102)
Revaluation and indexation	192	-	-	-	-	192
Charge for the year	-	(79)	(67)	(348)	(427)	(921)
Disposals/transfers	-	-	-	-	-	-
At 31 March 2009	-	(182)	(238)	(1,441)	(970)	(2,831)
Net book values						
At 31 March 2009	4,050	609	436	343	454	5,892
At 31 March 2008	3,208	688	502	629	785	5,812

Freehold buildings include £1,000,000 of land that is not depreciated. The Old Street property is included at market value, based on a valuation undertaken on 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. The charity undertakes an independent professional valuation every five years

13 Fixed asset investments – group and charity

	Group		Charity	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Listed investments				
Investments at market value at 1 April	1,656	1,979	1,736	2,059
Transfer of income	(18)	-	(18)	-
Net loss for the year	(374)	(323)	(374)	(323)
Listed investments at market value 31 March	1,264	1,656	1,344	1,736
Cash investments	1,565	3,226	1,565	3,226
Total Investments at 31 March	2,829	4,882	2,909	4,962
Cost at 31 March	944	944	1,024	1,024
Transfer of income	(77)	(79)	(77)	(79)
Total unrealised gain at 31 March	397	791	397	791
Listed investments	1,264	1,656	1,344	1,736
Cash investments	1,565	3,226	1,565	3,226
Total Investments at 31 March	2,829	4,882	2,909	4,962
Investment in subsidiaries	-	-	80	80
Common Investment Funds:				
CAF Equity Growth Fund	751	1,121	751	1,121
CAF Bond Income Fund	513	535	513	535
Cash Investments:				
COIF Charities Deposit Fund	1,000	1,000	1,000	1,000
Barclays Global Investment Fund	565	2,226	565	2,226
	2,829	4,882	2,909	4,962

14 Stock

	Group		Charity	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
New goods	147	64	-	-

15 Debtors

	Group		Charity	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Trade debtors	1,002	873	727	754
Amounts due from subsidiary companies	-	-	-	79
Taxation recoverable - Gift Aid	593	1,250	593	1,250
Other debtors	814	476	812	476
Prepayments	1,007	1,039	783	779
Accrued income	294	410	294	410
Accrued legacy income	280	305	280	305
	3,990	4,353	3,489	4,053

16 Creditors: amounts falling due within one year

	Group		Charity	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Trade creditors	749	1,632	502	1,497
Amounts due to subsidiary companies	-	-	225	-
Amounts due for taxation and social Security	678	657	629	610
VAT	311	495	311	490
Other creditors	313	198	263	197
Accruals	1,257	1,153	863	949
Deferred income	999	1,439	999	1,439
	4,307	5,574	3,795	5,182

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	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Deferred income brought forward	1,439	1,718	1,439	1,718
Realised in the year	(1,439)	(1,718)	(1,439)	(1,718)
Deferred in the year	999	1,439	999	1,439
Deferred income carried forward	999	1,439	999	1,439

17 Provision for liabilities – group and charity

	Group		Charity	
	Dilapidations £'000	Other £'000	2009 total £'000	2008 total £'000
Balance at 1 April 2008	662	51	713	925
Utilised during the year	(6)	(51)	(57)	(11)
(Reductions)/additions in the year	614	-	614	(201)
Balance at 31 March	1,270	-	1,270	713

18 Leasing commitments – group

As at 31 March 2009 the group had annual commitments under non-cancellable operating leases of:

	2009		2008	
	Land and buildings £'000	Other £'000	Land and buildings £'000	Other £'000
Operating leases which expire:				
Within one year	499	53	373	2
Within two to five years	1,287	91	1,182	183
After more than five years	648	-	903	-
	2,434	144	2,458	185

19 Trading Subsidiaries

The results for Shelter Trading Limited (STL) are shown below. STL has two operations: selling donated goods on behalf of Shelter for which it receives a management fee, and sales of new goods and royalty income. Audited financial statements have been prepared for STL and all taxable profit is gifted to Shelter.

Shelter Trading Limited

	2009 £'000	2008 £'000
Total income	5,239	5,226
Cost of sales	(592)	(616)
	4,647	4,610
Administration costs	(3,210)	(3,513)
Net profit gifted to Shelter	1,437	1,097

Included in total income for the year is a management fee from the parent company of £3,469,721 (2008: £3,588,465).

As at 31 March 2009, Shelter Trading Limited had total assets of £709,067 (2008: £570,684) and total liabilities of £613,954 (2008: £475,571). Shelter Merchandising Limited is dormant, and has no assets or liabilities.

20 Statement of funds

	Balance 1 Apr 2008 £'000	Incoming resources £'000	Resources used £'000	Net loss on investments £'000	Net gain on revaluation £'000	Transfers £'000	Balance 31 Mar 2009 £'000
Unrestricted Income Funds							
General funds							
General funds	3,729	35,268	(35,647)	-	-	(235)	3,115
Unrealised investment gain/(loss)	791	-	-	(374)	-	-	417
Total general funds	4,520	35,268	(35,647)	(374)	-	(235)	3,532
Designated funds							
Revaluation reserve	492	-	-	-	842	1,616	2,950
Property and fixed asset fund	5,320	-	(762)	-	-	(1,616)	2,942
Shops improvement fund	-	-	-	-	-	235	235
Total designated funds	5,812	-	(762)	-	842	235	6,127
Restricted Income Funds							
Restricted income funds (Note 21)	1,211	12,750	(12,848)	-	-	-	1,113
Permanent endowment - John Rees Fund	19	-	-	-	-	-	19
	11,562	48,018	(49,257)	(374)	842	-	10,791

A new designated fund of £235,000 was created to provide for improvements to the charity's shops. An transfer of £1,616,000 was made between the property and fixed asset fund and the revaluation reserve to reflect the difference between the historic cost and the recent revaluation of the freehold premises at 88 Old Street.

Of the group loss (before exceptional items) for the year of £1,239,000 (2008: loss £822,000), Shelter's income was £44,216,000 (2008: £ 41,213,000) less expenditure of £45,455,000 (2008: £43,132,000).

21 Statement of Restricted Funds

	Balance 1 Apr 2008 £'000	Incoming resources £'000	Resources used £'000	Balance 31 Mar 2009 £'000
Restricted funds				
Scottish Homelessness Advisory Service	189	427	(570)	46
Vodafone (UK) Foundation	138	-	(138)	-
Families Project Scotland	137	-	(122)	15
Families Project – Legal Advice Contract	83	-	(83)	-
Scottish Rough Sleepers	51	-	(51)	-
South Cumbria Offenders Scheme	45	151	(153)	43
East Lothian Project	41	128	(154)	15
Social Projects Toolkit	36	-	(36)	-
Multi Agency Monitoring	23	36	(36)	23
Wyre District Support	16	-	-	16
Families Child Support Contract Scotland	11	-	(11)	-
Calderdale Housing Scheme	10	9	(19)	-
Refugee Challenge Fund (Abbey CF)	8	20	(28)	-
EMIF	8	-	(8)	-
Inclusion Project	5	177	(170)	12
Glasgow City Council Project	5	122	(103)	24
Argyl & Bute Capacity Project	5	38	(43)	-
Dumfries & Galloway - Volunteer Project	4	-	(4)	-
North Lanarkshire Service	1	59	(60)	-
Bristol Children's Service (Big Lottery Fund)	-	117	(117)	-
Multi Lingual Project (Big Lottery Fund)	-	137	(136)	1
Newham Education Project (Big Lottery Fund)	-	149	(149)	-
Scotland Educational Support Project (Big Lottery Fund)	-	145	(145)	-
Children's Services	-	570	(570)	-
Christchurch DETR	-	83	(83)	-
Cornish Multi Agency Assessment Panel	-	96	(73)	23
Family Conferencing Project - Birmingham	-	150	(66)	84
Family Intervention Project - Birmingham	-	285	(170)	115
Legal Project (Freshfields Bruckhaus Deringer)	-	74	(74)	-
Homeless To Homes Bristol (Nationwide)	-	57	(57)	-
Nottingham Project	-	100	(100)	-
Sheffield Older Persons Tenancy	-	426	(426)	-
Homeless To Homes Bristol (Supporting People)	-	202	(202)	-
Homeless To Homes Sheffield (Supporting People)	-	244	(225)	19
Central Tenancy Support Sheffield	-	241	(212)	29
Homeless To Homes Birmingham (Supporting People)	-	209	(209)	-
Homeless To Homes Herefordshire (Supporting People)	-	346	(336)	10
West Sussex and Surrey (Crawley Council)	-	25	(25)	-
East Sussex	-	27	(27)	-
Child Support Bristol	-	95	(73)	22
Sheffield City Local Authority	-	32	(32)	-
Leeds Sex Worker Project (P Getty/Comic Relief)	-	38	(38)	-
Hastings Local Authority	-	20	(20)	-
Milton Keynes Local Authority	-	45	(45)	-
BME Project (Abbey CF)	-	30	(30)	-
London HAC (London Councils)	-	249	(249)	-
London & SE (ICAP + SH)	-	267	(267)	-
National Homelessness Advisory Service (DCLG)	-	1,791	(1,791)	-
DCLG - Ecotowns	-	167	(167)	-
Neighbourhood Renewal (Rochdale)	-	91	(91)	-
Prison Projects - West Sussex and Surrey HAC	-	53	(53)	-
Prison Projects - Kent	-	64	(34)	30

	Balance 1 Apr 2008 £'000	Incoming resources £'000	Resources used £'000	Balance 31 Mar 2009 £'000
Prisons Projects incl Donations - South East	-	122	(122)	-
Prison Projects - Humberside Prison Project	-	417	(417)	-
Prison Projects - South and West Yorks	-	109	(109)	-
Prison Projects - Lincolnshire	-	20	(18)	2
Prison Work NOMS - (29th May 1961 Charitable)	-	75	(75)	-
St Albans Service	-	54	(50)	4
Probation Service	-	24	(24)	-
Youth Taskforce (Rochdale Metropolitan Borough Council)	-	144	(122)	22
Humberside Prison Project (Together Women)	-	38	(29)	9
South Gloucester Project	-	45	(45)	-
Childrens Fund (Rochdale Metropolitan Borough Council)	-	26	(23)	3
Shelterline (Incl £394K from M&S)	-	610	(610)	-
Equalities Unit (Sylvia Adams Charitable Trust)	-	50	(50)	-
Scotland Educational Support Project (Paul Hamlyn)	-	50	(50)	-
Families Project (Glasgow Council)	-	314	(289)	25
Single Persons Project (Dumfries & Galloway)	-	243	(243)	-
Families Project (South Lanarkshire)	-	225	(178)	47
Families Project (Edinburgh)	-	188	(188)	-
Scottish Housing Law Service	-	189	(189)	-
Child Support Contract (Glasgow Council)	-	106	(106)	-
Prisons Service Scotland	-	105	(105)	-
Family Project (Dumfries and Galloway)	-	150	(150)	-
Child Support Contract (South Lanarkshire)	-	94	(78)	16
Work in Scotland through donations	-	156	(156)	-
Homeless Strategy - Dumfries and Galloway	-	23	(5)	18
Edinburgh Council Child Support Contract	-	45	(45)	-
Dundee-in-Court	-	23	(23)	-
Bristol Community Links (Dulverton Trust)	-	30	(30)	-
HACs – various	-	58	(58)	-
Leeds BME	-	35	(35)	-
London	-	26	(26)	-
Manchester HAC	-	25	(25)	-
Northumberland (Jocey Trust)	-	39	(39)	-
Hardship Fund	-	42	(42)	-
Knowsley Project	-	22	(22)	-
Big Build Up - Services	-	697	(697)	-
Other restricted funds (under £20,000)	395	339	(294)	440
Total Restricted Funds	1,211	12,750	(12,848)	1,113

22 Contracts and grants from statutory bodies and local authorities

Listed below are grants in excess of £2,000 receivable in respect of the year ended 31 March 2009. The list is prepared in compliance with section 37 of the Local Government and Housing Act 1989.

	Amount £'000's	Purpose of funding
District, borough and county councils in England and Wales:		
Sheffield City Council	426	Sheffield Older Persons Project – Tenancy Support
Hereford Council	346	Herefordshire Homeless to Homes – Tenancy Support
Birmingham City Council	255	Family Intervention Project
London Councils	249	London HAC
Sheffield City Council	244	Sheffield Homeless to Homes – Tenancy Support
Sheffield City Council	241	Central Tenancy Support Project – Tenancy Support
Birmingham City Council	209	Birmingham Homeless to Homes – Tenancy Support
Bristol City Council	202	Bristol Homeless to Homes – Tenancy Support
Rochdale Metropolitan Borough Council	177	Inclusion Project
Rochdale Metropolitan Borough Council	129	Youth Taskforce
Cumbria County Council	115	South Cumbria Offenders Scheme
Nottingham City Council	100	Nottingham Homeless to Homes – Tenancy Support
Bristol City Council	95	Child Support Project Bristol
Rochdale Metropolitan Borough Council	91	Neighbourhood Renewal Project
Bournemouth City Council	83	Christchurch Project
St Albans District council	54	St Albans Service
Milton Keynes Council	45	Milton Keynes HAC
South Gloucestershire Council	45	South Gloucestershire Project
Liverpool City Council	40	Multi Agency Monitoring (Merseyside)
Sheffield City council	32	Child Support Project Sheffield
Rother District Council	27	East Sussex HAC
Rochdale Metropolitan Borough Council	26	Children's Fund (Rochdale)
Crawley Council	25	West Sussex HAC
Hastings council	20	East Sussex HAC
Chester City Council	11	Cheshire HAC
Bedford District Council	10	Milton Keynes HAC LA Court Desk
Eden District Council	10	Cumbria HAC Court Desk
Burnley District Council	10	Burnley Court Desk
Vale Royal Borough Council	10	Cheshire HAC
Truro Council	9	Cornish MAAP
Manchester City Council	8	Manchester HAC
Mendip District Council	8	Somerset HAC
Gloucester City Council	7	Gloucester HAC
Community Links (Newham Council)	6	London HAC
Lancashire County Council	6	Lancashire HAC
Sevenoaks District Council	5	Kent HAC
Gloucestershire County Council	5	Gloucester HAC
Slough Borough Council	5	Southern Counties HAC
Chester City Council	4	Multi Agency Monitoring (Cheshire)
North Cornwall District Council	4	Cornish MAAP
Redruth council	4	Cornish MAAP
Penwith District Council	4	Cornish MAAP
South Lakeland DC	4	Cumbria HAC
Caradon District Council	4	Cornish MAAP
North Herts District Council	3	Hertfordshire HAC
Tonbridge & Malling District Council	3	Kent HAC

	Amount £'000's	Purpose of funding
Cotswold District Council	3	Gloucester HAC
Caradon District Council	3	Cornish HAC
Milton Keynes Council	3	Milton Keynes Lodgings Register
Hertsmere Borough Council	2	Hertfordshire HAC
	3,427	
Government departments		
Department of Communities and Local Government	1,779	National Homelessness Advice Service
Communities Scotland	427	Scottish Homelessness Advisory Service
Department of Communities and Local Government	167	Ecotowns Project
Scottish Government	153	Shelter Housing Law Service
Scottish Government	105	Aberdeen Prisons Project
Scottish Government	27	Help for Homeowners
Scottish Government	23	Shelter Housing Law Service - Dundee
Department of Communities and Local Government	9	Cornish MAAP
	2,690	
Local Authorities in Scotland		
Glasgow City Council	309	Glasgow Families Project
Dumfries and Galloway Council	243	Single Persons Project
South Lanarkshire Council	221	South Lanarkshire Families Project
City of Edinburgh Council	183	Edinburgh Families Project
East Lothian Council	128	East Lothian Project
Glasgow City Council	122	Glasgow City Council Project
Glasgow City Council	106	Families Project - Child Support Contract
Dumfries and Galloway Council	100	Dumfries and Galloway FP - Homeless Strategy
South Lanarkshire Council	94	Families Project - Child Support Contract
North Lanarkshire Council	59	North Lanarkshire Service
City of Edinburgh Council	45	Families Project - Child Support Contract
Dumfries and Galloway Council	40	Volunteer Co-ordinator
Argyll and Bute Council	31	Argyll and Bute Capacity Building Project
Scottish Borders Council	25	Independent Housing and Advice Service
South Lanarkshire Council	23	South Lanarkshire Transport Fund
Fife Council	8	Fife Council Project
	1,737	
Other		
HM Prison Service	417	Humberside Prison Project
HM Prison Service	64	Kent Prison Project
HM Prison Service	53	West Sussex Prison Project
Essex Probation service	24	Essex Probation Project
HM Prison Service	20	Lincolnshire Prison Project
Cumbria PCT	19	Cumbria HAC (South Cumbria Offenders Scheme)
Scottish Health Council	8	Argyll and Bute Capacity Building Project
Cornwall Isles of Scilly PCT	8	Cornish MAAP
Cumbria YOT	5	Cumbria HAC (South Cumbria Offenders Scheme)
	618	

23 Analysis of Net Assets between funds – group

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Group total funds £'000
Fund balances at 31 March 2009 are represented by:				
Tangible fixed assets	5,892	-	-	5,892
Investments	2,829	-	-	2,829
Current assets	6,517	1,113	19	7,649
Current liabilities	(4,309)	-	-	(4,309)
Long-term liabilities	(1,270)	-	-	(1,270)
Total net assets	9,659	1,113	19	10,791

24 Exceptional items

The exceptional item of income arose in the prior year following a successful claim to Her Majesty's Revenue and Customs for the repayment of VAT that was previously believed to be non-reclaimable.

The amount received in the previous year was £470,000 – no amounts were received in the year ended 31 March 2009. Costs were incurred in the previous year of £24,000 relating to the claim with no further amounts payable during the year ended 31 March 2009.

Thanks from Shelter

29th May 1961 Charitable Trust
Abbey Charitable Trust
adidas
Albert Hunt Trust
Alice Ellen Cooper Dean
Charitable Foundation
Altius
Andy Green
Ann and Martin Smith
Anonymous Trust
Art in Design
Audioscope
Baroness Jones
Baroness Rendell
Bay Tree Charitable Trust
BBC Children in Need Appeal
Big Lottery Fund
Billington's
Bishop Holloway
BM Solutions
Brooks
Building Societies Trust Limited
Butler Family Fund
C Brewer & Sons
Caledonian Concepts
Cayo Foundation
Cecil and Hilda Lewis Trust
Charles Dunstone Charitable Trust
Chris Ingram
City Bridge Trust
Co-operative Financial Services
Comic Relief
Constance Green Foundation
Coutts Charitable Trust
David Pretty
Davis Service Group
DG Charitable Trust
Douglas & Gordon
DTZ
Dulverton Trust
Earl of Home
Edward S Hogg Charitable Trust
Esmée Fairbairn Foundation
Eveson Charitable Trust
Francis C Scott Charitable Trust
Freemasons' Grand Charity
Freshfields Bruckhaus Deringer
Fulmer Charitable Trust
Gibson Hall
Graham Trust
Grainger plc
Great Portland Estates
Guinness Northern Counties
Housing Association
Guy Morton
Henry Smith Charity
Hugh Norton
Hunter Foundation
Hyde Park Place Estate Charity
Ian Williams Limited
ICAP
Ingram Trust
Inspace
insurance4everyone
Interserve
ISIS Equity Partners
John Charcol
John Varley
Leslie Mary Carter Charitable Trust
Levitt Bernstein
Lighthouse Group
Lord Haskins
Lord McNally
Louis Nicholas Residuary
Charitable Trust
Marks & Spencer
Matthew Lester
Max Publishing
Mercers' Charitable Foundation
Metro
Millfield House Foundation
Miss Agnes H Hunter's Trust
Nationwide Building Society
Newcastle Building Society
NHBC
NME
Norton Rose LLP
One Water
Oracle
Origins
Paul Hamlyn Foundation
Pilgrim Trust
R&G Properties
Railfreight
Rank Foundation
Rated People
Rayne Foundation
Regenerisis
Reverend W N Monteith's 2004
Charitable Trust
Richard Lawes Charitable Trust
Rita and David Slowe
Charitable Trust
Robertson Trust
Roger Ramsden
Royal Bank of Scotland
Savoir Beds
Scottish Home Awards
SEGRO
ShareGift
Shoosmiths
Southern Housing Group
Stolt-Nielsen
Sylvia Adams Charitable Trust
The Flora London Marathon Ltd
The Royal Institute of
British Architects
The Vodafone UK Foundation
Tony Gadie
Tower 42
Tudor Trust
Vincent Housing Association
Volant Charitable Trust
Wates Living Space
Your Mortgage
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

President

Vacant

John Rogerson (Chair)
Denis Robertson Sullivan
appointed 23 June 2008

Shelter, the National Campaign for Homeless People Limited

Vice-presidents

Bishop Richard Holloway
Chris Ingram
Paul Kemsley
Lord Tom McNally
Baroness Ruth Rendell

Nominations Committee

Naaz Coker (Chair)
resigned 11 October 2008
Professor ADH Crook (Chair)
23 April 2009
Maggie Jones
Hugh Norton (Chair)
11 October 2008 to 23 April 2009
Jackie Orme
23 February 2009 to 11 June 2009

Registered Office

88 Old Street, London EC1V 9HU

Company number

1038133

Board of Trustees

Naaz Coker (Chair)
resigned 11 October 2008
Professor ADH Crook
(Acting Vice Chair)
11 October to 23 April 2009;
(Chair) appointed 23 April 2009
Sharon Flood
appointed 30 July 2009
Baroness Maggie Jones
Monghi Khanyile
Dr Anil Kumar
Dom McKenna
Hugh Norton (Acting Chair)
11 October to 23 April 2009;
(Vice Chair) to 11 October 2008
and from 23 April 2009
Jackie Orme
resigned 11 June 2009
Matt Peacock
resigned 4 June 2009
Robert Porter
Dr Martin Read
John Rogerson
Denis Robertson Sullivan
Ian Wall
appointed 11 October 2008

Remunerations Committee

Naaz Coker (Chair)
resigned 11 October 2008
Professor ADH Crook (Chair)
23 April 2009
Anil Kumar
Maggie Jones
Hugh Norton (Chair)
11 October 2008 to 23 April 2009
Jackie Orme
appointed 30 July 2009

Registered charity number

England and Wales 263710
Scotland SCOO2327

Solicitors

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

Investment Managers

Charities Aid Foundation
25 Kings Hill Avenue
Kings Hill, West Malling
Kent ME19 4TA

Auditors

Horwath Clark Whitehill LLP
ST Bride's House,
10 Salisbury Square
London EC4Y 8EH

Principal Bankers

Barclays Bank plc
29 Borough High Street
London SE1 1LY

Constitution and objectives

The company is limited by guarantee and registered in England and Wales and is governed by its Memorandum and Articles of Association. It is engaged in the relief of hardship and distress among homeless people and those in need who are living in adverse housing conditions.

Audit, Risk and Finance Committee

Richard Allan
Madeline Drake
Sharon Flood
appointed 30 July 2009
Michael Jayson
resigned 12 May 2009
Dr Anil Kumar
Andrew Martyn-Johns
appointed 30 July 2009
Dom McKenna
Jeff Phillips
Nicolas Raynaud

Chief Executive

Adam Sampson
resigned 15 May 2009

Interim Chief Executive

Sam Younger
appointed 15 May 2009

Company Secretary

Henny Braund
resigned 30 November 2008
Dheepa Balasundaram
appointed 30 November 2008

Until there's a home for everyone

We are one of the richest countries in the world, and yet millions of people in Britain wake up every day in housing that is run-down, overcrowded, or dangerous. Many others have lost their home altogether. Bad housing robs us of security, health, and a fair chance in life.

Shelter helps more than 170,000 people a year fight for their rights, get back on their feet, and find and keep a home. We also tackle the root causes of bad housing by campaigning for new laws, policies, and solutions.

Our website gets more than 100,000 visits a month; visit shelter.org.uk to join our campaign, find housing advice, or make a donation.

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

Shelter
88 Old Street
London EC1V 9HU

0300 330 0516
shelter.org.uk

Registered charity in England and Wales (263710) and in Scotland (SC002327)

Shelter