



# HOMELESS LINK ANNUAL REPORT AND FINANCIAL STATEMENTS

**YEAR ENDED 31 MARCH 2009**



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HOMELESS LINK INCORPORATED AS A COMPANY LIMITED BY GUARANTEE AND NOT HAVING A SHARE CAPITAL

CHARITY NUMBER 1089173  
COMPANY NUMBER 04313826

Homeless Link  
Year ended 31 March 2009

## **INTRODUCTION FROM OUR CHIEF EXECUTIVE, JENNY EDWARDS**

This time last year I recognised that turning our ambitious goal of ending homelessness into reality would require strategy, action, and results. In November 2008, our influencing strategy paid off. The Government announced its new rough sleeping strategy, a cross department action plan that commits to ending rough sleeping 'once and for all' by 2012. In so doing, Ministers explicitly recognised their support for our campaign to end rough sleeping and implicitly acknowledged our credibility and increasing influence with policy makers. This is the role our members want us to play.

Now we need to work with all political parties, local authorities and the wider voluntary sector, as well as with other parts of the public sector that have not played a full role in the past, to ensure we close the door into homelessness in every local community. This is the focus of our work in the current year.

Over the last year we continued to support frontline agencies in providing services that make a difference to individuals' lives right now and that give them the opportunity to make their own journey out of homelessness. As always, the highlights for me are meetings with service users, seeing people who have experienced real difficulties in their lives achieve something meaningful for them. I've been blown away by the work of the projects I've visited over the course of the year. This is at the heart of what we do and why we are here.

Our members are critical to the influencing process and to sharing best practice across the sector. We need their input, stories and experience to effectively persuade. We have spent the last year formulating plans for more creative ways of getting member input to everything we do and will be launching our innovative online community in Autumn 2009.

We also try to practice what we preach. Our new Diversity Working Group has challenged us to engage with service users in our own workplace. We now have a service user representative on our National Advisory Committee and our employment policies make it easier for people who have experienced homelessness to join us.

Notwithstanding the difficult economic environment, we are in a strong financial position to continue to deliver our core services to our members and our wider stakeholders. On April 1 2009 we merged with Resource Information Service (RIS). While these two factors necessarily mean we are entering a period of transition as we strengthen ourselves to meet the challenges ahead, the coming year offers much opportunity for Homeless Link. I am confident that the combination of our highly complementary offerings will achieve greater impact for rough sleepers and homeless people and our vision of becoming the knowledge centre for the sector is another step closer.

Finally, all my thanks to Homeless Link staff, directors, volunteers and partners. It is your talent and dedication that makes the real difference and will ensure we achieve our goal of ending homelessness.

## **OUR AIMS AND OBJECTIVES**

### **Our vision and purpose**

Homeless Link is the only national network of homelessness charities in the country. We are inspired by our vision of our country free from homelessness. We are campaigning to end rough sleeping - as a critical milestone on the journey - by the time the Olympics come to Britain in 2012. We see ourselves as the connecting force between the Government, frontline agencies and other key stakeholders. We believe we can be the catalyst that will transform this vision into practical action and end homelessness forever.

Our 470 plus member charities work everyday with the 70,000 or so homeless people who access their services. Our network extends from national campaigning organisations that are public names to local community based organisations providing direct support to homeless people, through; Hostels, Day centres, Outreach and resettlement agencies, Housing advice centres, Youth projects, Health projects, Welfare rights groups, Regional homelessness networks, Refuges, Drug and alcohol services and Faith run voluntary services.

### **Our objects**

Our vision and purpose support our objects which are to relieve poverty, sickness and need which is mainly, but not exclusively, caused by homelessness or that may result in homelessness by providing information, education, advice, systems, processes, aid and support to individuals, organisations and other bodies.

### **Ensuring our work delivers our aims**

We review our aims, objectives and activities each year. In particular, the directors consider how planned activities will contribute to the aims and objectives they have set, with reference to the external environment. We have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities.

### **The external context**

This is a time of significant change, incorporating both risk and opportunity for the sector, for people at risk of homelessness and for Homeless Link itself.

A survey of our members this year showed that the current economic downturn is having a profound effect on housing and the risk of homelessness. For example, a third of respondents said they have already been affected significantly or very significantly by the 'credit crunch', with both personal donations and grant income suffering.

However, this year our campaign to end homelessness took a major step forward when the Government launched a new rough sleeping strategy with a renewed commitment to ending rough sleeping by 2012. The strategy has cross department support and was supported by the opposition party. In addition, the new Mayor of London committed to ending rough sleeping by 2012.

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The new strategy *No one left out: communities ending rough sleeping* emphasises the responsibility of agencies and authorities in every locality - rural, urban, big, small - to act.

Homeless Link has a key role to play in the realisation of this vision.

### **The focus of our work**

Our main areas of charitable activity are to:

- Influence the development of policy, strategy and investment by working with our members and Government to stop the cycle of homelessness and to ensure that more people don't end up on the streets because of policy decisions and
- Raise standards in the services that support homeless people and tackle homelessness by working with individual member agencies to ensure that homeless people get the best services to suit their particular needs.

We work in close collaboration with our members, partners and with national, regional and local government to:

- Combat the causes of homelessness
- Provide high quality and innovative services to help people move on to settled accommodation and
- Work to reduce the risk of new people falling into homelessness.

Through every aspect of our work, we seek to end homelessness in England.

### **REVIEW OF ACTIVITIES AND ACHIEVEMENTS 2008 -2009**

Some of the activities and the achievements that flow from our work are described below.

#### **Changing policy for the better**

We are in a unique position to influence local, regional and national government on policies that affect homeless people. Our authority is based on genuine knowledge of what's happening on the ground among our members and other organisations. We take what we've learned about what's working and what isn't and use our strong links in Government to bring about change.

#### **Ending rough sleeping by 2012**

The highlight of the financial year was the Government's renewed commitment to ending rough sleeping 'once and for all'. This was the result of many years of campaigning by Homeless Link and its member agencies and demonstrated the impact of our national and local influencing work.

In London we worked to ensure homelessness was identified as a priority in the Mayor's Housing Strategy. This work has led to the new Mayor committing to ending rough sleeping by 2012.

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We are now part of the London Delivery Board, which is set up to bring together all those responsible for implementing the rough sleeping strategy.

A key initiative related to ending rough sleeping is our work on an action plan to reduce levels of rough sleeping among people from Central and Eastern Europe. The majority of migrants from Central and Eastern Europe successfully obtain employment and accommodation in the UK. However, restrictions on entitlements mean that options are very limited for the significant minority who find themselves homeless.

A summary of this initiative is below:

In 2006 Homeless Link undertook a project to understand the issues faced by homeless nationals from Central and Eastern Europe (CEE) and the agencies responding to their needs. Funding was granted by Communities & Local Government to take forward a policy project and action plan around the issues highlighted in that report. While the project focused on rough sleeping in London, it was developed with the expectation that the solutions identified in the action plan could be relevant to other areas across the country.

Since the launch of the action plan in June 2008, Homeless Link has been working with a range of partner organisations, government agencies and other stakeholders both in the UK and in CEE countries to deliver the plan. Some of the highlights include the development and funding of a new London Reconnection Service, a wide programme of support, training and information sharing with the homelessness sector, and an increased awareness of the policy challenges both in the UK and abroad.

### Listening to our members

In order to effectively influence Government, we need to understand the state of our sector and to hear from our members what they are experiencing on the frontline across all client groups. To that end, we undertook the second Survey of Needs and Provision (SNAP). SNAP provides an updated picture of the services supporting single homeless people without dependents, and the clients that use them. The report is based on more than three hundred interviews with homelessness projects.

We also undertook research into emergency accommodation provision, a survey of the 228 areas in England with no direct access hostels. The resulting report estimated that 1 in 4 local authorities in England have no emergency accommodation for single homeless people. At the same time, we surveyed our members to understand the impact of the 'credit crunch' on their operations and their views on the commissioning process. They told us that demand for their services is increasing as a result of the economic downturn. It is vitally important, therefore, that there is a safety net available in every local authority area so that people do not have to leave their home area to find emergency assistance with housing at the time they are most vulnerable. We reported our findings to Government and our call was taken up in the mainstream press. All research will inform our future policy work for the sector.

We led the development of a £700,000 research programme on multiple exclusion homelessness in partnership with the Economic and Social Research Council (ESRC), Joseph Rowntree Foundation (JRF), Department for Communities and Local Government (CLG), Tenants Services Authority (TSA), National Institute of Mental Health in England (NIMHE) and Department of Health. The initiative is funding four projects to provide a solid evidence base for further policy and practice development.

We also recognised that, as responsibility for ending rough sleeping had been devolved to a local level, we needed to engage more effectively with local authorities and other public sector and community agencies. We introduced a new community membership at just £10 to ensure the voice of community organisations was heard. A public sector membership offer was launched late in the year and the take up is very encouraging so far.

We have spent time looking at our ICT strategy and how we can develop it to encourage feedback on our work, and more interaction and information sharing across the sector. Our new infrastructure will be delivered in autumn 2009.

#### Engaging with government

Over the course of the year we responded to 14 consultations that influenced policy development in our sector, including the rough sleeping discussion paper (Communities & Local Government); welfare reform and the social fund (Department for Work & Pensions); the Comprehensive Area Assessment (Audit Commission) and reducing re-offending (National Offender Management Service). Our National Advisory Council was extended to cover all 9 regions to ensure all members felt equally represented in our responses, as well as enabling us to pick up any geographical early warning signs.

In support of our consultation work, we continued to co-ordinate and support the UK Coalition for Older Homelessness Project (COHP), a UK lobby group of housing and homelessness agencies. The focus during the year was working for increased recognition of the specific needs of older homeless people in Supporting People strategies nationally, and campaigning for improved provision of permanent move-on suitable to the needs of the older homeless population. We also launched a new Policy Forum that aims to coordinate policy work and share information across the sector.

We also developed a bi-monthly e-communication, Policy Link, which aims to keep more than 200 civil servants up to date with cross-government policy developments related to homelessness. We produced policy briefings for our members on key issues affecting homeless people.

#### Partnership working

We know that the hardest to reach are usually those who have a combination of problems. For people who fall into more than one category, support services often don't know where to start. In October 2008 Clinks, DrugScope, Homeless Link and Mind announced a groundbreaking joint campaign, '*Making Every Adult Matter*' -

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supported by the Calouste Gulbenkian Foundation - to address the plight of some of the most socially excluded and vulnerable people in Britain. The four charities, representing the criminal justice, substance misuse, homelessness and mental health sectors, recognise that their clients often cross over - and can fall between - their services. The new coalition will work to improve policy and service provision for adults with complex problems and multiple needs. The coalition will help pave the way for greater investment and more joined up services, so that people who are currently falling through the gaps stand a chance of playing their full part in society.

### Improving services for homeless people

We look for really effective practice in organisations working directly with homeless people and help other organisations to do similar.

#### Work in the regions

This year our regional team, funded by the Communities and Local Government department (CLG), provided one-on-one support to more than 100 projects who wanted to improve. One way of doing this is to organise visits and link ups between agencies and other partners to encourage alternative ways of thinking.

Homeless Link facilitated a meeting of frontline charities with the Arts Council that included a tour of a new health centre that had been developed with input from artists. Their involvement de-institutionalised many aspects of the building design and made the centre more personal and welcoming. The meeting provoked lots of ideas and helped to improve consultation and involvement work with service users. One participant commented: *“Need more of this sort of session - not flat, not boring: inspirational”*.

The team coordinates contacts locally, regionally and nationally. An example of how local contacts in the North West were leveraged to offer practical opportunities to help homeless people move on with their lives is shown below:

*Manchester Builds* is a project to develop employment opportunities for homeless people in the construction and hospitality industries in Greater Manchester. Homeless Link facilitated the development of a strong partnership between Manchester College, Job Centre Plus, Rebuilding Lives, Business Action on Homelessness, and homelessness services. 22 people participated in taster sessions for both construction skills and catering & hospitality. Others are planning to enrol at Manchester College and two are signing up for Business Action on Homelessness' Ready for Work programme.

The regional team also helps to implement the new rough sleeping strategy through facilitating links between homeless services and commissioners. Over the course of the year, the team supported the implementation of Move On Plan Protocols in more than 30 areas. This approach brings together local authorities and provider agencies to audit the needs of their service users for accommodation when they are ready to leave

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homelessness services. We also hosted seminars across England which brought together key stakeholders from the statutory and voluntary sectors to discuss what the new strategy means for the region.

We also are a gateway to information and resources that strengthen and expand the services our members can offer to help homeless people move on to independence.

*The Outside Story* is a fantastic example of some of the work we do:

Our London Regional Manager provided considerable support to “*Outside Story*,” a project to improve access to reading, learning and information services for homeless and vulnerably housed people in London. Eleven homelessness services are involved in the project so far and other initiatives are being developed.

### Capacity building

We continued our work to deliver service improvements through the provision of consultancy, advice, training and networking events in order to help agencies solve their problems in a variety of ways. We develop the tools and information they need to improve the way they work with homeless people from different backgrounds which are available free of charge. Our conference programme hosted more than 1,000 delegates from across the sector and beyond over the course of the year.

A key area of our work is to improve both how organisations operate and how they work with homeless people. We worked on a number of significant sector developments that aim to skill up organisations and the people who work in them to more effectively engage with clients and support the goal of ending homelessness. To this end, we were delighted to take over the Outcomes Star System from London Housing Foundation, thereby supporting the sector to take an outcomes approach. We launched the online and upgraded Star system in October 2008 and more than 60 organisations are now using the system with many more accessing the tools. Measuring outcomes helps these organisations to evidence the impact that they have on their service users, their community and the sector as a whole and, as such, is vitally important to the achievement of our aims.

In partnership with the Department of Health ‘Find and Treat’ programme, we developed the Peer-to-Peer project to recruit, train and support former Tuberculosis patients with an experience of homelessness to become peer educators, delivering awareness-raising sessions to homeless people.

We also continued our work supporting day centres funded by the John Laing Charitable Trust. We provided direct support to 26 day centres across the country, and produced a range of online resources on ‘Funding for Day Centres.’ We also launched the John Laing Charitable Trust Day Centre of the Year Awards 2009 which recognise the contribution of day centres to ending rough sleeping.

Day centres are often considered the Cinderella of the sector. Staff often feel isolated from other homelessness projects and therefore value our support. One day centre manager commented:

*'I would like to personally thank you for a very useful tool when seeking funding for day centres. Sometimes on a very low day you believe that the service you offer has no value at all. Your report put all the work we do into perspective.'*

### Resource development

It is also important that we, as the umbrella agency for the homelessness sector, develop tools for our members and other stakeholders that will help them to support our ambitious goal of ending homelessness. Over the course of the last year, we have created a number of toolkits that have been well received across the sector. For example, the Local Area Agreement Toolkit to help member agencies map their service against the local priorities in their LAA and highlight opportunities for service funding under the Area Based Grant; an online version of the Older People's Needs Audit and a draft toolkit for tackling and preventing older homelessness, developed through the COHP; and tools in support of the new rough sleeping strategy. This year we developed a Street Outreach Handbook which includes sections on theory and good practice around staffing, developing services and engagement with a range of client groups. We also launched an online Rough Sleeping 'portal', enabling agencies and local authorities to access guidance on this issue.

### Consultancy and Training

In October 2008 we launched our Consultancy service supported by a grant from the Esmée Fairbairn Foundation. We also conducted a full review of our training offer. A highlight in this area is our facilitation of the Learning and Skills Forum, contributing to a programme of work to put together a standard qualification for frontline workers (with the Chartered Institute of Housing and Broadway), and delivery of a high quality programme of training to the sector.

### Service user involvement

Over the course of the year, we developed a diversity action plan following input from across the organisation, resulting in improvements to our recruitment process and policies, service user involvement, and accessibility of our training, events and materials. A particular focus was on how we can involve people with experience of homelessness in our ongoing work in a range of ways. We launched the 3<sup>rd</sup> Michael Whippman Award, this year focusing on innovative use of multimedia by service users. Importantly, a service user now sits on our National Advisory Committee and service users are involved in a variety of ways in all our conferences and events. We expect to be able to report considerable progress in this area next year.

## **FINANCIAL REVIEW**

### **Results for the year**

Homeless Link's income for the year to March 2009 at £2,596,000 was 1% ahead of the level achieved in the previous year, while expenditure increased by 4% on the previous year. Progress is being made towards diversifying income streams, with the percentage of income received from statutory sources reducing from 78% of total income last year to 73% this year. Total grants and project income have increased by 163% on the prior year, largely due to new income streams from three foundations.

The level of unrestricted funds grew by £42,000, and restricted reserves grew by £5,000.

Fixed assets have increased substantially with the capitalisation this year of IT development work

### **Policy on Reserves**

The charity has a policy of aiming to keep funds sufficient to cover three months of total expenditure (excluding grants made). At the year end the fund balance represents 3.6 months of expenditure cover.

### **Funding and Fundraising**

Following on from our success in securing multi year funding from the CLG in the financial year 07-08, we have continued to strengthen and grow our long term relationships with funders, by delivering strong and positive results in our funded work. Most notably, we have won continuation funding from the City Parochial Foundation, The John Laing Charitable Trust, London Councils and the London Housing Foundation. We have very positive relationships with all of these funders, and their support has been essential in continuing with our programme of London campaigning work, our development of outcomes measurement in the sector and work supporting day centres in England.

We have also been fortunate in forming new relationships with several influential Trusts and Foundations. These include the Oak Foundation who are funding a 3 year project on unplanned moves from London hostels and the Calouste Gulbenkian Foundation who are supporting a collaborative project with Drugscope, CLINKS and Mind to improve the life chances of excluded adults with multiple needs.

In addition, this year we secured a grant from the Department of Health which will enable us to develop a homeless health audit tool for local authorities over the next 2 years.

## **FUTURE PLANS**

Our recent merger with RIS has presented some really exciting opportunities for the new Homeless Link. The wealth of knowledge and strong evidence brought to the new organisation by RIS, combined with Homeless Link's expertise, experience in influencing change and extensive network of contacts, will allow us to make a much stronger case for improvements in policy and services for homeless people going forward.

We have organised our objectives for the year ahead around our central aims. However, following the merger, we have added an additional top level objective ensuring information underpins the sector's services, research, and policy.

As the year progresses, and the new Homeless Link takes shape, we expect to develop yet more new and innovative ways to achieve these aims.

As always, our central services functions will support the activity of our policy and practice teams, centrally and in the regions. They will be key in driving efficiencies across our organisation and in continuing to diversify our funding streams to make us stronger for the challenges ahead.

### **Changing policy for the better**

We operate within a political framework that is currently in a state of flux. The economic environment means that more people are potentially at risk of becoming homeless at a time when funding from the private and public sectors and the general public is in decline.

The outcomes we are seeking in this area are:

- Strong law and housing supply for people most at risk
- Public policy prevents homelessness effectively for people most at risk
- The right support for each individual.

To achieve these over the year ahead our priorities will be to:

- Lobby Government and opposition to act to end homelessness
- Influence public policy to end to rough sleeping & address multiple needs
- Influence strategies and investment across Government at national, regional & local levels
- Evidence and articulate gap between needs & current policy & services
- Develop, roll out and promote projects that show what works to politicians & officials
- Work with other sectors to tackle complex and multiple disadvantage.

### **Improving services for homeless people**

The challenging external environment means our members and other agencies in the homelessness sector need to look for efficiencies, new ways of working and to skill up for tough times ahead. We are committed to working to strengthen services to achieve this and to help end homelessness. We also want to start addressing the area of prevention. Many homeless agencies have good skills in engaging with individuals to move them off the streets and on to independence, but have less experience of stopping the flow in the first place. This is critical to our goal of ending homelessness.

The outcomes we are seeking in this area are:

- Homeless people at the heart of development & delivery
- Services influence local and regional strategies & investment
- Sector attracts resources to deliver great services.

To achieve these over the year ahead our priorities will be to:

- Identify & promote best practice to sector & potential stakeholders
- Inspire and support individual services to change
- Create a Knowledge Centre for the sector & for influence at all levels
- Promote skills, learning and leadership
- Influence, co-ordination and partnership to strengthen services
- Resource development and brokerage including across sectors.

### **Information underpins the sector's services, and research and policy**

The outcomes we are seeking in this area are:

- Homeless people and advisors access services they need
- Improved services and outcomes for homeless people and those at risk
- Research and evidence used to tackle homelessness.

To achieve these over the year ahead our priorities will be to:

- Collect information on full range of residential, support and prevention services
- Publish online and printed information about services
- Develop online systems to meet needs of sector and homeless people
- Develop services' capacity for using information about clients
- Research information to map and track changes in services and people's needs
- Collect and publish information and research about homelessness.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

In order to deliver the activities now and in the future we have the following structure in place.

### **Structure**

Homeless Link is a charitable company limited by guarantee and is governed by its memorandum and articles of association. A new set of memorandum and articles of association were adopted at an EGM on 17 March 2009 to accommodate the merger with Resource Information Service (RIS).

The merger took place on 1 April 2009 when Homeless Link merged with Resource Information Service (RIS). This move will enhance the capability of both organisations to create a knowledge centre and online community that will assist frontline homelessness agencies and statutory bodies to meet their goals of ending homelessness. The merged organisation will be called Homeless Link. Initially RIS will operate as the Information Services division of Homeless Link.

Homeless Link (Trading) Limited is a wholly owned, currently non-trading subsidiary of Homeless Link.

### **Governance and management**

The Board of Trustees comprises of up to 18 trustees, who are also directors of the company. A maximum of 10 are elected by member organisations. The board appoints the remaining eight: five as independent trustees and three as co-opted trustees (if appointed). Trustees are elected for an initial term of three years and may offer themselves for a further period of three years. One third of the elected trustees retires at each AGM (by rotation), but may be re-appointed. No trustee may serve for more than six years continuously.

The Board is the voluntary management committee and has ultimate responsibility for Homeless Link. The overall policy and direction of Homeless Link is planned, monitored and controlled by the Board, leaving the implementation to the Chief Executive and the Senior Management Team.

### **Director recruitment and training**

The Board regularly assess the skills required to provide comprehensive oversight and appoints and co-opts Directors to fill any potential skill gaps. Homeless Link provides an induction programme for Directors, which provides guidance on their legal responsibilities and obligations. The induction also provides the required overview of the operations and practices of Homeless Link.

### **Risk Management**

The Directors undertook a risk review in 2008 and took the appropriate steps necessary to address the findings. The Directors recognise that in the dynamic environment in

Homeless Link  
Directors report for the year ended 31 March 2009

which the organisation operates, the risks encountered are continually changing. A risk review is undertaken every year and a risk register is prepared.

**AUDITORS**

A resolution will be proposed at the Annual General Meeting to re-appoint Chantrey Vellacott DFK LLP as auditors to Homeless Link for the coming year.

**DIRECTORS' RESPONSIBILITIES**

Company law requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently
- observe the methods and principles in the Charities Statement of Recommended Practice (SoRP)
- make judgements and estimates that are reasonable and prudent
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements and
- prepare the financial statements on the going concern basis.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the company's assets and for taking reasonable steps to prevent and detect fraud and other irregularities

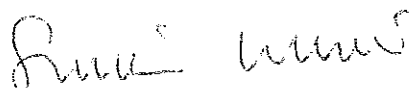
The directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

In so far as the directors are aware:

- there is no relevant audit information of which the company's auditor is unaware and
- the directors have taken all steps that they ought to have taken to make themselves aware of the relevant audit information and to establish that the auditor is aware of that information.

The report of the Board of Directors was approved on 24 June 2009 and is signed on their behalf by:

.....  
Simon Wilson - Director



## Independent auditor's report to the members of Homeless Link

We have audited the financial statements of Homeless Link for the year ended 31 March 2009 which comprise the statement of financial activities, the balance sheet and related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charity's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an auditor's report and so no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's members, as a body, for our audit work, for this report, or for the opinions we have formed.

### *Respective responsibilities of the trustees and auditor*

The responsibilities of the trustees (who are also the directors of Homeless Link for the purposes of company law) for preparing the executive committee's 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 (UK 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 whether the information given in the Directors' report is consistent with those financial statements.

We also report to you if, in our opinion, the charity 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 the executive committee's report and consider the implications for our report if we become aware of any apparent misstatements within it.

### *Basis of opinion*

We conducted our audit in accordance with International Standards on Auditing (UK 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 charity'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 affairs of the charity as at 31 March 2009, and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Directors' report is consistent with the financial statements.

*Chantrey Vellacott DFK LLP*

CHANTREY VELLACOTT DFK LLP  
Chartered Accountants  
Registered Auditor  
LONDON  
Date:

24/6/09

**Reference & Administrative Details of the Charity, its Directors & Advisers**

**Directors**

*Independent*

Simon Wilson - Chair Appointed 22-03-2005\*

Lynda Tarpey - Vice-Chair Appointed 08-10-2007

Peter Channing Retired 01-12-2008

Steve Johnson Retired 04-12-2008

Nadine Finch Appointed 19-03-2008

Yasmeen Khan Appointed 16-07-2009

*Elected - Members*

Sharon Allen Appointed 16-10-2003\*

Howard Sinclair Resigned 03-02-2009

Halford Hewitt Appointed 10-10-2005\*

Derek Player Appointed 19-09-2006

Claire Grainger Retired 08-05-2008

Martin Hancock - Treasurer Appointed 19-09-2006

Stephen Bell Appointed 19-09-2006\*

Jeremy Swain Appointed 04-03-2009

Victoria Stark Appointed 04-03-2009

Lesley Dewhurst Appointed 04-03-2009

*Co-opted*

David Murray Appointed 01-04-2009

Ian Watson Appointed 01-04-2009

Jon May Appointed 01-04-2009

Daniel Currie Retired 08-05-2008

\* Currently on a second term

**Company Secretary**

Alex Botha

**Chief Executive**

Jenny Edwards

**Reference & Administrative Details of the Charity, its Directors & Advisers**

<b>Charity Number</b>	1089173
<b>Company Number</b>	04313826
<b>Registered Office</b>	First Floor 10-13 Rushworth Street London SE1 0RB
<b>Auditors</b>	Chantrey Vellacott DKF LLP Russell Square House 10-12 Russell Square London WC1B 5LF
<b>Bankers</b>	Unity Trust Bank plc Nine Brindley Place Birmingham B1 2HB
<b>Solicitors</b>	Russell Cooke 2 Putney Hill London SW15 6AB

**HOMELESS LINK**  
**STATEMENT OF FINANCIAL ACTIVITIES**  
**Incorporating an Income and Expenditure Statement**  
**For the year ended 31 March 2009**

		Unrestricted Funds	Restricted Funds	2009 Total Funds	2008 Total
INCOMING RESOURCES	Notes	£	£	£	£
<b>Incoming resources from charitable activities</b>					
Grants From Statutory Bodies	2	1,315,393	589,610	1,905,003	1,988,724
Trust Grants & Project Income	3	-	266,433	266,433	101,340
Membership services	4	348,233	-	348,233	341,862
<b>Incoming resources from generated funds</b>					
Donations		10,061	-	10,061	11,165
Bank interest		30,473	-	30,473	38,068
<b>Other incoming resources</b>	<b>5</b>	<b>30,026</b>	<b>6,000</b>	<b>36,026</b>	<b>83,000</b>
<b>Total Incoming Resources</b>		<b>1,734,186</b>	<b>862,043</b>	<b>2,596,229</b>	<b>2,564,159</b>
<b>RESOURCES EXPENDED</b>					
		£	£	£	£
<b>Costs of generating funds</b>					
Fundraising costs		(52,270)	-	(52,270)	(48,525)
<b>Charitable activities</b>					
Provision of support to frontline agencies		(545,902)	(511,233)	(1,057,135)	(1,327,954)
Programme of projects		(84,603)	(314,613)	(399,216)	(444,976)
Representation & influencing policy		(717,208)	(44,816)	(762,024)	(373,367)
Events & training		(219,181)	-	(219,181)	(233,442)
<b>Governance</b>		<b>(59,318)</b>	<b>-</b>	<b>(59,318)</b>	<b>(14,106)</b>
<b>Total Resources Expended</b>	<b>6</b>	<b>(1,678,482)</b>	<b>(870,662)</b>	<b>(2,549,144)</b>	<b>(2,442,370)</b>
<b>Net incoming/outgoing resources before transfers</b>		<b>55,704</b>	<b>(8,619)</b>	<b>47,085</b>	<b>121,789</b>
Transfers between funds	15	(13,367)	13,367	-	-
<b>Net Movement in Funds</b>		<b>42,337</b>	<b>4,748</b>	<b>47,085</b>	<b>121,789</b>
Fund balances at 01 April 2008		536,224	100,841	637,065	515,276
..					
<b>Fund balances at 31 March 2009</b>	<b>15</b>	<b>578,561</b>	<b>105,589</b>	<b>684,150</b>	<b>637,065</b>

All the above results derive from continuing activities.  
There were no other recognised gains or losses other than those stated above.  
The notes on pages 20 to 29 form an integral part of the financial statements.

HOMELESS LINK  
BALANCE SHEET  
As at 31 March 2009

	Notes	2009 £	2008 £
<b>Fixed Assets</b>			
Tangible fixed assets	11	92,671	5,539
Investments	12	1	1
		<u>92,672</u>	<u>5,540</u>
<b>Current Assets</b>			
Debtors & prepayments	13	263,514	249,563
Cash at bank & in hand		762,949	725,797
		<u>1,026,463</u>	<u>975,360</u>
Creditors : amounts falling due within one year	14	(434,985)	(343,835)
Net current assets		<u>591,478</u>	<u>631,525</u>
Net assets		<u>684,150</u>	<u>637,065</u>
<b>Represented by</b>			
<b>Funds</b>			
<b>Unrestricted</b>			
General	15	436,101	383,685
Designated	15	142,460	152,539
		<u>578,561</u>	<u>536,224</u>
Restricted	15	105,589	100,841
Total Funds		<u>684,150</u>	<u>637,065</u>

The notes on pages 20 to 29 form an integral part of the financial statements.

The accounts were approved by the Board of Trustees on 24 June 2009 and signed on their behalf by:



Treasurer

Ian Watson

## 1 ACCOUNTING POLICIES

### Accounting convention

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice Accounting by Charities (SORP 2005) and applicable accounting standards. The company qualifies as a small company for the exemption given by FRS 1 and no cash flow statement has been prepared.

### Income

Grants, donations and legacies are treated as income in the year they are earned. Membership fees are apportioned over the period of membership. Fees from Training and Publications are treated as income on the date the goods or services are supplied. Deferred income represents amounts received for future periods and is released to incoming resources in the period for which it has been received.

### Expenditure

The company has availed itself of Paragraph 3(3) of Schedule 4 of the Companies Act 1985 and adapted the Companies Act formats to reflect the special nature of its activities. Expenditure is classified under the principal categories of charitable and other expenditure rather than the type of expense, in order to provide more useful information to users of the financial statements.

Charitable expenditure and administration costs comprise direct expenditure including direct staff costs attributable to the activity, together with apportioned central support costs. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with use of the resources. Fundraising costs are those incurred with generating statutory funding, trust grants and donations.

Certain projects carried out for third parties are administered by the Central Office. A proportion of the grants and donations received for projects are to cover the costs of the Central Office and are appropriated as such.

### Fund accounting

General funds comprise the accumulated surplus on the statement of financial activities. They are available for use at the discretion of the Directors in furtherance of the general objectives of Homeless Link. Designated funds comprise those funds that the Directors feel are required for specific purposes necessary for the furtherance of the objectives of Homeless Link. Restricted funds are subject to specific restrictive conditions imposed by donors or by the purpose of the appeal.

### Investments

It is the company's policy to ensure that all funds are in interest bearing low risk accounts.

1 ACCOUNTING POLICIES (CONTD)

**Office furniture and equipment**

It is the company's policy to capitalise assets costing over £500. Depreciation is calculated so as to write off the cost of tangible fixed assets on a straight line basis over their expected life.

Rates of Depreciation:

Computerised Equipment	Three years
Furniture and other equipment	Five years

**Pensions**

Homeless Link pays defined contributions into a new stakeholder pension scheme set up in 2008.

Contributions are charged to the statement of financial activities as they occur.

**Leased assets**

Rentals applicable to operating leases, where substantially all the benefits and risks of ownership remain with the lessor, are charged to the income and expenditure account as incurred.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

2	GRANTS FROM STATUTORY BODIES	2009		2008
		Unrestricted Funds	Restricted Funds	Total
		£	£	£
	Communities and Local Government (CLG)	1,313,536	383,360	1,696,896
	London Councils	-	182,250	182,250
	Department of Health	-	7,000	7,000
	Home Office	-	15,000	15,000
	ESRC	1,857	-	1,857
	Arts Council, Yorkshire	-	2,000	2,000
	Learning & Skills Council	-	-	-
	Capacitybuilders	-	-	-
	Housing Corporation	-	-	-
		<b>1,315,393</b>	<b>589,610</b>	<b>1,905,003</b>
				<b>1,988,724</b>
3	TRUST GRANTS & PROJECT INCOME	2009		2008
		Unrestricted Funds	Restricted Funds	Total
		£	£	£
	Lloyds TSB Foundation for England and Wales	-	29,772	29,772
	John Laing Charitable Trust	-	25,000	25,000
	Help The Aged	-	17,000	17,000
	City Parochial Foundation	-	28,250	28,250
	London Housing Foundation	-	39,978	39,978
	Oak Foundation	-	81,433	81,433
	Calouste Gulbenkian Foundation	-	25,000	25,000
	The Esmée Fairbairn Foundation	-	20,000	20,000
	OSW	-	-	-
	CRASH	-	-	-
		<b>-</b>	<b>266,433</b>	<b>266,433</b>
				<b>101,340</b>
4	MEMBERSHIP & RELATED SERVICES	2009		2008
		Unrestricted Funds	Restricted Funds	Total
		£	£	£
	Events & seminars	124,629	-	124,629
	Training	79,568	-	79,568
	Membership	133,816	-	133,816
	Publications	10,220	-	10,220
		<b>348,233</b>	<b>-</b>	<b>348,233</b>
				<b>341,862</b>
5	OTHER INCOMING RESOURCES	2009		2008
		Unrestricted Funds	Restricted Funds	Total
		£	£	£
	Consultancy Services	28,557	6,000	34,557
	Sundry Income	1,469	-	1,469
		<b>30,026</b>	<b>6,000</b>	<b>36,026</b>
				<b>83,000</b>



**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

**9 INSURANCE**

The company has purchased indemnity insurance in respect of the directors and officers.

<b>10 NET MOVEMENT IN FUNDS</b>	<b>2009</b>	<b>2008</b>
is stated after charging	<b>Total</b>	<b>Total</b>
	<b>£</b>	<b>£</b>
Audit fee	12,875	14,035
Depreciation	8,719	3,573
Operating lease rentals	103,060	101,300

<b>11 FIXED ASSETS</b>	<b>General</b>	<b>Restricted</b>	
	<b>Funds</b>	<b>Funds</b>	<b>Total</b>
<b>Cost</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 01 April 2008	59,788	5,163	64,951
Additions	95,851	-	95,851
Disposals	-	-	-
At 31 March 2009	<u>155,639</u>	<u>5,163</u>	<u>160,802</u>
<b>Depreciation</b>	<b>£</b>	<b>£</b>	<b>£</b>
At 01 April 2008	(54,249)	(5,163)	(59,412)
Charge for year	(8,719)	-	(8,719)
Disposals	-	-	-
At 31 March 2008	<u>(62,968)</u>	<u>(5,163)</u>	<u>(68,131)</u>
<b>Net Book Values</b>			
At 31 March 2009	<u>92,671</u>	<u>-</u>	<u>92,671</u>
At 31 March 2008	<u>5,539</u>	<u>-</u>	<u>5,539</u>

<b>12 Investments</b>	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Investment in subsidiary undertaking	1	1

Homeless Link (Trading) Limited is a wholly owned, currently non-trading subsidiary of Homeless Link & is incorporated in England. It is currently dormant. Consolidated accounts are not prepared as the trading subsidiary is not material.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

13 DEBTORS	2009	2008
	£	£
Trade debtors	170,041	156,994
Prepayments	28,853	41,802
Other debtors	64,621	50,767
	<u>263,514</u>	<u>249,563</u>

14 CREDITORS : Amounts falling due within one year	2009	2008
	£	£
Trade creditors	133,089	39,162
Sundry creditors	25,594	58,579
Deferred membership income	122,665	137,110
Deferred grant and other income	81,614	49,750
Tax & social security	42,667	38,949
Accruals	29,356	20,285
	<u>434,985</u>	<u>343,835</u>

Deferred membership income of £137,110 at 31 March 2008 has been released in the year while further membership income of £122,665 and grant and other income of £81,614 has been deferred to the forthcoming year.

15 RESERVES	General	Designated	Restricted	Total
	£	£	£	£
Opening balances as at 01 April 2008	383,685	152,539	100,841	637,065
Income	1,734,186	-	862,043	2,596,229
Expenditure	(1,673,942)	(4,540)	(870,662)	(2,549,144)
Transfers during year	(7,828)	(5,539)	13,367	-
	<u>436,101</u>	<u>142,460</u>	<u>105,589</u>	<u>684,150</u>

The Directors have designated the following funds:		£
Implementation of communication strategy		15,000
ICT Development		127,460
		<u>142,460</u>

The ICT Development designated fund will be used for specific projects aimed at improving the web-infrastructure of Homeless Link.

The Implementation of communication strategy fund will be used to implement a new communication strategy.

See note 16 for details of restricted funds.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

**15 RESERVES (CONTD)**

Fund transfers during the year were as follows:

	£
<b>Designated Funds</b>	
ICT Development Fund:	
Assets purchased during the year	(5,539)
Depreciation charged	-
	<u>(5,539)</u>
<b>Restricted Funds</b>	
Transfer of unrestricted funds to cover net negative restricted fund balances at year end (see note 16)	<u>13,367</u>
<b>Unrestricted Funds</b>	
Net movement in ICT development fund (see above)	5,539
Transfer of of unrestricted funds to cover negative restricted fund balances at year end (see note 16)	(13,367)
	<u>(7,828)</u>

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

**16 STATEMENT OF FUNDS**

<b>Restricted Funds</b>	<b>Funds bf</b>	<b>This Yr</b>	<b>This Yr</b>	<b>Transfers</b>	<b>Funds cf</b>
	<b>£</b>	<b>Incoming</b>	<b>Expenditure</b>	<b>£</b>	<b>£</b>
		<b>£</b>	<b>£</b>		
London Activities	-	220,478	(224,082)	3,604	-
Homeless Network London Fund	23,630	-	-	-	23,630
Coalition on Older Homelessness Project	1,047	54,522	(57,647)	2,078	-
TB Project	11,933	7,000	(19,515)	582	-
Day Centres	4,880	25,000	(31,879)	1,999	-
Michael Whippman Fund	3,018	-	228	-	3,246
Arts Council Yorkshire	-	2,000	(2,006)	6	-
Reducing Unplanned Moves	-	81,433	(21,239)	-	60,194
Outcomes Programme	-	30,000	(25,111)	-	4,889
Making Every Adult Matter	-	25,000	(14,403)	-	10,597
Consultancy Support	-	20,000	(20,000)	-	-
Clean Break	7,943	-	(8,649)	706	-
Activating Places of Change	48,390	266,610	(311,968)	-	3,032
Central and Eastern Europeans Project	-	130,000	(134,392)	4,392	-
	<b>100,841</b>	<b>862,043</b>	<b>(870,662)</b>	<b>13,367</b>	<b>105,589</b>
<b>Unrestricted Funds</b>	<b>536,224</b>	<b>1,734,186</b>	<b>(1,678,482)</b>	<b>(13,367)</b>	<b>578,561</b>
<b>Total Funds</b>	<b>637,065</b>	<b>2,596,229</b>	<b>(2,549,144)</b>	<b>-</b>	<b>684,150</b>

**London Activities: London Councils Section 37 Statement**

Grant aid of £182,250 was receivable in 2008-09 from the London Councils Grants Committee as a contributor towards expenditure of £224,082 spent on work with member agencies and local & regional government in London, of which £137,434 was direct salaries. Additional funding of £28,250 was received from the City Parochial Foundation, and £9,978 from the London Housing Foundation.

**Homeless Network London Fund**

This fund was created when the Homeless Network and National Homeless Alliance merged to form Homeless Link. The fund is for the purposes of furthering our work with London members.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

**16 STATEMENT OF FUNDS (CONTD)**

**Coalition on Older Homelessness Project**

Funding has been received from Help the Aged and Lloyds TSB Foundation for England and Wales to enable the 'Coalition on Older Homelessness Project' to develop and pilot a needs audit tool to demonstrate need for specialist housing.

**TB Project**

The TB Project is funded by the Department of Health. It helps to develop and deliver, in partnership with an established peer education organisation, a programme of peer-to-peer TB awareness raising and education to support the Department of Health to achieve the objectives of Find&Treat.

**Day Centres**

This project is aimed at helping day centres. Some aims are to secure more reliable funding by being able to demonstrate the cost / benefits of their work; Participate in a range of events and training through a bursary scheme; Develop and improve their services through learning and networking at a one-day day centres summit.

**Michael Whippman Fund**

This fund was created when Homeless Network and National Homeless Alliance merged to form Homeless Link. The fund is to be used to honour the memory of Michael Whippman who was chair of Homeless Network at the time of his death.

**Arts Council Yorkshire**

A grant of £2,000 was awarded to Homeless Link to deliver a programme of advocacy events and arts workshops with homeless service providers in Yorkshire.

**Reducing Unplanned Moves**

We have received funding from the Oak Foundation for a 3 year project which aims to reduce the number of unplanned moves from hostels and other supported accommodation for homeless people by developing evidence-based solutions and disseminating these widely.

**Outcomes programme**

The London Housing Foundation have funded Homeless Link to develop a vision and strategy promoting the Outcomes Star and Outcomes Star System and sharing the learning from the LHF programme within the homelessness sector.

**Making Every Adult Matter**

MEAM is a coalition of four national charities - Clinks, DrugScope, Homeless Link and Mind - formed to influence policy and services for adults with multiple needs. Together the charities represent over 1600 frontline organisations working in the criminal justice, drug and drug treatment, homelessness and mental health sectors. The coalition is supported by the Calouste Gulbenkian Foundation.

**Consultancy Support**

The Esmée Fairbairn Foundation awarded a grant to support Homeless Link to develop delivery of consultancy projects.

**Clean Break**

Funding was provided by the Housing Corporation to develop realistic and achievable solutions to the shortage of integrated housing and care pathways for homeless people leaving drug or alcohol treatment programmes.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2009**

**16 STATEMENT OF FUNDS (CONTD)**

**Activating Places of Change**

This is a CLG funded grants programme. The purpose of the grants was to pump prime activities that go alongside the Places of Change agenda - giving agencies the opportunity to demonstrate what can be achieved and lever in additional funding from potential future partners.

**Central and Eastern Europeans Project**

Funded by the CLG the project delivered an action plan to reduce rough sleeping among Central and Eastern Europeans in London.

All funds are used to promote the objects of the Charity.

				2009	2008
17 ANALYSIS OF GROUP NET ASSETS	Unrestricted	Designated	Restricted	Total	Total
	£	£	£	£	£
Tangible Fixed Assets	92,671	-	-	92,671	5,539
Investments	1	-	-	1	1
Net current assets	343,429	142,460	105,589	591,478	631,525
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Closing balances as at 31 March	436,101	142,460	105,589	684,150	637,065
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

**18 FINANCIAL COMMITMENTS**

Annual commitments under non- cancellable operating leases were as follows:

	2009	2008
	£	£
Land and Building leases expiring		
Less than 1 year	-	34,634
Between 1 - 5 years	100,000	-
Over 5 years	-	-
Other leases expiring		
Less than 1 year	-	-
Between 1 - 5 years	7,535	7,535
Over 5 years	2,820	2,820

**19 FUTURE CAPITAL EXPENDITURE**

At the year end commitments existed to complete the web, database and infrastructure projects, totalling £112,000, expected to be incurred in 2009-10.

**20 CONTROL**

The Company is limited by guarantee and the Trustees do not consider that there is an ultimate controlling party.

**21 POST YEAR END EVENT: MERGER**

On 1 April 2009 the Company merged with another charity: Information Services Charity Limited (known as Resource Information Services: RIS), via the transfer of assets into Homeless Link.