



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

**REPORT AND FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2010**

|                |          |
|----------------|----------|
| Charity Number | 1089173  |
| Company Number | 04313826 |

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

This time last year I recognised that 2009 – 2010 would be a year of transition following the merger of Resource Information Services (RIS) and Homeless Link as we strengthened ourselves to meet the challenges and opportunities ahead. The decision to merge was driven by our ambition of achieving greater impact for rough sleepers and homeless people and of bringing our vision of becoming the knowledge centre for the sector another step closer.

We entered the new financial year 2010/11 in a strong financial position to continue to deliver our core services to our members and our wider stakeholders. However, our financial position had some impact from the merger, notably in terms of one off payroll costs. The difficult economic situation had also not gone away. We recognised the pressures on our funding streams going forward well in advance of current announcements of public expenditure cuts. We undertook a structural review and have emerged a more streamlined and efficient organisation. Despite the inevitable costs and impact of the merger, we have emerged from this review with an achievable plan designed to ensure we re-build a sensible level of reserves and are able to invest in research and development going forward.

Turning our ambitious goal of ending homelessness into reality continues to require strategy, action, and results. We recognised the need to have support from all political parties, as well as cross departmental support, if we are to achieve our ambition. We were delighted that the launch of our manifesto on ending homelessness was supported with such genuine commitment by all the main parties. This work stands us in good stead as we enter the new financial year with a Conservative – Liberal Democrat coalition government. We also continued to influence across the political spectrum, making significant headway with other departments over the course of the year, such as the UK Borders Agency (UKBA), Ministry of Justice (MoJ), National Offender Management Service (NOMS), and the Department of Health – all so critical to the prevention agenda.

Over the last year we continued to support our members in providing services that make such a difference to individuals' lives. I cannot fail to be moved by the individual stories of people making their own journey out of homelessness. Two events stand out for me in the last year. The first is the Key Garden at the RHS Chelsea Flower Show, which we worked on in partnership with the Eden project, and was funded by Homes and Communities Agency and Communities and Local Government. It demonstrated to a wider audience what those of us in the sector already know: homeless people have such talent. If they are given the right opportunity, they can achieve amazing things. The second was the Michael Whippman Awards in which homeless people were asked to use new media to raise awareness of homelessness in their area. I was lucky enough to be on the judging panel and it was so difficult to draw up a shortlist. We asked the delegates at our annual conference to make the final decision and they chose York Arc Light's YouTube video, "Life on the Streets ain't easy".

Finally, all my thanks to Homeless Link staff, trustees, volunteers and partners. Your work continues to make a real difference to the lives of vulnerable people even one step from the frontline. Our amazing staff teams deserve to be singled out this year. Despite significant internal reorganisation, they have not missed a beat and continue to demonstrate passionate commitment and a 'can-do' approach to achieving our ambition of ending homelessness.

**Jenny Edwards**

**July 2010**

## **OUR AIMS AND OBJECTIVES**

### **Our vision and purpose**

Homeless Link is the only national umbrella organisation for frontline homelessness charities and agencies working to end homelessness in England. As the knowledge centre on homelessness and a collaborative hub for information and debate we seek to improve services for homeless people and to advocate policy change. We passionately believe that, by working together across the public, private and voluntary sectors, we can transform our vision of our country free from homelessness into practical action that will achieve our ambition.

The 500 organisations that make up the Homeless Link network support the 70,000 homeless people who access their services on a daily basis. Our reach 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 have referred to the guidance in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning the charity's future activities.

We review our aims, objectives and activities each year at an Away Day. In particular, the trustees and Senior Management Team consider how planned activities will contribute to our overall strategy, with reference to the external environment. This review looks at what we achieved and the benefits our activities have achieved for the people we are set up to help - our members and the wider homelessness sector.

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

Through every aspect of our work, we seek to end homelessness in England. In close collaboration with our members, people with experience of homelessness and with national and local government our main areas of charitable activity are:

- Changing policy that impacts on the lives of homeless people
- Improving services for homeless people

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- Creating a knowledge centre for the homelessness sector by developing leading information sources on homelessness and using them to underpin the sector's services, research and policy
- Creating a culture of social enterprise that supports our objectives whilst also diversifying our income streams.

### **The external context**

We entered this financial year with huge change on the horizon incorporating both risk and opportunity for the sector, for people at risk of homelessness and for Homeless Link itself.

For the third sector overall in 2009, the recession had a significant impact on organisations' confidence in the future. The situation was no different for our members with reports on cuts in jobs, cuts in services and alterations in organisational structure. The effects of the downturn, notably unemployment and debt, signalled an increase in the levels of poverty and a consequent increased demand for services delivered by our members, particularly in the area of welfare support, debt and housing-related advice.

While there was a lack of clarity throughout the year on what the future may hold for the sector, the recession and record levels of government debt meant that any new government would be forced to reduce public expenditure. This led to an emerging concern around access to sustainable funding sources for organisations of all sizes. Homeless Link and the sector continually work with scarce resources and uncertainty over funding. We acknowledge that the future will be challenging, but are sure that we will be able to continue to provide excellent services to those most in need.

The prospect of an upcoming general election and the perceived shift towards a Conservative government focused much of the attention of charities, like Homeless Link, working towards policy change. The document 'The Coalition: our programme for government' does not mention homelessness. However, the new housing minister, Grant Shapps, is a dynamic politician who has taken a close personal and campaigning interest in tackling homelessness, in particular rough sleeping. We anticipate working closely with the new government to make progress.

## **REVIEW OF ACTIVITIES AND ACHIEVEMENTS 2009 - 2010**

### **A successful merger**

On 1<sup>st</sup> April 2009 Resource Information Service (RIS) transferred to Homeless Link. Following a structural review in August 2009, we relocated 25 staff into shared offices in December to capitalise on the synergies between the two organisations, whilst also achieving the necessary cost and efficiency savings. Some posts were lost and others were created as we changed our business model to enable us to meet the challenges and opportunities ahead.

Over the course of the year we diversified our sources of income and built new partnerships across the private, voluntary and public sectors. Our partnership with the Salesforce Foundation, described later in this document, is an example of this new ability to work with different types of organisations.

We have brought together 2 quite different organisations and see the benefits of this integration. We won a grant from the Big Lottery Research programme for our Critical Mass research project, from April 2010. This is an example of a project won and a fundraising success that just would not have been possible before the merger.

We also reviewed in detail how the newly acquired Information Services products can benefit our members and launched a new membership proposition at the end of the year in which members of Homeless Link achieve substantial discounts on Information Products and our new online client recording system, In-Form.

Change is always challenging. However, the mechanics of integration are behind us and we have emerged a more streamlined and efficient organisation by pooling resources and reducing duplication of services, the benefit of which will be seen in the financial year 2010 – 11. Our new structure has already reaped rewards and we are confident that we are in an excellent position to grasp opportunities as they arise and focus even more strongly on ending homelessness.

## **Changing policy that impacts on the lives of homeless people**

In order to effectively influence Government and bring about change, 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. Homelessness is a complex issue that cuts across many Government departments. Consequently, our policy team researches and analyses a wide ranging political agenda, responding to consultations, producing briefings and raising awareness on housing and homelessness related issues.

Here are some of the cornerstones of our policy work over the last year:

### A manifesto for change: *Ending homelessness together*

Following a six month consultation period with our 500 members, our National Advisory Council and people with experience of homelessness, we launched our manifesto in Westminster in February 2010 to end homelessness.

In this document we recognised the progress that has already been made and set out 10 practical steps to achieve our challenging ambition in the next 10 years. All 3 main political parties supported our call to action. You can read the full manifesto on our website [www.homeless.org.uk/manifesto](http://www.homeless.org.uk/manifesto).

#### **10 steps to end homelessness**

1. Build on the ambition to end rough sleeping in our country by 2012
2. Develop a national picture of 21<sup>st</sup> century homelessness and create the strategy to tackle it.
3. Ensure a well promoted, effective and welcoming Housing Options and Advice Service, for all who need it in every area
4. Prevent homelessness during life transitions e.g. leaving care or discharge from hospital, prison and the armed services
5. Ensure that no one is left destitute and excluded from basic support in 21<sup>st</sup> century Britain
6. Tackle the deep social exclusion of people with multiple needs
7. Deliver top class access for homeless people to the right mental health, drug and alcohol support
8. Build on the sector's Places of Change approach by extending support for positive activities, learning, skills and employment
9. Reform how housing benefit, tax and other benefits work to support the journey into work and prevent homelessness
10. Increase housing supply and make better use of existing accommodation, halve the number of empty homes and strengthen the offer of the private rented sector.

### Ending rough sleeping

In order to ensure that homelessness is addressed nationally we have a team based across the country. With the specialist Advisers at CLG, their job is to work with Local Authorities and homelessness delivery agencies to support an end to rough sleeping in England by 2012.

**Example of work across the country from the North East**

**Durham County Council** – the regional manager supported CLG to gather intelligence about potential rough sleepers from Durham accommodated in neighbouring authorities. We surveyed direct access hostels in the region, revealing that hostels in Darlington and Sunderland admit significant numbers from Durham.

**Newcastle City Council** – the regional manager attended the CLG visit to city to meet council officers working on rough sleeping, and attended Tyne & Wear sub-regional meeting of lead homeless officers. Follow up from these meetings has included support to Newcastle's Rough Sleeping Coordinator to initiate a sub-regional case management group for chronically excluded rough sleepers. Newcastle had zero rough sleepers in December 2009.

*Working with the London Delivery Board to end rough sleeping*

In London we continue to work to ensure homelessness and rough sleeping remain priorities for the Mayor of London. Critically, we play a strategic and operational role on the London Delivery Board (LDB), a body established around the beginning of the financial year that brings together all those responsible for implementing the rough sleeping strategy issued in February 2009.

**The criminal justice system – working to close a key feeder route on to the streets**

Our conversations with people working in prisons support the suggestion that people are released with no planned, stable accommodation options. Some people "sort themselves out" whilst others end up on the streets. We also found that there are people within the 'stock' and 'returners' in the rough sleeping population who move between prison, the streets, hostels and other forms of temporary accommodation.

Over the last year we have worked closely with National Offender Management System (NOMS) and other LDB partners to:

- produce proposals on how the homelessness sector can work with ex-offenders who become homeless, particularly those who have short (under 12 month) sentences, and end up sleeping rough.
- improve definitions of settled and not settled accommodation.
- develop improved links with NACRO to ensure their resettlement helpline provides accurate information for ex-prisoners in housing need.

We have also won funding from The Monument Trust to carry out a more detailed piece of research during 2010/11 into how the homelessness and criminal justice sectors can work together better to support people leaving the criminal justice system in order to reduce reoffending.

Other pieces of work also feed into the work of the LDB, such as Understanding Evictions and Abandonments and the Prevention Opportunities Mapping and Planning Toolkit (PrOMPT) described elsewhere in this report.

#### Evidencing the case for change

Our annual Survey of Needs and Provision (SNAP) provides us with the facts and figures to chart the changes happening to the sector, organisations and to individuals becoming homeless. However, drilling down into the data has always been a challenge as data about homeless people is seldom collected, and where it is, it can be inconsistent making it difficult to inform services how they may need to change. We are uniquely placed to make sense of the information and to think of creative ways of filling the gaps in current information provision.

Data on the health of homeless people is one of those challenges. As the commissioning and delivery of health services is increasingly driven at a local level, being able to collect and evidence local need is crucial. The Joint Strategic Needs Assessment (JSNA) requires Primary Care Trusts (PCTs) and local authorities to do an assessment of their community's health and well being. However, in many areas the health of homeless people rarely features.

#### **Homeless Health Audit: Working with PCTs for more responsive health services for homeless people**

With funding from the Department of Health, we are developing a new audit tool which gathers data about clients' health and their use of services. All the information is based directly on what clients tell us.

Nine areas nationally are taking part in the pilot. The audit tool generates detailed analysis at PCT level which can then be used by commissioners, the voluntary sector and local authority, to better plan for and target health services in their area. Several pilot areas are already working in cross sector partnerships to take forward their findings.

We were delighted when the project was highlighted in *New Horizons*, the Department of Health's Mental Health Strategy and in *NHS Guidance – Inclusion Health – Improving Primary Care for Socially Excluded People* in March 2010.

Although no longer government policy, but as a result of this important work, we have been invited to be part of other initiatives with the Department of Health.

#### Listening to our members

- A national voice for local services

Over the course of the year we responded to 10 consultations that have influenced policy development in our sector, the Housing Benefit Reform (Department of Work and Pensions (DWP)); Fair Access to Care Services (Department of health) and the Supporting People Ringfence removal (CLG Select Committee).

Our Policy Forum continued to meet every quarter to coordinate policy work and share information across the sector. Over the course of the year we hosted representatives from the DWP, Department of Health and the Tenant Services Authority who have all come to share recent policy developments and seek the views of our members. Along with our National Advisory Council, the forum helped identify emerging policy issues and concerns from across the country. Our members' views continue to provide the basis for our engagement with government.

- Advising government

Government agencies continued to actively seek our involvement in policy development, at a central and local level. We were invited to participate in the development of Inclusion Health, the new framework to support improved access to primary care for excluded people. We hosted meetings which brought various partners from across the government and voluntary sector together, such as the Migrants' Rough Sleepers group which meets quarterly with CLG, the UKBA and GLA. We were also asked to contribute to the national JSNA development programme, the End of Life strategy and development of the New Horizons mental health strategy.

- On the net

In December 2009 we launched a new website which facilitates two-way communication between our members and enables more interaction and feedback on our work. We introduced a range of social networking tools that we have piloted over the course of the year offering members and other stakeholders new ways of engaging with our work.

#### Partnership working – Making Every Adult Matter (MEAM)

We have continued our joint work with Clinks, DrugScope and Mind as part of the Making Every Adult Matter (MEAM) coalition, supported by the Calouste Gulbenkian Foundation. MEAM focuses on policy and practice change around multiple needs and exclusions as we know that services often find it hard to help people with multiple problems and that individuals often end up leading chaotic and expensive lives as a result.

In May 2009 the coalition appointed a Project Director and launched a 4 point manifesto for government on tackling multiple needs and exclusions at the autumn party conferences. The manifesto was well received by political parties and led to a series of meetings with ministers in advance of the general election. In February 2010 civil servants met to discuss the issue in a seminar hosted by the Institute for Government and in March a new book *Hardest to Reach? The politics of multiple needs and exclusions* was published. Produced by the Fabian Society in association with MEAM it includes cross party contributions from senior politicians such as Iain Duncan Smith MP and discusses policy development for this parliament.

MEAM also began preparing for its practice work. In 2010 -11 3 pilot areas across the country will be supported to develop coordinated responses for people facing multiple needs and exclusions and to evidence the social and economic impact of their work. Learning from the pilots will be widely shared across MEAM frontline agencies. For more information on MEAM please see <http://www.meam.org.uk>.

### **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 through direct support, capacity building, training and toolkits. Our team based across the country reflects, at a local level, the unique space Homeless Link occupies between Government and the voluntary sector in terms of problem solving and the facilitation of partnership working.

#### **Homeless people can achieve when they have a chance**

In partnership with LSC we jointly applied for funding to the Transformation Fund. The successful application resulted in 20 organisations getting resources to participate in informal learning activities. These included:

- A trip to the Eden project as a follow up to the Chelsea flower show
- A project in a direct access hostel exploring the world of classical music
- A launch event for a book of poetry written by homeless people in Bradford
- An outreach football project
- Informal computer learning sessions
- A film made by, and about homeless rough sleepers
- Training for service users who will sit on interview panels
- An outward bound course that developed team building activities at a residential centre

The whole programme delivered informal learning activities to an estimated 356 homeless people across West Yorkshire and influenced commissioners and projects by demonstrating what people can achieve when they have a chance.

#### Places of Change programme

The Places of Change programme aims to provide not just a bed for the night, but also a reason to get up in the morning. Our team supports the implementation of this programme across the country by:

- acting as a broker by linking services together, including partners from other sectors
- promoting good practice and learning via one-on-one visits, arranging exchange and learning visits to others services, training and events
- developing activities, informal and formal learning that leads to employment
- advising on service user involvement and
- liaising between the provider, funders and statutory bodies.

#### **Places of Change - the results speak for themselves**

Completed schemes in the original 'Places of Change' programme (the Hostels Capital Improvement programme) funded from 2005-08 showed the following fantastic results:

- An 80% increase in the number of people moving on positively from homelessness services
- 800 service users have gained employment
- More than 1650 people have entered further education
- 2000 received pre-employment training
- 800 attended volunteering placements.

This year the team provided one-on-one support to more than 150 projects who wanted to adopt the Places of Change approach. They helped more than 110 agencies to develop informal learning activities, education, training and employment, and activity that seeks to engage individuals, increase their self confidence and the likelihood of positive move-on from homelessness services. This programme has started a culture of change across the homelessness sector for which our regional team can take much credit.

A high profile national example of the Places of Change approach in action was the involvement of the homelessness sector in the RHS Chelsea Flower Show in May 2009.

#### **The Key to the future...**

More than 200 service users from 20 homelessness organisations across the country helped create a unique Show Garden – “The Key” - for the 2009 RHS Chelsea Flower Show. The brainchild of the Eden Project and Homeless Link, the idea was to create a Show Garden that inspired hope for the future. The result was a garden that told the story of how some of society's most disadvantaged people can turn their lives around if they are given the right opportunity to unlock their potential. Funded by the Homes and Communities Agency (HCA)'s Places of Change capital funding programme, Communities and Local Government (CLG) and Department of Work and Pensions (London Employer Accord), the project involved collaboration from more than 30 homelessness organisations. The result was a silver flora award, third place in the People's Choice, significant media interest and, most importantly, some significant outcomes for the homeless people involved in creating the garden.

A staff member of a participating agency commented:

*“Residents were honoured to take part. It was such a change from being looked down upon. It raised their self esteem and generated a lot of excitement. They were very proud and honoured to be part of something that won a medal. They felt they were contributing to something that was important and breaking down some of the misconceptions about homelessness to the public – they enjoyed putting the case for homelessness forward.”*

#### Capacity building in the sector – doing more

A key area of our work is to skill up organisations and the people who work in them to more effectively engage with clients. We know that engaging people creatively is central to bringing about a sustainable end to homelessness.

We continued our work to deliver service improvements through the provision of advice, training and networking events in order to help agencies solve their problems and overcome obstacles. These, supported by our consultancy practice, positively impacted on services' ability to plan more effectively and demonstrate their value. Our conference programme, hosting more than 1,000 delegates from across the sector and beyond over the course of the year, bring this value and impact together.

#### *Engage to change*

Working with the Chartered Institute of Housing and Broadway, we developed a new qualification for frontline workers in the sector, ‘Engage to Change.’ We piloted the programme and a number of centres are now becoming accredited to deliver it across

England, creating a permanent step change for this sector. This work was funded by CLG.

#### Good practice resource development

We undertook research and created a variety of good practice toolkits and guidelines that have been well received and used by the homelessness sector, local authorities and central government departments.

#### *Understanding evictions and abandonments from London's hostels*

In February 2010 we published "Staying In – Understanding evictions and abandonments from London's hostels." 48% of clients who are evicted and 47% of people who leave London hostels in an unplanned way are subsequently seen rough sleeping. Our research shows that it is possible to prevent many of the evictions. While all the participating hostels experienced challenges in managing clients' behaviour, the research demonstrated significant differences between hostels in the kinds of behaviour that trigger sanctions, including eviction. Projects that evict least are those where staff teams focus on understanding the underlying causes of problematic behaviour and coming up with appropriate solutions in conjunction with the client. The follow up work is having a significant impact on the predominant culture in hostels in London as it clearly outlines the steps that hostels need to take to reduce the number of people returning to the streets and we are piloting new approaches as a result.

This work is essential to ending rough sleeping in London. It has been funded by Oak Foundation.

#### *Toolkits and guidelines*

- Older people

The Coalition on Older Homelessness Project (COHP), co-ordinated by Homeless Link, produced 2 separate sets of guidelines addressing the needs of this particular group, namely *Addressing the Needs of Older Homeless People* and *Preventing Homelessness in Older People*. This work was jointly funded by Lloyds TSB Foundation for England and Wales and Help the Aged. The Department of Health and Communities & Local Government (CLG) specifically endorsed these new resources.

Additionally, our report, *Meaningful Activity and Older Homeless People*, supported by Help the Aged and published in August 2009, pulls together the learning issues from a number of projects working with this client group and shows how important access to social and structured activities can be for this client group.

- Preventing rough sleeping

As part of the new rough sleeping strategy, CLG committed to support the development of tools to assist local authorities, their partners, and the communities they serve, to better plan and commission services to prevent rough sleeping. As part of this commitment, Homeless Link was commissioned to develop the Prevention Opportunities Mapping and Planning Toolkit (PrOMPT), one of a number of initiatives that make up CLG's preventing rough sleeping toolkit.

### **PrOMPT – preventing people from having to live on the streets**

Over the last 10 years rough sleeping has been reduced in England by two-thirds. However, there remains a flow of new people onto the streets. CLG commissioned Homeless Link to develop PrOMPT. It involves people who have direct experience of sleeping rough as experts in identifying pathways into rough sleeping and the points in the journey where more effective interventions would have helped. It is a means to learn from the views and experiences of rough sleepers in local areas in order to provide interventions that meet their needs. It is used alongside other data, such as an audit of services, to produce a complete picture of need in an area.

Chris Hancock, Housing Strategy Officer for Norwich City Council, one of the pilot areas for PrOMPT, said *“We have found the toolkit to be a very good way of getting to the heart of what clients’ experiences are of street homeless services in Norwich and the ways they have found themselves to be on the streets. This knowledge will be put to good use in the formation of our sub-regional strategy that is coming out in 2010.”*

### Service user involvement

We know that people with direct experience of rough sleeping and homelessness have key insights into the types of activity that will have a genuine impact on eradicating homelessness.

We facilitated four service user involvement network forums over the course of the year, with speakers from various organisations on issues such as personalisation, peer research and using new media. We also worked with this group on three policy consultations - the housing strategy with the GLA, allocations with the TSA and the development of our manifesto.

We continued to look for new ways of involving people with experience of homelessness in our ongoing work. During 2008 - 2009 a former service user, now employed with one of our member agencies, Thames Reach, joined our National Advisory Committee (NAC). We hope to recruit a second such representative next year. This year we have recruited 2 service user organisations, Groundswell and BHUG, to further represent the interests and insights of service users.

Homeless Link is committed to developing employment opportunities for former users of homelessness services. Employing people with experience of homelessness ensure a real involvement and provides an example for other employers. Working with GROW and the London Partnership, we have developed a new assistant role which will join our Policy team. This post is specifically targeted at individuals who have experience of using homelessness services.

Alongside this initiative, our Chief Executive started the process of recruiting people with experience of homelessness for her personal advisory committee, to be launched in mid 2010. Service users are involved in all our conferences and events, either helping on the hospitality side of the event or participating in debates and workshops. Each issue

of Connect, the magazine for the homelessness sector, has a contribution from a service user.

The 3<sup>rd</sup> Michael Whippman Award in July 2009 was won by service users at York Arc Light for their innovative use of multimedia, in this case YouTube, for raising awareness of homelessness.

### **Creating a knowledge centre for the homelessness sector**

One of the reasons for the merger with RIS was that we were convinced that the wealth of knowledge and evidence brought by RIS, and Homeless Link's experience in influencing change and extensive network of contacts would prove a powerful combination in our drive to make a much stronger case for improvements in policy and services for homeless people going forward. We have not been disappointed.

Our aim is still to bring together our people based knowledge with a wide range of information databases to inform policy and practice. We were delighted to receive 3 year funding from the National Lottery through Big Lottery Fund to collate, combine and analyse client recording data from 8 partners using our In-Form client recording system and to report on the findings.

#### **Critical Mass Research Project**

There is no national data source that covers non statutory homeless people at all stages of their journey from street to home. The best proxy is Supporting People, but this only covers accommodation based services. Homeless Link's Survey of Needs and Provision (2010) shows that 95% of homelessness services use some form of client-recording system to monitor and report on needs of clients and outcomes achieved across all forms of provision. However, this data has never been brought together to produce a comprehensive wider data set. It is often thought that client recording systems could yield powerful and valuable data but this has never been tested until now. With funding from The National Lottery through Big Lottery Fund, we launched a major new research project in April 2010 to run alongside In-Form, our new online client recording system (see later). Critical Mass will take data about 60,000 homeless people from the last 5 years of Link and analyse it to determine whether data held in client recording system databases by frontline homelessness services can be used to inform policy and practice and, more specifically:

1. What is the demographic and needs profile of people using homelessness services and how does this differ from the general population?
2. How have these characteristics changed over the past five year?
3. What are the characteristics of the client groups of different types of service compared to the wider homeless population?
4. In what ways do different service types deliver different outcomes for homeless people?

Information sources underpin our policy and practice work

Our 2 information portals, Homeless UK and Homeless London, help people working in the sector and those at risk of homelessness to find the services they need. The London site is a unique source of information about hostel referral routes, outreach teams, day centres and, critically, in a year of severe weather and ongoing recession, signposting to emergency assistance and winter shelters. In addition we used Homeless UK to promote the Mayor of London's campaign to increase volunteers in the sector.

We also redesigned the sites to give agencies access to a wide range of information about prevention services and reconnecting clients to other areas. The sites received more than a quarter of a million visits over the course of the year.

We relaunched Homeless Pages following significant input from the members of our Research Forum. The site helps people working to tackle homelessness understand the issues and offer the best services to homeless people. It ensures they have easy access to the latest published information and research on a whole range of issues relevant to homelessness. The website also helps organisations to share their publications and research to have impact on the widest possible audience. This kind of sharing and partnering is what makes the UK homelessness sector strong and effective and we are proud to be leaders in this initiative. Homeless Pages receives more than 80,000 visits every year and is supported by CLG and CRASH, the construction industry's charity to help homeless people.

**A user's perspective on the new Homeless Pages**

*"I've been using Homeless Pages for some years now and find it an invaluable aid to my day to day work. The new look website is particularly well thought out and easy to use, with excellent content. It is set to secure its status as the "leading source of information about homelessness" for years to come. The "just added" tab on the front cover is a useful means of keeping abreast of all the latest developments. And it's great that organisations can add details of their own publications to the site to disseminate findings to a large, yet targeted audience."*

*Ligia Teixeira, Research and Evaluation Officer at Crisis and a member of Homeless Link's Research Forum*

**Creating a culture of social enterprise**

Homeless Link is a registered charity. We develop and run projects that help us best achieve our goal of ending homelessness and these have traditionally been supported by a range of Trusts, Foundations, and statutory funders.

In addition to this funding, we have a range of income generating activities such as membership, training courses, publications, research contracts and consultancy. The merger with RIS increased the proportion of income from these sources to 34% of total income. Given the level of uncertainty about future grant income, the need to grow and diversify our income has never been greater.

We have therefore spent time over 2009 - 10 looking at how we can operate more like a social enterprise to enable us to access different sources of funds for projects that support our aims and objectives, and also generate surplus income that we can use to rebuild our reserves, which were reduced by the recent merger to below the recommended policy of 3 months operating costs, as well as supporting other work that is key to achieving our objectives, but is difficult to attract funding for. We specifically focused on the following areas of development:

- Introducing standard frameworks to ensure that all new business is assessed against our strategic aims and key risks so that we can respond to new opportunities flexibly and rigorously
- Introduction of improved project management and delivery to ensure that we can accurately estimate our costs, manage our projects within time and budget to agreed quality standards
- Tracking of leads and opportunities
- The internal challenges of moving to a more commercial business model.

As a result of this work, we set up a cross-departmental Income Generation Group at the end of the financial year to ensure the new systems and processes were embedded across the organisation and to help maximise the opportunities that come our way.

#### **Social enterprise in action**

Over the period of this financial year, we worked hard on the development of In-Form, our new online client recording system. In-Form was launched on 4 May 2010 and combines our experience of more than 10 years of the Link client recording system with the industry-leading platform offered by Salesforce.com.

In-Form enables frontline agencies to record all the work they carry out for and with service users, for example to complete standard forms for Supporting People and CORE returns, and the Homelessness Outcomes Star. It can be used for casework management, demonstrating the value of work for funders, and much more.

Our ground-breaking partnership with the Salesforce Foundation allows us to offer In-Form to homelessness services of all sizes at heavily discounted and therefore affordable pricing. At least 23 agencies will be going live with In-Form in 2010.

## **FINANCIAL REVIEW**

### **Results for the year**

Homeless Link's income for the year to March 2010 at £2,974,000 was 15% ahead of the level achieved in the previous year, while expenditure increased by 19% on the previous year. The merger with Resource Information Service (RIS) on 1 April 2009 meant that income sources have diversified further, with 34% of income from commercial sources. Income from statutory sources has reduced to 55% of total income this year from 73% in the previous year. Trust Grants and Project income has remained at a good level – 10%.

Homeless Link  
Directors' Report for the year ended 31 March 2010

After allowing for the transfer across of the deficit of £161,000 of RIS's unrestricted funds and surplus of £30,000 of restricted funds the level of unrestricted funds reduced substantially by £172,000, and restricted funds reduced by £12,000.

Fixed assets have increased by £131,000 with the capitalisation this year of IT development work on 2 major IT projects.

### **Policy on reserves**

The charity has a policy of aiming to keep funds sufficient to cover 3 months of total expenditure (excluding grants made). At the year end the fund balance represents 1.8 months of expenditure cover. The trustees are reviewing the reserves policy and the required level of reserves and making a plan to rebuild reserves to an acceptable level.

### **Funding and fundraising**

CLG continue to support our work under our 3 year funding agreement which expires in March 2011.

Our merger with RIS this year has presented new opportunities for fundraising for projects that would not have been possible pre-merger. As mentioned earlier, we won a significant grant from the Big Lottery Research programme for a research project focusing on our client recording system which relies on the INFORM system (from RIS) and the policy and research expertise from Homeless Link. We also won a grant from The Monument Trust for research into the way the homelessness and criminal justice sectors could work better together to reduce offending and re-offending amongst the homeless population. This project will also draw some of its key information from the information databases previously held by RIS and the policy and research experience from Homeless Link.

We have also continued to deliver our funded work well, and have good relationships with our funders.

During 2009 -10 we were also delighted to win a further grant from the Calouste Gulbenkian Foundation to take our Making Every Adult Matter project to the next stage. The project is a coalition between CLINKS, Drugscope, Homeless Link and Mind and we will now be able to build on our policy influencing work to introduce service practice pilots in 3 pilot areas in 2010-11.

### **FUTURE PLANS**

We have organised our objectives for the year ahead around our 6 central aims.

As always, our central services functions will support the activity of our policy and practice and information teams, centrally and in the regions. They will be key in driving efficiencies across our organisation and in continuing to market the wide range of our activities and diversifying 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:

- 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 to act to end homelessness
- Influence public policy to end to rough sleeping and address multiple needs
- Influence strategies and investment across Government at national and local levels
- Evidence and articulate gap between needs and policy and services
- Find creative ways to show stakeholders what works
- 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 homelessness 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 and delivery
- Services influence local strategies and investment
- Sector attracts resources to deliver great services.

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

- Identify and promote best practice to sector and potential stakeholders
- Inspire and support individual services to change
- Develop our Knowledge Centre for use by the sector and for influence at all levels
- Promote skills, learning and leadership
- Influence, co-ordination and partnership to strengthen services
- Resource development and brokerage 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.

### **Develop a thriving social enterprise**

The outcomes we are seeking in this area are:

- Build a sustainable business from self-generated income sources
- Generate a surplus to support the rest of our work
- Provide products and services that develop the sector

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

- Develop systems, processes and an action plan for business development, driven by the Income Generation Group
- Exploit the UK Advice Finder database and the Homeless UK database in securing new contracts
- Explore other cross sector working, via our MEAM partners and others
- Develop processes for responding to tenders
- Develop project management, time-recording, work recording, budgeting, estimating and evaluation processes to achieve high quality results at lower costs
- Build on existing products and services to develop income-generating products
- Manage the launch of In-Form, the migration from Link to In-Form and development of new In-Form systems.

### **Most services for homeless people and those at risk of homelessness are members of Homeless Link**

The outcomes we are seeking in this area are:

- Strong 2-way communication with members
- A compelling membership offer
- Membership across more services and areas

Homeless Link  
Directors' Report for the year ended 31 March 2010

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

- Obtain feedback and input from members
- Ensure good customer care to retain membership
- Develop and expand benefits for members through alliances
- Undertake regular targeted recruitment and follow up
- Develop new types of membership

**Recognised as one of the most effective national umbrella bodies**

The outcomes we are seeking in this area are:

- Identifying and managing risk in planning for the future
- Introducing systems and competencies that support our role as the knowledge centre
- Developing a motivated, skilled and competent work force

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

- Attract wider support across government, trusts and businesses
- Grow self generated income
- Staff development and training that match organisational competencies
- Strengthen knowledge and communication infrastructure
- Exemplary governance

**STRUCTURE, GOVERNANCE AND MANAGEMENT**

In order to deliver the activities in the 2009 -10 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 enhances 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 is 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 8: 5 as independent trustees and 3 as co-opted trustees (if appointed). Trustees are elected for an initial term of 3 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 6 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.

### **Trustee recruitment and training**

The Board regularly assess the skills required to provide comprehensive oversight and appoints and co-opts trustees to fill any potential skill gaps. Homeless Link provides an induction programme for trustees, 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 trustees undertook a risk review in 2009 and took the appropriate steps necessary to address the findings. The trustees recognise that in the dynamic environment in which the organisation operates, the risks encountered are continually changing. A risk review is undertaken every year and a risk register is maintained.

### **AUDITORS**

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

### **TRUSTEES' RESPONSIBILITIES**

The trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Charity law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and apply them consistently;
- observe the methods and principles in the Charities SORP;

Homeless Link  
Directors' Report for the year ended 31 March 2010

- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

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

In so far as the trustees are aware:

There is no relevant audit information of which the company's auditor is unaware; and

The trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

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

#### **SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The report of the Board of Directors was approved 27 July 2010 and is signed on their behalf by:



Trustee

Date: 27/7/10

**REFERENCE & ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES & ADVISERS**

**Trustees**

|                          |                              |  |
|--------------------------|------------------------------|--|
| <i>Independent</i>       | Nadine Finch                 | Appointed 19-03-2008<br>Resigned 15-3-2010   |
|                          | Yasmeen Khan                 | Appointed 16-07-2008                         |
|                          | Ann Skinner – Chair          | Appointed 14-01-2010                         |
|                          | Lynda Tarpey – Vice-Chair    | Appointed 08-10-2007                         |
|                          | Simon Wilson                 | Appointed 22-03-2005<br>Resigned 14-01-2010  |
| <i>Elected – Members</i> | Sharon Allen                 | Appointed 16-10-2003*<br>Resigned 15-10-2009 |
|                          | Stephen Bell                 | Appointed 19-09-2006*                        |
|                          | Lesley Dewhurst              | Appointed 03-07-2009                         |
|                          | John Hamblin                 | Appointed 01-07-2009                         |
|                          | Martin Hancock               | Appointed 19-09-2006                         |
|                          | Halford Hewitt               | Appointed 10-10-2005*                        |
|                          | Fiona Humphrey               | Appointed 01-07-2009                         |
|                          | Derek Player                 | Appointed 19-09-2006<br>Resigned 16-6-2009   |
|                          | Victoria Stark               | Appointed 03-07-2009                         |
|                          | John O'Sullivan              | Appointed 01-07-2009                         |
| <i>Co-opted</i>          | Jeremy Swain                 | Appointed 04-03-2009<br>Resigned 30-06-2009  |
|                          | Ian Watson - Treasurer       | Appointed 01-04-2009                         |
|                          | David Murray                 | Appointed 01-04-2009<br>Resigned 25-05-2010  |
|                          | Jon May                      | Appointed 01-04-2009                         |
|                          | * Currently on a second term |  |
| <b>Company Secretary</b> | Alex Botha                   | Resigned 05-03-2010                          |
|                          | Nicholas Maude               | Appointed 05-03-2010                         |
| <b>Chief Executive</b>   | Jenny Edwards                |  |

Homeless Link  
Directors' Report for the year ended 31 March 2010

|                          |   |
|--------------------------|---|
| <b>Charity Number</b>    | 1089173   |
| <b>Company Number</b>    | 04313826  |
| <b>Registered Office</b> | Gateway House<br>Milverton Street<br>London SE11 4AP  |
| <b>Auditors</b>          | Chantrey Vellacott DKF LLP<br>Russell Square House<br>10-12 Russell Square<br>London WC1B 5LF |
| <b>Bankers</b>           | Unity Trust Bank plc<br>Nine Brindley Place<br>Birmingham B1 2HB                              |
| <b>Solicitors</b>        | Russell Cooke<br>2 Putney Hill<br>London SW15 6AB   |

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOMELESS LINK LIMITED**

We have audited the financial statements of Homeless Link for the year ended 31 March 2010 which comprise of the Statement of Financial Activities, the Balance Sheet, and the related notes. The financial statements have been prepared under the accounting policies set out therein.

This report is made solely to the Company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditors' 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 Company and the Company's members as a body, for our audit work, for this report, or for the opinions we have formed.

The trustees' (who are also the directors of the company for the purposes of company law) responsibilities for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view 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, have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice, and have been prepared in accordance with the Companies Act 2006. We also report to you whether in our opinion the information given in the Directors' Annual Report is consistent with those financial statements.

In addition we report to you if, in our opinion, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with the accounting records and returns, if we have not received all the information and explanations we require for our audit, or if certain disclosures of trustees' remuneration specified by law are not made.

We read the Directors' Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

### **Basis of audit 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 judgements made by the trustees in the preparation of the financial statements, and of whether the

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HOMELESS LINK LIMITED (continued)**

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 of the state of the charity's affairs as at 31 March 2010 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the financial statements have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- the financial statements have been prepared in accordance with the Companies Act 2006; and
- the information given in the Directors' Annual Report is consistent with the financial statements.

*Chantrey Vellacott DFK LLP*

SALLY JAYNE BONNER (Senior Statutory Auditor)  
for and on behalf of CHANTREY VELLACOTT DFK LLP  
Chartered Accountants and Statutory Auditor  
LONDON

Date: *27/7/10*

HOMELESS LINK  
STATEMENT OF FINANCIAL ACTIVITIES  
Incorporating an Income and Expenditure Statement  
For the year ended 31 March 2010

|   |              | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | 2010<br>Total<br>Funds<br>£ | 2009<br>Total<br>£ |
|---|--------------|----------------------------|--------------------------|-----------------------------|--------------------|
| <b>INCOMING RESOURCES</b>   | <b>Notes</b> |                            |                          |                             |                    |
| <b>Incoming resources from charitable activities</b>                          |              |                            |                          |                             |                    |
| Grants From Statutory Bodies  | 2            | 1,431,082                  | 211,446                  | 1,642,528                   | 1,905,003          |
| Trust Grants & Project Income   | 3            | -                          | 291,967                  | 291,967                     | 266,433            |
| Membership and related services   | 4            | 457,582                    | 0                        | 457,582                     | 348,233            |
| Information Services  | 5            | 563,274                    | 0                        | 563,274                     | -                  |
| <b>Incoming resources from generated funds</b>                                |              |                            |                          |                             |                    |
| Donations   |              | 15,035                     | -                        | 15,035                      | 10,061             |
| Bank interest   |              | 2,493                      | -                        | 2,493                       | 30,473             |
| Other incoming resources  | 6            | 994                        | -                        | 994                         | 36,026             |
| <b>Total Incoming Resources</b>   |              | <b>2,470,460</b>           | <b>503,413</b>           | <b>2,973,873</b>            | <b>2,596,229</b>   |
| <b>RESOURCES EXPENDED</b>   |              |                            |                          |                             |                    |
|   |              | £                          | £                        | £                           | £                  |
| <b>Costs of generating funds</b>  |              |                            |                          |                             |                    |
| Fundraising costs   |              | (77,034)                   | -                        | (77,034)                    | (52,270)           |
| <b>Charitable activities</b>  |              |                            |                          |                             |                    |
| Provision of support to frontline agencies                                    |              | (736,089)                  | (144,887)                | (880,976)                   | (1,057,135)        |
| Programme of projects   |              | (25,706)                   | (337,130)                | (362,837)                   | (399,216)          |
| Representation & influencing policy   |              | (489,341)                  | (63,055)                 | (552,396)                   | (762,024)          |
| Information Services  |              | (880,382)                  | -                        | (880,381)                   | -                  |
| Events & training   |              | (204,962)                  | -                        | (204,962)                   | (219,181)          |
| Governance  |              | (68,481)                   | -                        | (68,481)                    | (59,318)           |
| <b>Total Resources Expended</b>   | 7            | <b>(2,481,997)</b>         | <b>(545,072)</b>         | <b>(3,027,069)</b>          | <b>(2,549,144)</b> |
| <b>Net incoming/outgoing resources before transfers</b>                       |              | <b>(11,537)</b>            | <b>(41,659)</b>          | <b>(53,196)</b>             | <b>47,085</b>      |
| Transfer of fund balances from RIS  | 18           | (160,656)                  | 29,670                   | (130,986)                   | -                  |
| <b>Net Movement in Funds,<br/>being net (expenditure)/income for the year</b> |              | <b>(172,193)</b>           | <b>(11,989)</b>          | <b>(184,182)</b>            | <b>47,085</b>      |
| Fund balances at 01 April 2009  |              | 578,561                    | 105,589                  | 684,150                     | 637,065            |
| <b>Fund balances at 31 March 2010</b>   | 17           | <b>406,368</b>             | <b>93,600</b>            | <b>499,968</b>              | <b>684,150</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 29 to 37 form an integral part of the financial statements.

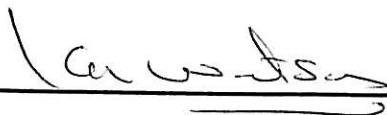
HOMELESS LINK  
BALANCE SHEET  
As at 31 March 2010

|   | Notes  | 2010<br>£       | 2009<br>£        |
|---|--------|-----------------|------------------|
| <b>Fixed Assets</b>                             |        |                 |                  |
| Tangible fixed assets                           | 12     | 223,292         | 92,671           |
| Investments                                     | 13     | 1               | 1                |
|   |        | <u>223,293</u>  | <u>92,672</u>    |
| <b>Current Assets</b>                           |        |                 |                  |
| Debtors & prepayments                           | 14     | 406,251         | 263,514          |
| Cash at bank & in hand                          |        | 324,640         | 762,949          |
|   |        | <u>730,891</u>  | <u>1,026,463</u> |
| Creditors : amounts falling due within one year | 15     | <u>-454,216</u> | <u>(434,985)</u> |
| Net current assets                              |        | 276,675         | 591,478          |
| Net assets                                      |        | <u>499,968</u>  | <u>684,150</u>   |
| <b>Represented by</b>                           |        |                 |                  |
|   |        | 2,010           | 2009             |
|   |        | £               | £                |
| <b>Funds</b>                                    |        |                 |                  |
| <b>Unrestricted</b>                             |        |                 |                  |
| General   | 17     | 308,623         | 436,101          |
| Designated                                      | 17     | 97,745          | 142,460          |
|   |        | <u>406,368</u>  | <u>578,561</u>   |
| Restricted                                      | 16, 17 | 93,600          | 105,589          |
| Total Funds                                     |        | <u>499,968</u>  | <u>684,150</u>   |

The notes on pages 29 to 37 form an integral part of the financial statements.

These financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act

The accounts were approved and authorised for issue by the Board of Trustees on 27 July 2010 and signed on their behalf by:



Treasurer

Ian Watson

Company number: 1089173

## 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, Publications and Information Services 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

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 2010

|   |   |                    |                  |                  |                  |
|---|---|--------------------|------------------|------------------|------------------|
| 2 | GRANTS FROM STATUTORY BODIES                |                    |                  | 2010             | 2009             |
|   |   | Unrestricted Funds | Restricted Funds | Total            | Total            |
|   |   | £                  | £                | £                | £                |
|   | Communities and Local Government (CLG)      | 1,431,082          | 103,240          | 1,534,322        | 1,696,896        |
|   | London Councils                             | -                  | 50,000           | 50,000           | 182,250          |
|   | Department of Health                        | -                  | 58,206           | 58,206           | 7,000            |
|   | Home Office                                 | -                  | -                | -                | 15,000           |
|   | ESRC  | -                  | -                | -                | 1,857            |
|   | Arts Council, Yorkshire                     | -                  | -                | -                | 2,000            |
|   |   | <b>1,431,082</b>   | <b>211,446</b>   | <b>1,642,528</b> | <b>1,905,003</b> |
| 3 | TRUST GRANTS & PROJECT INCOME               |                    |                  | 2010             | 2009             |
|   |   | Unrestricted Funds | Restricted Funds | Total            | Total            |
|   |   | £                  | £                | £                | £                |
|   | Lloyds TSB Foundation for England and Wales | -                  | 43,627           | 43,627           | 29,772           |
|   | John Laing Charitable Trust                 | -                  | 25,807           | 25,807           | 25,000           |
|   | Help The Aged                               | -                  | -                | -                | 17,000           |
|   | City Parochial Foundation                   | -                  | 24,420           | 24,420           | 28,250           |
|   | London Housing Foundation                   | -                  | 32,020           | 32,020           | 39,978           |
|   | Oak Foundation                              | -                  | 70,704           | 70,704           | 81,433           |
|   | Calouste Gulbenkian Foundation              | -                  | 68,222           | 68,222           | 25,000           |
|   | The City Bridge Trust                       | -                  | 22,167           | 22,167           | -                |
|   | The Esmée Fairbairn Foundation              | -                  | -                | -                | 20,000           |
|   | CRASH                                       | -                  | 5,000            | 5,000            | -                |
|   |   | <b>-</b>           | <b>291,967</b>   | <b>291,967</b>   | <b>266,433</b>   |
| 4 | MEMBERSHIP & RELATED SERVICES               |                    |                  | 2010             | 2009             |
|   |   | Unrestricted Funds | Restricted Funds | Total            | Total            |
|   |   | £                  | £                | £                | £                |
|   | Events & seminars                           | 108,024            | -                | 108,024          | 124,629          |
|   | Training                                    | 136,294            | -                | 136,294          | 79,568           |
|   | Membership                                  | 139,667            | -                | 139,667          | 133,816          |
|   | Publications                                | 73,597             | -                | 73,597           | 10,220           |
|   |   | <b>457,582</b>     | <b>-</b>         | <b>457,582</b>   | <b>348,233</b>   |
| 5 | INFORMATION SERVICES                        |                    |                  | 2010             | 2009             |
|   |   | Unrestricted Funds | Restricted Funds | Total            | Total            |
|   |   | £                  | £                | £                | £                |
|   | Information services                        | 236,138            | -                | 236,138          | -                |
|   | Knowledge                                   | 47,526             | -                | 47,526           | -                |
|   | Information products                        | 204,623            | -                | 204,623          | -                |
|   | Consultancy Services                        | 74,987             | -                | 74,987           | 34,557           |
|   |   | <b>563,274</b>     | <b>-</b>         | <b>563,274</b>   | <b>34,557</b>    |
| 6 | OTHER INCOMING RESOURCES                    |                    |                  | 2010             | 2009             |
|   |   | Unrestricted Funds | Restricted Funds | Total            | Total            |
|   |   | £                  | £                | £                | £                |
|   | Sundry Income                               | 994                | -                | 994              | 1,469            |
|   |   | <b>994</b>         | <b>0</b>         | <b>994</b>       | <b>1,469</b>     |

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7 RESOURCES EXPENDED

|  | Direct<br>Costs<br>£ | Support<br>Costs<br>£ | 2010<br>Total<br>£ | 2009<br>Total<br>£ |
|--|----------------------|-----------------------|--------------------|--------------------|
| Provision of support to frontline agencies | 720,058              | 160,918               | 880,976            | 1,057,135          |
| Programme of projects                      | 300,504              | 62,333                | 362,837            | 399,216            |
| Representation & influencing policy        | 445,223              | 107,173               | 552,396            | 762,024            |
| Information Services                       | 706,408              | 173,974               | 880,381            | -                  |
| Events & training                          | 182,971              | 21,991                | 204,962            | 219,181            |
| Fundraising                                | 60,589               | 16,445                | 77,034             | 52,270             |
| Governance                                 | 55,147               | 13,334                | 68,481             | 59,318             |
|  | <b>2,470,900</b>     | <b>556,169</b>        | <b>3,027,069</b>   | <b>2,549,144</b>   |

8 BREAKDOWN OF SUPPORT COSTS

|  | Premises<br>£  | Management<br>£ | HR &<br>Finance<br>£ | IT<br>£        | 2010<br>Total<br>£ | 2009<br>Total<br>£ |
|--|----------------|-----------------|----------------------|----------------|--------------------|--------------------|
| Provision of support to frontline agencies | 84,863         | 17,699          | 22,963               | 35,393         | 160,918            | 112,035            |
| Programme of projects                      | 32,873         | 6,856           | 8,895                | 13,710         | 62,334             | 66,617             |
| Representation & influencing policy        | 56,520         | 11,787          | 15,294               | 23,572         | 107,173            | 132,017            |
| Information Services                       | 91,748         | 19,135          | 24,826               | 38,265         | 173,974            | -                  |
| Events & training                          | 11,597         | 2,419           | 3,138                | 4,837          | 21,991             | 15,606             |
| Fundraising                                | 8,673          | 1,809           | 2,347                | 3,617          | 16,445             | 7,650              |
| Governance                                 | 7,032          | 1,466           | 1,903                | 2,933          | 13,334             | 5,738              |
|  | <b>293,305</b> | <b>61,171</b>   | <b>79,366</b>        | <b>122,327</b> | <b>556,169</b>     | <b>339,663</b>     |

Support costs have been allocated on the basis of staff time.

9 STAFF COSTS

|                         | 2010<br>Total<br>£ | 2009<br>Total<br>£ |
|-------------------------|--------------------|--------------------|
| Wages & salaries        | 1,777,837          | 1,319,071          |
| Social security costs   | 180,830            | 124,323            |
| Employers pension costs | 90,919             | 56,732             |
|                         | <b>2,049,586</b>   | <b>1,500,126</b>   |

Staff costs include redundancy payments of £22,572.

The average number of people employed by the company during the year was 48 40

The number of employees whose emoluments amounted to over £60,000 in the year were as follows:

£70,001 - £80,000 1 1

No remuneration was paid to any member of the Board of Trustees during the year.

Reimbursements against Trustee expenses during the year was a total of: £4,390 £4,965

Collected pension contributions outstanding at the year end. £3,821 £4,252

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10 INSURANCE

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

|                          |         |         |
|--------------------------|---------|---------|
| 11 NET MOVEMENT IN FUNDS | 2010    | 2009    |
| is stated after charging | Total   | Total   |
|                          | £       | £       |
| Audit fee                | 11,050  | 12,875  |
| Depreciation             | 71,469  | 8,719   |
| Operating lease rentals  | 155,079 | 103,060 |

12 FIXED ASSETS

|                   | Leasehold<br>Improvements | Computer<br>Equipment | Fixtures and<br>Equipment | Total   |
|-------------------|---------------------------|-----------------------|---------------------------|---------|
| Cost              | £                         | £                     | £                         | £       |
| At 01 April 2009  | -                         | 136,435               | 24,367                    | 160,802 |
| Transfer from RIS | 25,976                    | 108,178               | 25,872                    | 160,026 |
| Additions         | 16,793                    | 145,841               | 9,935                     | 172,569 |
| Disposals         | -                         | -                     | (8,398)                   | (8,398) |
| At 31 March 2010  | 42,769                    | 390,454               | 51,776                    | 484,999 |
| Depreciation      | £                         |                       | £                         | £       |
| At 01 April 2009  | -                         | 46,411                | 21,720                    | 68,131  |
| Transfer from RIS | 10,390                    | 101,572               | 18,543                    | 130,505 |
| Charge for year   | 7,310                     | 55,468                | 8,691                     | 71,469  |
| Disposals         | -                         | -                     | (8,398)                   | (8,398) |
| At 31 March 2010  | 17,700                    | 203,451               | 40,556                    | 261,707 |
| Net Book Values   |                           |                       |                           |         |
| At 31 March 2010  | 25,069                    | 187,003               | 11,220                    | 223,292 |
| At 31 March 2009  | -                         | 90,023                | 2,647                     | 92,671  |

13 Investments

|                                      |      |      |
|--------------------------------------|------|------|
|                                      | 2010 | 2009 |
|                                      | £    | £    |
| 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  
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|                          |                |                |
|--------------------------|----------------|----------------|
| 14 DEBTORS & PREPAYMENTS | 2010           | 2009           |
|                          | £              | £              |
| Trade debtors            | 330,041        | 170,041        |
| Prepayments              | 39,458         | 28,853         |
| Other debtors            | 36,752         | 64,620         |
|                          | <u>406,251</u> | <u>263,514</u> |

|  |                |                |
|--|----------------|----------------|
| 15 CREDITORS : Amounts falling due within one year | 2010           | 2009           |
|  | £              | £              |
| Trade creditors                                    | 58,861         | 133,089        |
| Sundry creditors                                   | 16,771         | 25,594         |
| Deferred membership income                         | 122,400        | 122,665        |
| Deferred grant and other income                    | 137,418        | 81,614         |
| Other tax & social security                        | 87,369         | 42,667         |
| Accruals   | 31,397         | 29,356         |
|  | <u>454,216</u> | <u>434,985</u> |

Deferred membership income of £122,665 at 31 March 2009 has been released in the year while further membership income of £122,400 and grant and other income of £137,418 has been deferred to the forthcoming year

|                                      |                |               |               |                |
|--------------------------------------|----------------|---------------|---------------|----------------|
| 16 RESERVES                          | General        | Designated    | Restricted    | Total          |
|                                      | £              | £             | £             | £              |
| Opening balances as at 01 April 2009 | 436,101        | 142,460       | 105,589       | 684,150        |
| Income                               | 2,470,460      | -             | 503,413       | 2,973,873      |
| Expenditure                          | (2,437,281)    | (44,715)      | (545,072)     | (3,027,068)    |
| Transfer of fund balances from RIS   | (160,656)      | -             | 29,670        | (130,986)      |
|                                      | <u>308,624</u> | <u>97,745</u> | <u>93,600</u> | <u>499,969</u> |

The Directors have designated the following funds:

|  |               |
|--|---------------|
|  | £             |
| Implementation of communication strategy | 15,000        |
| ICT Development                          | 82,745        |
|  | <u>97,745</u> |

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

On 1 April 2009, Homeless Link merged with Resource Information Services (RIS). In merging, Homeless Link took over all the assets and liabilities of RIS and the fund balances were transferred across.

See note 17 for details of restricted funds.

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2010**

**17 STATEMENT OF FUNDS**

| Restricted Funds                         | Funds bf       | This Yr<br>Incoming | This Yr<br>Expenditure | Transfer of<br>Fund balances<br>from RIS | Funds cf       |
|--|----------------|---------------------|------------------------|--|----------------|
|  | £              | £                   | £                      | £  | £              |
| London Activities                        | -              | 96,587              | (96,587)               | -  | -              |
| Homeless Network London Fund             | 23,630         | -                   | (23,630)               | -  | -              |
| Homeless Health Audit Project            | -              | 58,206              | (57,206)               | -  | 1,000          |
| Coalition on Older Homelessness Project  | -              | 43,627              | (43,627)               | -  | -              |
| Day Centres                              | -              | 25,807              | (25,807)               | -  | -              |
| Michael Whippman Fund                    | 3,246          | -                   | (1,469)                | -  | 1,777          |
| Reducing Evictions and Abandonments      | 60,194         | 70,704              | (77,870)               | -  | 53,028         |
| Outcomes Programme                       | 4,889          | 32,020              | (36,909)               | -  | -              |
| Making Every Adult Matter                | 10,598         | 68,222              | (63,055)               | -  | 15,765         |
| Relocation Reserve                       | -              | -                   | (24,670)               | 29,670                                   | 5,000          |
| Homeless Pages                           | -              | 5,000               | (5,000)                | -  | -              |
| Chelsea Flower Show 2009                 | -              | 18,000              | (10,986)               | -  | 7,014          |
| Support of Chelsea Flower Show 2010      | -              | 25,040              | (15,024)               | -  | 10,016         |
| A10 Routes into the UK research          | -              | 5,200               | (5,200)                | -  | -              |
| Reducing Rough Sleeping Amongst Migrants | -              | 35,000              | (35,000)               | -  | -              |
| PrOMPT                                   | -              | 20,000              | (20,000)               | -  | -              |
| Activating Places of Change              | 3,032          | -                   | (3,032)                | -  | -              |
|  | <b>105,589</b> | <b>503,413</b>      | <b>(545,072)</b>       | <b>29,670</b>                            | <b>93,600</b>  |
| <b>Unrestricted Funds</b>                | <b>578,561</b> | <b>2,470,460</b>    | <b>(2,481,997)</b>     | <b>(160,656)</b>                         | <b>406,368</b> |
| <b>Total Funds</b>                       | <b>684,150</b> | <b>2,973,873</b>    | <b>(3,027,068)</b>     | <b>(130,986)</b>                         | <b>499,969</b> |

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

Grant aid of £50,000 was receivable in 2009-10 from the London Councils Grants Committee as a contributor towards expenditure of £96,587 spent on work with member agencies and local & regional government in London, of which £60,366 was direct salaries. Additional funding of £24,420 was received from the City Parochial Foundation, and £22,167 from The City Bridge Trust.

**Homeless London Network Fund**

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

**Homeless Health Audit Project**

We received funding from the Department of Health Third Sector Investment programme to develop an audit tool to evidence the health needs of homeless people in nine PCT areas, and to build the capacity of homelessness agencies to influence local commissioners about the health needs of their service users.

**Coalition on Older Homelessness Project**

Funding has been received from Help the Aged and Lloyds TSB Foundation for England and Wales towards the Coalition on Older Homelessness Project (COHP). This included developing and piloting of a simple audit tool that can be used by local authorities and providers to collect information on the numbers and support needs of older homeless people in their temporary accommodation.

**Day Centres**

Homeless Link has been funded by the John Laing Charitable Trust to deliver a comprehensive programme of support to day centres since 2002. This year we have continued to provide much needed support to some of the smallest and most under-resourced day centres.

**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.

**Reducing Evictions and Abandonments**

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

**HOMELESS LINK**  
**Notes to the financial statements**  
**For the year ended 31 March 2010**

**17 STATEMENT OF FUNDS (CONTD)**

**Outcomes programme**

The London Housing Foundation 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.

**Relocation Reserve**

This fund is specifically to enable old-RIS to upgrade its premises. The remaining balance will be used to develop new office space near the current reception desk.

**Homeless Pages**

Funding of £5,000 has been received from CRASH towards our Homeless Pages site, alongside our main grant from CLG.

**Chelsea Flower Show 2009**

The CLG awarded a grant of £18,000 which allowed us to assist a number of the homelessness agencies participating in the Key Garden at the 2009 RHS Chelsea Flower Show with their travel and subsistence costs related to the show.

**Support of Chelsea Flower Show 2010**

These funds from CLG were a contribution towards Homeless Link's work to coordinate homelessness agencies' participation in the Places of Change garden at the 2010 RHS Chelsea Flower Show this year, and related press work.

**A10 Routes into the UK research**

These funds from CLG were for a specifically commissioned piece of research investigating routes and entry points that people from the A10 group of EC Accession countries use in order to enter the UK.

**Reducing Rough Sleeping Amongst Migrants**

With funding from CLG, we have produced resources available to help homelessness agencies who work with asylum seekers, refugees, failed asylum seekers, and migrants who have no recourse to public funds including Central and Eastern Europeans. We have also held a number of good practice events.

**PrOMPT**

Funded by CLG, PrOMPT is a toolkit to assist local authorities, their partners, and the communities they serve to better plan and commission services to identify opportunities to prevent rough sleeping.

**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.

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

**18 RELATED PARTY TRANSACTIONS**

Ian Watson, a trustee of the organisation, is a member of the board of 'The Connection at St Martins' who license the LINK client recording system from the charity. The value of the contract was £4,000.

HOMELESS LINK  
Notes to the financial statements  
For the year ended 31 March 2010

19 Assets of Information Services Charity Limited (RIS)

On 1 April 2009 Homeless Link took over the net liabilities of Information Services Charity Limited, (operating as Resource Information Service) of £130,986.

|  | Leasehold<br>Improvements | Computers         | Office<br>Equipment                          | Total             |                       |                       |
|--|---------------------------|-------------------|--|-------------------|-----------------------|-----------------------|
| <b>Fixed Assets</b>                        | £                         | £                 | £  | £                 |                       |                       |
| Cost                                       | 25,976                    | 108,178           | 25,872                                       | 160,026           |                       |                       |
| Depreciation                               | (10,390)                  | (101,572)         | (18,542)                                     | (130,504)         |                       |                       |
| Net Book Value                             | 15,586                    | 6,606             | 7,330  | 29,522            |                       |                       |
|  |                           |                   | <b>Current<br/>assets/<br/>(liabilities)</b> |                   |                       |                       |
| <b>Current Assets</b>                      |                           |                   | £  |                   |                       |                       |
| Stock                                      |                           |                   | 25,000                                       |                   |                       |                       |
| Debtors                                    |                           |                   | 91,645                                       |                   |                       | -                     |
| Cash                                       |                           |                   | 627  |                   |                       |                       |
|  |                           |                   |  | 117,272           |                       |                       |
| <b>Current Liabilities</b>                 |                           |                   |  |                   |                       |                       |
| Overdraft                                  |                           |                   | (82,167)                                     |                   |                       | -                     |
| Trade creditors                            |                           |                   | (39,007)                                     |                   |                       | -                     |
| Tax and Social Security                    |                           |                   | (68,021)                                     |                   |                       | -                     |
| Other creditors                            |                           |                   | (62,943)                                     |                   |                       | -                     |
| Income in advance                          |                           |                   | (15,154)                                     |                   |                       |                       |
| Accruals                                   |                           |                   | (10,488)                                     |                   |                       |                       |
|  |                           |                   |  | (277,780)         |                       |                       |
| <b>Net Liabilities</b>                     |                           |                   |  | (130,986)         |                       |                       |
| <b>Reserves</b>                            |                           |                   |  |                   |                       |                       |
| Restricted Fund: Relocation Reserve        |                           |                   |  | 29,670            |                       |                       |
| General Fund                               |                           |                   |  | (160,656)         |                       |                       |
|  |                           |                   |  | (130,986)         |                       |                       |
| <b>20 ANALYSIS OF<br/>GROUP NET ASSETS</b> | <b>General</b>            | <b>Designated</b> | <b>Total<br/>Unrestricted</b>                | <b>Restricted</b> | <b>2010<br/>Total</b> | <b>2009<br/>Total</b> |
|  | £                         | £                 | £  | £                 | £                     | £                     |
| Tangible Fixed Assets                      | 113,936                   | 109,356           | 223,292                                      | -                 | 223,292               | 92,671                |
| Investments                                | 1                         | -                 | 1  | -                 | 1                     | 1                     |
| Net current assets                         | 194,686                   | -11,611           | 183,075                                      | 93,600            | 276,675               | 591,478               |
| <b>Balances at 31 March</b>                | <b>308,623</b>            | <b>97,745</b>     | <b>406,368</b>                               | <b>93,600</b>     | <b>499,968</b>        | <b>684,150</b>        |

21 FINANCIAL COMMITMENTS

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

|                                   | 2010   | 2009    |
|-----------------------------------|--------|---------|
| Land and Building leases expiring | £      | £       |
| Less than 1 year                  | -      | -       |
| Between 1 - 5 years               | 92,121 | 100,000 |
| Over 5 years                      | -      | -       |
| Other leases expiring             |        |         |
| Less than 1 year                  | -      | -       |
| Between 1 - 5 years               | 8,385  | 7,535   |
| Over 5 years                      | -      | 2,820   |

22 FUTURE CAPITAL EXPENDITURE

At the year end commitments existed to complete the web and database projects, totalling £16,000, to be incurred in 2010-11.

23 CONTROL

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