

REGISTERED COMPANY NUMBER: 1926938 (England and Wales)
REGISTERED CHARITY NUMBER: 1017599

Report of the Trustees and
Financial Statements for the Year Ended 31 March 2013
for
Threshold Housing Link

Monahans
Statutory Auditors
38-42 Newport Street
Swindon
Wiltshire
SN1 3DR

Threshold Housing Link

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for the Year Ended 31 March 2013

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Threshold Housing Link

Report of the Trustees
for the Year Ended 31 March 2013

The Trustees, who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2013. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued in March 2005.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

1926938 (England and Wales)

Registered Charity number

1017599

Registered office

Second Floor
1 John Street
Swindon
Wiltshire
SN1 1RT

Trustees

Trevor G Davies
Colin G Arch
John T Phipps
David Price

Chairperson
Secretary
Vice Chair

Members acting as Inductee Trustees

Paul Goodge
Stephanie Lee
Jeremy Rice

Co-opted 31.03.2013

Company Secretary

Colin G Arch

Auditors

Monahan's
Statutory Auditors
38-42 Newport Street
Swindon
Wiltshire
SN1 3DR

Solicitors

Fullagar Brooks, 4 Cricklade Court, Cricklade Street, Swindon, Wilts, SN1 3EY
Mogers Solicitors LLP, 24 Queen Square, Bath, BA1 2HY
Sherbournes Solicitors LLP, 10 Royal Crescent, Cheltenham GL50 3DA

Bankers

Co-Operative Bank, PO Box 250, Skelmersdale, WN8 6WT
COIF
CAFCASH
Virgin Money

Chief Executive Officer (CEO)

Cher Sawyer-Smith

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The company is limited by guarantee and a registered charity under the Charities Act 2011. The affairs of the charitable company are governed by its Memorandum and Articles of Association.

The company does not have a share capital. Members guarantee to contribute an amount not exceeding £10 to the assets of the charitable company in the event of a winding up. At 31 March 2013 there were 54 paid up members.

Recruitment, appointment, induction and training of new Trustees

The directors of the company are also charity Trustees and, for the purposes of charity law and under the company's Articles, are known as Trustees and members of the Management Committee. Under the requirements of the Memorandum and Articles of Association, the Trustees are elected to serve for a period of three years, after which they must be re-elected at the next Annual General Meeting.

Recruitment is undertaken continually through adverts in the local media, our website, information leaflets, presentations, Voluntary Action Forums, REACH (a skilled volunteer placement agency), recommendations and word of mouth, and parish magazines etc. There is a documented induction process, which usually takes three months to complete and includes observing management meetings, visiting our projects and schemes, meeting other Trustees, staff and service users as well as completing a full application form, providing references and undergoing a DBS (formerly CRB) check. The Board of Trustees seek to maximise the skills set of the Board and training is available for trusteeship and for the specific knowledge required for the nature of the charity's business and operations. Training informs Board members' understanding and capability to review services, monitor and evaluate data relating to the outputs and outcomes of the schemes and services. An annual review monitors and highlights learning that has taken place and identifies areas of potential loss of skills due to retirement.

A strategy day, also known as a Trustees Thinking Day enables the Board to review operations, discuss ideas for developments or consolidation of activities and to develop a strategy. There is also the opportunity to meet team leaders and senior staff to cement relationships as well as gain insight into staff morale and opportunities for transformation and/or leadership development. This activity aids and empowers their ability to consider succession planning and training requirements.

The Board meets monthly to receive reports from all departments as well as financial overviews, project development updates and ideas for modernisation and improvement. All Trustees give their time voluntarily and receive no benefits from the charity. During 2012/13, over 500 volunteer hours were gifted to the charity by the Board of Trustees. Any expenses reclaimed from the charity are set out in note 12 to the accounts.

At the AGM in 2010 three Trustees were elected from the membership. These Trustees are due to either stand down or stand for re-election at the AGM in 2013. At 31st March 2013 the number of paid up members on the Board of Trustees stood at seven (four elected Trustees, one co-opted and two inductees). The maximum number of Board members, as outlined in the Memorandum and Articles of Association, is determined as one third of the membership or up to ten people. Underrepresented groups on the board currently include people from ethnic minorities, those with disabilities and women; therefore we aim to be more proactive to encourage people from these groups to consider joining our membership and becoming a trustee. There will be a concerted campaign to attract people from more diverse groups; enlistment will be promoted by way of open days, presentations, media adverts and interviews.

Organisational structure and decision making

The Board of Trustees is responsible for the strategic direction and policy of the charity. Delegation of the day-to-day management of the charity, its services, targets and key performance indicators is entrusted to the employed Chief Executive Officer, who reports directly to the Board. Other senior managers include the Business Director (under recruitment) and the Operations Director. A new role of Income Generation Officer will also be recruited to assist with developing sustainable income streams, tendering and commissioning as well as enabling partnerships with Charitable Trusts and Foundations and corporate donors. It is envisaged that suitably experienced personnel will be engaged in these two roles by August 2013. The senior management team is supported and advised by a Finance Officer.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure and decision making Cont'd...

Twenty six staff, which include two team leaders and four senior workers, operate at the frontline level of operations, ensuring a quality service and good practice are upheld. Team Leaders make certain that staff continue to develop their skills in order to assist and support the service user group and carry out the organisation's charitable objectives. The Board of Trustees supports the management team through access to appropriate expertise and resources either through staff appointments or the use of external consultants.

Quality

It was a year of challenges for Threshold, having to continue to provide quality services to homeless people whilst facing financial constraints. At very short notice Swindon Borough Council undertook an audit under the auspices of the Supporting People's Quality Assessment Framework. Threshold was able to take this challenge in its stride, not only achieving 'A' grades in each of the 5 sections but also A's in each sub-section. The only service provider contracted by Swindon Borough Council to achieve this twice in three years; our Supporting People Services were awarded five A -grades by Swindon Borough Council in 2010 and 2012.

Threshold was initially awarded the Investors in People (IiP) in 2004. We were subsequently re-assessed and awarded IiP again in 2007 and in 2011 were awarded the new standard. We were advised that we could achieve the Gold Award but it was decided that the expense of achieving this highest award level was not necessary and so no further application was made. We are very proud and appreciative of receiving this award. In 2003, we also gained the Charity Commissions esteemed "Hallmark of a Well Run Charity".

Related parties

Insofar as it is complimentary to the charity's objects, Threshold is guided and bound by local and national policy and legislation. At national level, we are bound by homeless legislation, namely the Rent Act 1977 and the Housing Act 1985, 1996 and 2002. At local level, some key national documents that have influenced our local authority's strategic approach to homelessness and have impacted upon our operations include:

- The Homelessness Act 2002 and the associated Homelessness Code of Guidance for Local Authorities
- The Audit Commission's Key Lines of Enquiry (KLOE) 8, Homelessness and Housing Needs
- The Housing Corporation's Homelessness Strategy
- Independence and Opportunity - Strategy for Supporting People
- The Government publication - Sustainable Communities; Settled Homes; Changing Lives

During the year, services were provided to the charity from a range of providers, complementing the skills present within the charity and enhancing compliance and good practice. Our partner Housing Associations, who are Registered Social Landlords (RSLs), influence our strategy, processes and operations through the managing agent agreements, review systems and reporting mechanisms.

Our external relationships are vital to our positive accomplishments. Our Street Outreach Service is key to the success of the Swindon Borough Council's Rough Sleeper Panel (RSP) and provides vital access and support to hard to reach clients who often do not engage with statutory or official services and departments. The RSP is a multi- agency panel and includes representatives from other hostel providers, probation, police, housing, the town centres management team, drug and alcohol services and health care workers e.g. Community Psychiatric Nurses (CPN) and the Health Visitor for the homeless. The representation of local agencies within this group has provided invaluable support to the charity and has established improved links within the community, identifying policy developments, innovative action plans for assisting and supporting clients as well as prospective funding opportunities for service enrichment and development.

Risk Management

A Risk Register is maintained which assists in the identification of threats, the probability of any impact as well as the actions that are required to mitigate the risk to the charity. As part of the annual audit the Auditors, in their management letters to the Trustees, identify any areas where controls need revising.

However, we aim to be a learning organisation, one that is continually seeking improvements. With this in mind we intend to review the current risk register policy and procedures in the coming reporting period and plan to further improve and simplify processes and communication channels. Significant risks to the organisation include Health and Safety and wellbeing of staff, volunteers and clients; risks associated with the management of the property portfolio and the recruitment, retention and development of quality staff.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Memorandum and Articles of Association (reviewed and readopted on 18 September 2011) state that the charity's objects are:

"The relief of poverty, hardship, sickness and old age through the provision of accommodation, support and advisory services to those in need, in particular of persons who:

- a) by reasons of mental and physical infirmity are unable to fulfil their duties as citizens or their obligations to employers; or
- b) are homeless, ex-offenders and those with substance misuse issues and/or addictions; or
- c) are fleeing exploitation, abuse and violence"

Vision Statement

To be recognised as the best provider of choice and opportunities for change for vulnerable people.

Mission

To help vulnerable people create a better way of life and independence.

Our objects and funding assist homeless people in the town of Swindon in Wiltshire. We aim to offer a holistic approach to the problems arising out of homelessness and all our charitable activities focus on assisting people who are homeless, or are threatened with homelessness, and are undertaken to further our charitable purposes for the public benefit.

Our funding assists the operation of supported accommodation and the differing services which incorporate the associated advice and signposting activities undertaken. Demand for our services is limited by giving priority to those who are over the age of 16, single and homeless.

Our aim is to build independence through support, re-enablement and/or rehabilitation. We achieve this through an approach that requires personalisation, acknowledgement of the need for recovery and planning for the prevention of the (re) emergence of issues that will either compromise a person's independence or lead to further incidences of homelessness.

Strategic Objectives for 2013/14

1) To acquire sustainable funding

Threshold recognises and adopts the statement from NCVO, which underpins how our funding has to be shaped for future sustainment of the organisation, its work and objectives. Threshold is actively seeking to adopt: *"income opportunities across a spectrum of opportunities; from charitable donations at one end of this spectrum, through grants, service level agreements and contracts, to social enterprise activity, trading goods and services. This not only spreads risk, but ensures [Threshold] are best placed to take advantage of emerging trends and opportunities and are able to safeguard their financial future without sacrificing independence or mission"*.

To this end Threshold will recruit an Income Generation Officer with a remit to secure the statutory and local government funding contracts through tendering and commissioning and an additional £130k per annum through successful applications to charitable trusts and foundations.

2) To augment the Board of Trustees

It is recognised that over 75% of the elected members of the Board of Trustees are due to either retire or stand for re-election at the AGM in 2013. Therefore there is a need to increase the number of people with appropriate skills serving on the Board in order to effectively undertake the role of trustee and company director; ensuring the legal obligations are maintained and the strategic plans are strengthened and implemented.

To this end Threshold will actively seek volunteers from the membership and through the advertisement of the opportunity to be a trustee through various media and community links.

3) To acquire new premises that will accommodate the charity's registered offices and associated Administration

To research, acquire and develop suitable buildings or land that will ensure the permanence of the registered offices, associated services and administrative functions of the charity therein.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

OBJECTIVES AND ACTIVITIES

Strategic Objectives for 2013/14 Cont'd...

Threshold will work and negotiate with the local authority, corporate partners or companies to ensure the registered offices can be located and established within the town centre. Plans that incorporate social housing would be advantageous in order to increase financial resources supporting the administration, governance and core costs of the organisation; developing a self financing process, if possible, after the initial capital investment.

Operational Objectives for 2013/2014 will be:

To continually improve and ensure that our service provision is needs driven and service user centred, being resourced by optimum levels of appropriately skilled staff .

To achieve this we need to:

- proactively collate and use service user feedback positively to identify needs, demands and trends
- identify opportunities and funding for potential development of services and people
- prioritise workforce development and sustainment to meet identified need
- consider capacity issues, key growth and consolidation areas

To continually both personally and professionally improve and develop our personnel.

To achieve this we need to:

- revise and review our staff handbook
- review HR Policies, Processes and Practices
- introduce a strategy for staff development
- plan future workforce requirements

To create financial stability by means of a robust funding strategy and sound management of our financial resources through a programme of continual improvement that incorporates the following activities, amongst others:

- Employment of an Income Generation Officer to specifically undertake tendering, commissioning and charitable fund applications
- Development of subcommittee groups to review, monitor and evaluate
 - the Finances of the charity
 - Fundraising Activities and Events coordination
 - Health & Safety
 - Media issues
 - Property
 - IT and Resources
- Maintenance of a risk register to aid identification of issues or risks and enable timely mitigation

To agree our future direction and continual improvement programme in relation to service development and performance.

Compelling evidence directs our focus to:

- the future of the Street Outreach Service due to the potential withdrawal of local authority funding in 2014/15
- the establishment of the KeyScheme+ Rent Management Service in accordance with the CRISIS grant award and match funding from Swindon Borough Council
- creating working relationships and/or partnerships with other organisations to create synergy between services and opportunity of choice for the service users, for example by developing the PPO project

Charitable Activities

Our work has significantly reshaped local community based support for homeless people and promotes a person's well-being as we work towards reducing dependency on the services by responding flexibly to individual changes in circumstances when necessary.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

OBJECTIVES AND ACTIVITIES

Charitable Activities Cont'd...

Threshold notes a marked increase in the number of people seeking emergency accommodation and individual support, not only for their homelessness problem but other associated or underlying issues that impact upon and compound their basic housing problem. Our scope of support ranges from basic advice, emergency shelter and provision of food right up to helping clients to manage their own finances, applying for the correct benefits, learning to cook and clean as well as be sociable tenants and responsible citizens. By supporting vulnerable homeless people to live independently, we not only save money in a climate of ever decreasing welfare budgets by preventing them having to rely continually on expensive front-line services, but we also give individuals the power and autonomy to ensure that they live fuller and happier lives.

The principal activities are:

- The operation of a Street Outreach Service; supporting, assessing risk and need of those sleeping on the streets
- The operation of a 20 bedded direct access hostel; supporting up to 20 residents each day
- The operation of 4 move-on resettlement hostels for men; supporting up to 16 residents each day
- The operation of 1 move-on resettlement hostel for women; supporting up to 4 residents each day
- A new provision to offer supported accommodation for 5 ex-offenders
- The operation of 1 Substance Misuse 2nd stage resettlement hostel; supporting up to 4 residents each day
- The operation of 2 adjoined resettlement hostels for young people aged between 16 and 21 years of age; supporting up to 6 residents each day
- The operation of a Rent Management Scheme – KeyScheme+

Additional work includes:

- Facilitating vendor support and the selling of The Big Issue magazine
- Operating a Day Centre on behalf of Swindon Borough Council
- Working in partnership in the support of service users at the Breakfast Club and The Soup Run, which are operated by 2 different independent charities

The activities and achievements that flow from our work are described below:

The Street Outreach Service:

This small team works mainly out on the streets, at breakfast clubs and soup runs. However, a small day centre provision is also supported and operates two afternoon sessions a week (increasing to three during the year), offering support and advice to vulnerable and hard to reach people, creating the opportunity to facilitate partnership working between legal advisors, benefit agencies, housing departments and health workers. In 2012/13 Street Outreach assisted 614 people through 239 breakfast club sessions, 125 day centre sessions and 108 sessions at the Soup Run; a marked increase from 407 people in 2011/12.

The service offers face-to face advice on housing, debt or other related issues, advocacy and support to those who are roofless, in squats or in unsuitable accommodation. This activity assists with homelessness prevention, reducing the numbers of people sleeping rough or squatting in unoccupied buildings and car parks. Working relationships with the local authority's Housing Needs Team continues to be excellent with a high degree of mutual trust and confidence being afforded by both teams. This work is only part funded by the local authority's homelessness prevention fund. Charitable trust fundraising and general donations need to be generated to meet the shortfall.

Supported Accommodation:

Threshold has nine hostels and three managed flats, situated within a four-mile radius of the charity's registered offices, accommodating up to 58 people on any given night. 311 people accessed these provisions during 2012/13.

Threshold's projects include three hostels that provide a 24 hour staffed environment with intensive support and include our 20 bedded direct access hostel for men, our youth project offering 6 bed spaces for young men and women aged between 16 and 21 years and a substance misuse rehabilitation and resettlement project for 4 people; men and women aged 16 plus. To compliment these schemes we provide supervised, move-on accommodation which enables more independence. These schemes include a women only hostel and four separate men only projects.

Threshold's resettlement programme is a pathway towards independence and self actualisation. Our needs assessments are person centred and focus on outcomes, especially results that leave service users able to live well with less support. They aim for people to first address the underlying issues around their homeless situation and then to facilitate a programme of recovery and enablement for their independence.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

OBJECTIVES AND ACTIVITIES

Supported Accommodation Cont'd...

The Government's Supporting People Grant, licence fee income from housing benefit claims and service users own personal contributions primarily fund these projects. Secondary funding comes from general donations, fundraising and charitable trust funding.

Culvery Court, our emergency direct access hostel took in 235 people in 2012/13; of which 46.5% had declared a period of sleeping rough prior to being accommodated for

- Up to one week – 26%
- Between 1 – 4 weeks – 12%
- Between 1 – 3 months – 5.5%
- Between 3 – 6 months – 1.3%
- Over 6 months – 1.7%
- There were 477 refusals of which 417 were due to the hostel being full so no beds were available
- A positive resettlement rate of 37% was achieved

The Resettlement Team received referrals for the supported accommodation and resettlement programme based in our long stay move-on houses as follows:

Mullane House, our young person's resettlement project received 53 referrals (26 male, 27 female) of which 14 were accepted. Mullane House is a project for 16-21yr olds which are mixed gender homeless people. A referral process is completed to access this project, with some of the residents being referred via Social Services as Care Leavers or Looked After Children. A proportion of the referrals are made after a family breakdown due to the complex needs of the person, which may include behaviour problems, learning difficulties, substance misuse issues or offending behaviour, to name but a few. Mullane House offers support in addressing these issues. Working with the staff team on a structured resettlement programme, residents receive assistance with all independent living and life skills including training, education and employment opportunities. Staff will work in conjunction with other statutory and voluntary agencies in addressing an individual's issues to ensure continuity of support and to maximise their potential and desire to change.

The Old Appleyard, our substance misuse rehabilitation and resettlement project received 31 referrals (25 male and 6 female) of which 18 were accepted. The Old Appleyard is an intensive high support project for people with substance misuse issues. This project offers support within very firm boundaries to enable individuals to stabilise their substance misuse on substitution medication, utilising Threshold's Substance Misuse Worker conducting 1:1 and group sessions, harm reduction, coping strategies and identifying triggers. Residents also have access to sessions on self awareness, confidence building and self esteem. Along with addressing substance misuse issues, residents are allocated a key worker who will work within a holistic approach to support and advice individuals following a structured timetable and resettlement programme. This year, residents have been participating in many activities, either within their own project or within the organisation. These include:

- Ridgeway Cycle Rides
- Halloween activities
- Christmas activities
- Car boot sales – to enable resident to raise funds for social activities
- Attending the Paralympics

Resettlement Move-on Hostels: The five general needs schemes received 66 referrals (50 male, 16 female) of which 41 were accepted; this includes referrals for Mireller House, our Women's Project of which 7 were accepted. Resettlement also opened a new house this year in Liden, which enabled another 5 service users to access Threshold's supported accommodation. This allowed the organisation to secure funding with SWITCH (Probation) to accommodate individuals with Intensive Offending Management status, to support them in addressing their offending behaviour and any other issues presented.

Offenders: For the second year running, Threshold has been funded to accept 10 referrals from Wiltshire Probation Trust and SWITCH+ (Swindon and Wiltshire Integrated [offender] Community Hub) for Persistent Prolific Offenders (PPOs). As a partner, we have supported SWITCH to deliver their outcomes as this project enables people to break the cycle of prison, homelessness, offending, return to prison. During this reporting period (the first year of funding), 23 PPOs were referred and accommodated; this equates to 1/3 of the total population of PPOs across the county of Wiltshire. The fact that 13.6% service users at Culvery Court were directly discharged to the hostel from Prison with 9.3% of those being directly referred by the Probation Service is separate to this arrangement. Overall 37% service users have declared offending behaviour of which 6% had Schedule 1 offender status.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

OBJECTIVES AND ACTIVITIES

Offenders Cont'd...

Threshold and SWITCH's interface enables offenders to positively rescind their persistent criminal behaviour and establish foundations for a life style change by gaining direct access to Threshold's supported accommodation and dedicated workers to help them make those changes. This opportunity has been used to compliment community sentencing opportunities as well as assisting early release programmes and accommodation based curfew orders. Ultimately this arrangement assists with compliance and for community reparation work to begin sooner.

Threshold offers secure, supported accommodation upon release from prison, or as an alternative to imprisonment; SWITCH assists with the referral and monitoring processes; together we create a positive conduit that helps to lower the incidences of criminality amongst Swindon's small community of Prolific (non violent) Persistent Offenders, who are often 'recycled' through the criminal justice and homelessness systems time and time again.

This project is a huge success and Threshold needs to secure additional funding to manage the increased numbers of referrals in order to successfully progress the support arrangements for this particular client group and impact even more positively upon recidivism rates generally with all (ex) offenders who are accommodated by the charity. As Kevin Lockyer, Services Director at NACRO (National Association for the Care and Resettlement of Offenders), pointed out: *"People leaving prison without somewhere to live are more likely to offend again."*
(Source: <http://www.guardian.co.uk/housing/network/2011/aug/22/supporting-people-cuts-housing-sectorvulnerable>)

Housing, health and social care are the three pillars of independent living. Identifying shared outcomes and joint working between these three areas together will offer more efficient and integrated services, creating efficiencies and driving innovation. By collaborating we can multiply the positives, so that we create value all round - savings, rewards, opportunities and social value. Threshold wish to develop partnerships within these identified areas, working collaboratively with the service user and other services.

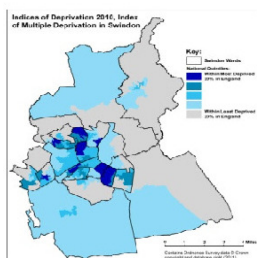
Rent Management Scheme - known as KeyScheme+: This scheme is being re-launched in 2013/14 to aid the move-on of people who are leaving Threshold's supported accommodation schemes prior to their planned move across to or from the resettlement programme. This activity will have a direct impact on reducing the number of beds blocked within our hostel provision, thereby enabling more people to access our accommodation and resettlement programmes, reducing the need for them to be street homeless. It will also assist with reducing the number of people resorting to sleeping rough or sofa surfing within friends or family households, following their move from our hostel accommodation. The scheme will also accept external referrals and self referrals. The Outreach Team are designated to provide on-going support in the independent accommodation when required. A short resettlement and advice service will be available and linked to a local credit union. This will aid budgeting and future savings for our clients. Funds are being made available from CRISIS and Swindon Borough Council to partially finance this scheme during 2013/14.

"Life in Swindon"- The Need for Threshold

Threshold Housing Link is feeling the impact of the changing economic climate and demographic make-up of the local population. Higher demands are being made on the 10 different services operated and this ultimately increases the pressures on our facilities, staff teams and funding.

- Swindon's population has increased dramatically by 28% since 2001, from 157,000 to 201,800 in 2011, much higher than figures for the South West (7.0%) or England (6.3%).

Alongside this expansion, a section of the community has fallen behind. Unfortunately, the town has nine pockets of deprivation, each within a 4 mile radius of each other, which have been classified as being within the top 20% most deprived areas within England. (Source: *South West Observatory*)



Areas of economic deprivation with over 98 households per quarter being accepted as statutory homeless, 27,300 being classed as living within a deprivation area and 668 as long term unemployed contribute to this categorization.

Alongside these statistics are those that illustrate, that there were 630 hospital stays for self harm, 3,431 hospital stays for alcohol related issues, 1,033 for drug misuse/overdose incidences and 19 new cases of Tuberculosis diagnosed.
(Source: *health profiles.info*)

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

OBJECTIVES AND ACTIVITIES

“Life in Swindon”- The Need for Threshold Cont’d...

- Life expectancy in Swindon for both men (78.4 years) and women (82.6 years) was lower than the South West average (79.2 for men, 83.3 for women) *(based on the Slope Index 05.01.11)*
- Over 7,225 children live in poverty
- The rate of teenage conception in Swindon (39.3 per 1,000 women aged 15-17) was higher than the South West rate (34.5 per 1,000).
- The crime rate in Swindon (43.1 per 1,000 population) was higher than the rate for the South West (33.8 per 1,000) and England and Wales (41.3 per 1,000)
- The unemployment rate for Swindon was 7.1% versus only 6% for the rest of the South West.
- The levels of GCSE attainment are worse than the average across England – 45% are qualified to NVQ 2 or below; 8% have no qualifications.
- Swindon has the lowest percentage of workers (23.6%) qualified to NVQ 4 (degree or equivalent) of all unitary and county authorities in the South West

The demographic characteristics of the local population reveal the impact on and demand for Threshold’s services and why the charity is a necessary and vitally important service to the local community and population. Threshold works in partnership with the local authority, other housing providers and community based agencies to offer the opportunity for people to transform their life, circumstances and chances.

Fundraising

The annual events ‘Sleepout!’, ‘Run 4 Home’ and the ‘Soup Run’ were successful at raising a total of £5,314 however, this is 50% lower than in previous years. Other initiatives and events raised £2,645 and included a Sixties music night with the group End of The Track and University fees for student placements.

The recruitment of an Income Generation Officer and the formation of a Fundraising and Events Subcommittee Group in 2013/2014 will support plans to generate more income through various initiatives and charitable trust funding applications.

In this reporting period the council grant of £20,000 for the Street Outreach Service was under threat of being withdrawn but, following intense lobbying and negotiations with Councillors and members of the local authority, the decision was reversed. Benchmarking our service and its costs against other local authorities revealed that we provided incredible Value for Money compared to others who have up to £100,000 being awarded to support their Street Outreach Service. However, this grant may be the subject of another reduction or withdrawal in the 2014/15 council budget. The Income Generation Officer is to be tasked, amongst other things, with securing additional funding to support the salary costs of these workers for the future.

Threshold managed to secure £40,000 funding from the national charity CRISIS to open the rent management scheme which will provide service user’s access to approved landlords and private rented accommodation. . SBC are match funding the CRISIS grant to enable the service to operate for 2 years and allow time for the Income Generation Officer to secure future sustainable funding.

Community engagement activities include being a distribution centre for The Big Issue magazine, which entails recruiting and maintaining the relationship between vendors and the local community, as well as operating a twice a week day centre “drop-in” facility within the town centre. Fifteen people worked as Big Issue vendors at different times during the year and sold 7,366 copies of the magazine which in turn generated a supplementary income of £589.30p for the charity (8p per copy that we distribute). Accumulatively the vendors earned £9,207 between them.

An appeal in the local press drew in massive support in the form of Gifts in Kind with donations of blankets and soup along with other non-perishable foods, which were much needed during the extreme cold weather in the winter months.

Threshold Housing Link
Report of the Trustees
for the Year Ended 31 March 2013

ACHIEVEMENT AND PERFORMANCE

Internal and external factors

Equal access to our services is an important issue for us. We monitor the age, gender, disability, ethnicity and sexual orientation of our client group as well as the underlying issues that have compounded or created their homeless situation. This assists us when planning new services and when reviewing existing provision. The Neighbourhood Statistics website shows that Black and Ethnic (BME) communities are represented in our town with only 4.8% of the total population – this ratio is equally represented in our service.

To avoid and pre-empt public concern regarding our services, we actively engage the different local communities in which our projects are operational or located. This includes involving our direct neighbours in our open days or public meetings as well as distributing our newsletter mailings. Our local councillors and MPs are involved with our work at all levels and have significantly helped with reducing any such concerns by assisting us to create better local understanding for the need for us to be based within certain communities.

A large national financial services company, which has its headquarters based in Swindon, has been very supportive of the charity this year with several “Seeing Is Believing” visits taking place by their senior executives and Human Resources Managers. The developing association between our two organisations is derived from and related to the company’s Corporate Social Responsibility agenda and their Citizenship programme.

Our partners at the local authority, housing associations, MPs, the general public and those who take part in our fundraising activities, have also been very empathetic and supportive of our cause.

Summary

The Trustees embarked on a strategy to strengthen the business processes and management of the organisation. A number of recommendations for cost savings and efficiencies were identified and agreed.

The decision was made to divest one of the charity owned properties which became unsustainable. This sale created an accounting deficit of £38,640 related to the asset disposal due to the previous high book valuation and the sale at the incumbent lower market values. This provision will be reinstated when a suitable property can be acquired.

The positive resettlements and move-on this year amounted to 37% of our Culvery Court residents, increasing to 49% in the resettlement long stay hostels, including Mullane House, our young person's project. The Old Appleyard, our substance misuse project, registered an impressive 61%. Bed voids were kept to a minimum of 3% with only a few hours between re-letting rooms in Culvery Court and 5% voids with a re-letting average of 6 days in the resettlement projects. Bad debts reached 3% which is 2% below the agreed budget target of 5%.

Access to Threshold:

The written word - In an effort to break down exclusion and reduce the stigma associated with homelessness, we provide information that communicates our messages in plain English and a “reader friendly” format. We produce information leaflets that outline each service, inform and advise the general public of what is available and how these services are accessed. All information is also obtainable from our website www.thl.org.uk. We operate a facility for complaints and comments to be submitted in this accessible manner, too. Our forms and internal communications can be translated “in-house” into various languages for those for whom English is not their first language.

The properties - Our main, purpose built accommodation facility has full disabled access and several of the smaller resettlement hostels have facilities located on the ground floor so that people can be accommodated easily. The current registered offices are not easily accessible for people with physical disabilities and so, whenever necessary, meetings and interviews are convened at the main hostel for both practical and safety reasons. Some interviews may also be conducted at other agencies or establishments for ease of access, information, support, confidentiality or for legal reasons.

Referrals:

The Street Outreach Service and our Culvery Court Hostel do not require any referral forms to be completed before engaging with service users as these are direct access services. Information is gathered during the discussions that take place during the first interaction with the member of staff or upon arrival at the facility. Some external agencies complete a basic referral form when referring their clients to the direct access hostel but this is not compulsory unless there is a known or significant risk factor that needs to be identified e.g. Schedule 1 Offenders, mental health crises, arson, race hate crime or other types of violence.

Threshold Housing Link

Report of the Trustees **for the Year Ended 31 March 2013**

ACHIEVEMENT AND PERFORMANCE

Referrals Cont'd...

Referrals for all the supported accommodation facilities can be from individuals themselves, via another agency or key worker, who will provide additional information or references as required. Our referral forms are available via our website www.thl.org.uk; alternatively, they can be collected or posted from our main office or from any of the hostels upon request.

The average turnaround time in our long stay hostels for a void is 6 working days, however, in crisis situations when there are vacancies, this process can be completed much sooner. Threshold operates a waiting list only when vacancies are not immediately available and priority is determined on an individual's vulnerability and needs basis.

Monitoring & Evaluation:

All our services collate data, request feedback from service users, suppliers and partner agencies. This is used to review activities, plan for developments and create innovative solutions for issues and needs that require attention and support. Our accommodation services and their recidivism rates are monitored by an external ex-service user forum; providing feedback regarding the fairness of decisions made concerning evictions and service user interventions.

The "Outcomes Star" is a method of evaluating progress of service users through their journey of rehabilitation and resettlement into independent living with a less chaotic lifestyle. Threshold has adopted this approach over the last year.

University students, seconded to Threshold for their Community Learning Placements whilst undertaking Social Work degree qualifications, provide valuable evaluation and feedback. This enables improvements to the programme for future students, up-to-date knowledge transfer and training for our staff groups. This programme also generates funding for the charity.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2013

FINANCIAL REVIEW

Summary

It has been challenging to plan and implement developments against the backdrop of limited resources, grant cuts and constant insecurities of funding and so the staff's valiant efforts and determination to succeed with the planned objectives is to be commended. These have included decisions and actions regarding issues such as employing a Business Director, divesting a property, employee related processes and retaining external consultants, lobbying for Outreach funding, deciding to recruit an IGO, securing £40k from CRISIS and match funding from Swindon Borough Council etc.

The support from our partners and supporters linked to the concerted efforts of the Trustees and employees of the charity certainly made a difference and our most deeply felt thanks go to all those who helped achieve these goals. Initiatives have been aided by sound internal financial management and positive financial support from our partners in the Community Safety Partnership, the Wiltshire Probation Trust and SWITCH, SBC, CRISIS, and encouragement from our bank, insurers and accountants.

Our turnover for 2012/13 was £1,004,978. Our accounts show a deficit of £56,407 of which £38,640 was created due to the disposal of a fixed asset. Threshold's freehold property was re-valued on an open market basis in April 2011, but the sale at current market prices in 2013 produced a material change to the value since valuation and it is this variance that created the deficit.

Governance costs are at a level of 4.5% of expenditure. Fundraising costs were levied at 0.08% due to no-one being in post undertaking this specific activity. Staff costs for our front line services that interface directly with our clients in carrying out our charitable objectives are our largest expenditure at 51%, which is significantly reduced from last year (58%).

Income Generation is a declared priority for the coming year with a target to raise around £130,000 to cover the identified areas of low or no income, to create sustainable on-going income streams as well as the financial basis for the identified need for development and relocation of the charity's registered offices.

Reserves Policy

The Board of Trustees have adopted a policy that meets the charity's requirements, reduces risk and conforms to Funder's and the Charity Commission's requirements.

Threshold is continually working towards accruing reserves to the level of 3 months operational costs. Once this level is achieved, a review is undertaken and on occasion some of the money is re-invested into property to provide additional accommodation schemes, which create supplemental income streams, property assets and enable further fundraising. These decisions support prudent activity that has enabled the development of five additional accommodation services over the past twelve years.

The current level of free reserves is £222,452 (approx. 2.6 months of the target level of 3 months) due to an asset sale. However, there are plans to re-invest this money in another property when it is prudent to do so.

Should activities require funding from the reserves, a review of the viability of that particular service, role or work will be undertaken and a risk mitigation strategy developed to reduce impact and stabilise the situation.

Principal funding sources and results for the year

The primary source of Threshold's income is the supported accommodation licence fees (52.5%) paid by Housing Benefit and personal contributions from service users (accommodation service charges). The Government's Supporting People Grant (SPG) provides 39.2% of the charity's overall income with a further 6.5% being secured from other grants and donations. Fundraising through events such as 'Sleepout', student placements, miscellaneous donations, gifts and bank interest generated 2.1%.

Lesser sources of income include

- the distribution of The Big Issue created an income in excess of £589
- the day centre coordination has an income stream of £7,599 from the SBC Homeless Prevention Fund each year; and
- the university placements created an income of £4,220; a designated Practice Educator, approved by the University, is retained at a cost of 50% of this income

Threshold Housing Link

Report of the Trustees **for the Year Ended 31 March 2013**

FINANCIAL REVIEW

Investment policy and objectives

Each year, aside from retaining a prudent amount of reserves in accordance with the charity's policy, there are very few funds available for long-term investment. However, notwithstanding this, we do place some income and/or grants that are received in advance, into high interest savings accounts before draw down in an effort to attract additional revenue. Donations can also accrue Gift Aid or be placed in CAF CASH and COIF Accounts before use. The Board of Trustees does not speculate in commercial money markets.

STATEMENT OF TRUSTEES RESPONSIBILITIES

The Trustees (who are also the directors of Threshold Housing Link for the purposes of company law) 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).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the Trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the Trustees are aware:

there is no relevant audit information of which the charitable company's auditors are unaware and the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

AUDITORS

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

ON BEHALF OF THE BOARD:

.....

C G Arch – Trustee & Company Secretary

Date:

Report of the Independent Auditors to the Trustees of
Threshold Housing Link

We have audited the financial statements of Threshold Housing Link for the year ended 31 March 2013 on pages eighteen to thirty. The financial reporting framework that has been applied in their preparation is applicable law and the Financial Reporting Standard for Smaller Entities (effective April 2008) (United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities).

This report is made solely to the charitable company's trustees, as a body, in accordance with Section 144 of the Charities Act 2011 and regulations made under Section 154 of that Act. Our audit work has been undertaken so that we might state to the charitable company's trustees 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 charitable company and the charitable company's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

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

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under Section 144 of the Charities Act 2011 and report in accordance with regulations made under Section 154 of that Act.

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

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Report of the Trustees to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Report of the Independent Auditors to the Trustees of
Threshold Housing Link

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements ; or
- the charitable company has not kept adequate accounting records; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Monahans

Statutory Auditors

Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006

38-42 Newport Street

Swindon

Wiltshire

SN1 3DR

Date:

Threshold Housing Link

Statement of Financial Activities
for the Year Ended 31 March 2013

		Unrestricted funds £	Restricted funds £	2013 Total funds £	2012 Total funds £
	Notes				
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income	2	9,998	-	9,998	17,386
Activities for generating funds	3	10,474	-	10,474	20,390
Investment income	4	1,165	-	1,165	534
Incoming resources from charitable activities					
Supported Accommodation	5	917,945	65,396	983,341	932,059
Total incoming resources		939,582	65,396	1,004,978	970,369
RESOURCES EXPENDED					
Costs of generating funds					
Fundraising trading: cost of goods sold and other costs	6	5,749	-	5,749	720
Charitable activities					
Supported Accommodation	7	934,412	75,396	1,009,808	929,424
Governance costs	10	45,828	-	45,828	20,375
Total resources expended		985,989	75,396	1,061,385	950,519
NET INCOMING/(OUTGOING) RESOURCES					
		(46,407)	(10,000)	(56,407)	19,850
RECONCILIATION OF FUNDS					
Total funds brought forward		630,729	10,731	641,460	621,610
TOTAL FUNDS CARRIED FORWARD		584,322	731	585,053	641,460

The notes form part of these financial statements

Threshold Housing Link

Balance Sheet
At 31 March 2013

	Notes	2013 £	2012 £
FIXED ASSETS			
Tangible assets	14	585,022	772,236
CURRENT ASSETS			
Debtors	15	69,275	71,464
Cash at bank and in hand		<u>306,343</u>	<u>155,559</u>
		375,618	227,023
CREDITORS			
Amounts falling due within one year	16	(170,231)	(148,744)
		<u> </u>	<u> </u>
NET CURRENT ASSETS		<u>205,387</u>	<u>78,279</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		790,409	850,515
CREDITORS			
Amounts falling due after more than one year	17	(205,356)	(209,055)
		<u> </u>	<u> </u>
NET ASSETS		<u>585,053</u>	<u>641,460</u>
FUNDS	22		
Unrestricted funds		584,322	630,729
Restricted funds		<u>731</u>	<u>10,731</u>
TOTAL FUNDS		<u>585,053</u>	<u>641,460</u>

The notes form part of these financial statements

Threshold Housing Link

Balance Sheet - continued
At 31 March 2013

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2013.

The members have not deposited notice, pursuant to Section 476 of the Companies Act 2006 requiring an audit of these financial statements.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

These financial statements have been audited under the requirements of Section 144 of the Charities Act 2011.

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies and with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial statements were approved by the Board of Trustees on and were signed on its behalf by:

.....
C G Arch -Trustee

.....
T G Davies -Trustee

The notes form part of these financial statements

Notes to the Financial Statements
for the Year Ended 31 March 2013

1. ACCOUNTING POLICIES

Accounting convention

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain assets and in accordance with the Financial Reporting Standards for Smaller Entities (effective April 2008), the Companies Act 2006 and the requirements of the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP 2005) issued in March 2005.

Incoming resources

All incoming resources are included in Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

Grants

Grants of a revenue nature are credited to the Statement of Financial Activities in the period to which they relate. Grants received for fixed assets are credited to the Statement of Financial Activities when received and included in the appropriate fund in the balance sheet, with appropriate depreciation being charged against the fund.

Fees from residents

Fees from residents are credited to the Statement of Financial Activities in the period to which they relate. Known bad debts are written off and a provision is made for any that are considered doubtful. Bad and doubtful debts are included within charitable activity costs.

Fundraising and voluntary income

Fundraising and voluntary income is included in full in the Statement of Financial Activities when receivable.

Gifts in Kind

Gifts in kind are included in the Statement of Financial Activities at a reasonable estimate of their gross value to the charity. Assets given for use by the charity are recognised as incoming resources and within the relevant fixed asset category of the balance sheet when receivable. If the gift cannot be valued it will not be included in the SOFA.

Resources expended

Expenditure is accounted for on an accruals basis as a liability is incurred, inclusive of any irrecoverable VAT.

Cost of generating funds

Costs of generating funds comprise the costs associated with attracting voluntary income and the costs incurred for fundraising events.

Charitable activities

Charitable activity expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such services and those costs of an indirect nature necessary to support them.

Governance costs

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees, legal fees and trustee indemnity insurance.

Allocation and apportionment of costs

Direct expenditure is allocated between charitable activities, fundraising and governance as appropriate. All support costs are allocated to the one charitable activity, supported accommodation.

Threshold Housing Link

Notes to the Financial Statements - continued for the Year Ended 31 March 2013

1. ACCOUNTING POLICIES - continued

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- 2% on straight line basis
Office equipment	- 15% on reducing balance
Hostel equipment	- 33% on straight line basis
Motor vehicles	- 33% on straight line basis
Computer equipment	- 33% on straight line basis

Fixed assets costing more than £500 are capitalised at cost.

Revaluation

The charity adopts a policy of revaluing its freehold properties. The properties are revalued professionally every five years and any surpluses or deficits on revaluation are taken to a revaluation reserve within unrestricted funds.

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Designated funds

These are funds set aside by the trustees out of unrestricted general funds for specific future purposes or projects.

Restricted funds

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charity operates a defined contribution pension scheme. Contributions to the charitable company's pension scheme are charged to the statement of financial activities in the period to which they relate.

Reserves

Threshold Housing Link will hold a level of reserves based upon the Trustees' assessment of future needs, forecasts of future income and expenditure, the level of liabilities both current and future in order to provide adequate protection from insolvency. This will not normally exceed three months operational costs.

2. VOLUNTARY INCOME

	2013	2012
	£	£
Donations and gifts	9,674	17,085
Membership fees	324	301
	<u>9,998</u>	<u>17,386</u>

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

3. ACTIVITIES FOR GENERATING FUNDS

	2013	2012
	£	£
Sleepout	3,564	9,135
Student placement charges	4,220	7,280
Miscellaneous income	<u>2,690</u>	<u>3,975</u>
	<u>10,474</u>	<u>20,390</u>

4. INVESTMENT INCOME

	2013	2012
	£	£
Deposit account interest	<u>1,165</u>	<u>534</u>

5. INCOMING RESOURCES FROM CHARITABLE ACTIVITIES

	2013 Supported Accommodation	2012 Total activities
	£	£
Fees from residents	523,314	477,032
Grants	<u>460,027</u>	<u>455,027</u>
	<u>983,341</u>	<u>932,059</u>

Grants received, included in the above, are as follows:

	2013	2012
	£	£
SBC Supporting People Grant	394,630	394,630
SBC Outreach workers	17,798	17,798
SBC - Old Appleyard	25,000	-
SBC - Day Centre	7,599	7,599
Garfield Weston	-	20,000
Beatrice Laing	-	5,000
Prolific and Priority Offender Scheme	<u>15,000</u>	<u>10,000</u>
	<u>460,027</u>	<u>455,027</u>

6. FUNDRAISING TRADING: COST OF GOODS SOLD AND OTHER COSTS

	2013	2012
	£	£
Fundraising events	871	720
Student placement expenses	<u>4,878</u>	<u>-</u>
	<u>5,749</u>	<u>720</u>

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

7. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 8)	Support costs (See note 9)	Totals
	£	£	£
Supported Accomodation	<u>846,590</u>	<u>163,218</u>	<u>1,009,808</u>

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2013	2012
	£	£
Staff costs	545,626	553,295
Housing association charges	77,237	57,196
Rates, council tax and water	22,245	18,196
Light and heat	34,497	29,792
Repairs and maintenance	14,697	22,996
Bad debts	13,738	6,702
Insurance	14,984	12,875
Other premises costs	18,040	19,319
Staff recruitment, training and travel	13,720	9,788
Food and catering	26,150	45,967
Depreciation	19,673	35,645
Loss on sale of assets	38,640	-
Interest payable and similar charges	<u>7,343</u>	<u>4,028</u>
	<u>846,590</u>	<u>815,799</u>

9. SUPPORT COSTS

	Staff costs	Office premises costs	Office and administration costs	Totals
	£	£	£	£
Supported Accomodation	<u>118,788</u>	<u>22,445</u>	<u>21,985</u>	<u>163,218</u>

10. GOVERNANCE COSTS

	2013	2012
	£	£
Legal and professional fees	34,027	9,193
Auditors' remuneration	9,390	7,530
Trustee indemnity insurance	<u>2,411</u>	<u>3,652</u>
	<u>45,828</u>	<u>20,375</u>

11. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	2013	2012
	£	£
Auditors' remuneration	9,390	7,530
Depreciation - owned assets	19,674	35,645
Hire of plant and machinery	-	1,037
Deficit on disposal of fixed asset	<u>38,640</u>	<u>-</u>

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2013 nor for the year ended 31 March 2012.

Trustees' expenses

None of the trustees received any expenses or remuneration but indemnity insurance has been taken out for the trustees at a cost of £2,411 (2012 - £3,652). The charity also incurred costs totalling £486 for trustee meetings.

13. STAFF COSTS

	2013	2012
	£	£
Wages and salaries	607,278	577,832
Social security costs	54,044	51,306
Other pension costs	<u>3,092</u>	<u>2,998</u>
	<u>664,414</u>	<u>632,136</u>

The average monthly number of employees during the year was as follows:

	2013	2012
Supported accommodation	31	28
Administration	<u>1</u>	<u>1</u>
	<u>32</u>	<u>29</u>

The average number of employees was split as follows:

	2013	2012
Full time	26	24
Part time	<u>6</u>	<u>5</u>
Total	<u>32</u>	<u>29</u>

No employee received emoluments of more than £60,000 in the year.

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

14. TANGIBLE FIXED ASSETS

	Freehold property £	Office equipment £	Hostel equipment £
COST OR VALUATION			
At 1 April 2012	778,355	23,435	179,573
Additions	-	-	2,536
Disposals	(178,000)	-	-
At 31 March 2013	600,355	23,435	182,109
DEPRECIATION			
At 1 April 2012	18,217	16,930	177,941
Charge for year	13,653	976	1,736
Eliminated on disposal	(4,564)	-	-
At 31 March 2013	27,306	17,906	179,677
NET BOOK VALUE			
At 31 March 2013	573,049	5,529	2,432
At 31 March 2012	760,138	6,505	1,632
	Motor vehicles £	Computer equipment £	Totals £
COST OR VALUATION			
At 1 April 2012	5,499	101,047	1,087,909
Additions	-	3,360	5,896
Disposals	-	-	(178,000)
At 31 March 2013	5,499	104,407	915,805
DEPRECIATION			
At 1 April 2012	5,499	97,086	315,673
Charge for year	-	3,309	19,674
Eliminated on disposal	-	-	(4,564)
At 31 March 2013	5,499	100,395	330,783
NET BOOK VALUE			
At 31 March 2013	-	4,012	585,022
At 31 March 2012	-	3,961	772,236

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

14. TANGIBLE FIXED ASSETS - continued

The freehold property and hostel equipment are used for direct charitable purposes. Computer and office equipment are used mainly for administrative purposes. Cost or valuation as at 31 March 2013 is represented by;

	Freehold Property £	Office Equipment £	Hostel Equipment £	Motor Vehicles	Computer Equipment £	Totals £
Valuation in 2011	411,000	-	-	-	-	411,000
Cost	189,355	23,435	182,109	5,499	104,407	504,805
	<u>600,355</u>	<u>23,435</u>	<u>182,109</u>	<u>5,499</u>	<u>104,407</u>	<u>915,805</u>

Had the freehold property not been revalued they would have been included at the following historical cost;

	2013 £	2012 £
Cost	<u>436,846</u>	<u>521,164</u>
Aggregate depreciation	<u>163,133</u>	<u>176,419</u>

Freehold property was revalued on an open market basis. The valuation was carried out in April 2011 by two independent valuers, The Co-Operative Bank and Castles Estate Agents. The trustees are not aware of any material change in the value of the freehold property since this valuation.

15. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013 £	2012 £
Trade debtors	47,749	52,216
Other debtors	-	2,925
Prepayments and accrued income	<u>21,526</u>	<u>16,323</u>
	<u>69,275</u>	<u>71,464</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013 £	2012 £
Bank loans and overdrafts	17,796	31,594
Trade creditors	67,479	58,279
Social security and other taxes	15,239	-
Other creditors	25	-
Accruals and deferred income	<u>69,692</u>	<u>58,871</u>
	<u>170,231</u>	<u>148,744</u>

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

17. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2013	2012
	£	£
Bank loans - 1-2 years	18,299	32,524
Bank loans - 2-5 years	58,062	40,752
Bank loans more 5 yr by instalment	<u>128,995</u>	<u>135,779</u>
	<u>205,356</u>	<u>209,055</u>

Amounts falling due in more than five years:

Repayable by instalments:		
Bank loans more 5 yr by instalment	<u>128,995</u>	<u>135,779</u>

18. OPERATING LEASE COMMITMENTS

The following operating lease payments are committed to be paid within one year:

	2013	2012
	£	£
Expiring:		
Within one year	77,398	69,613
Between one and five years	<u>8,348</u>	<u>19,226</u>
	<u>85,746</u>	<u>88,839</u>

19. SECURED DEBTS

The following secured debts are included within creditors:

	2013	2012
	£	£
Bank loans	<u>223,152</u>	<u>240,649</u>

The bank loan is secured by a fixed charge over the charity's freehold properties.

20. PENSION COMMITMENTS

The charity pays into a defined contribution scheme which is independent to the charity. The total payments made in the year was £3,092 (2012 - £2,998). There were £nil (2012 - £nil) payments outstanding at the year end.

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2013

21. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds £	Restricted funds £	2013 Total funds £	2012 Total funds £
Fixed assets	585,022	-	585,022	772,236
Current assets	374,887	731	375,618	227,023
Current liabilities	(170,231)	-	(170,231)	(148,744)
Long term liabilities	(205,356)	-	(205,356)	(209,055)
	<u>584,322</u>	<u>731</u>	<u>585,053</u>	<u>641,460</u>

22. MOVEMENT IN FUNDS

	At 1.4.12 £	Net movement in funds £	Transfers between funds £	At 31.3.13 £
Unrestricted funds				
General fund	325,839	(46,407)	71,214	350,646
Revaluation reserve	226,635	-	(42,959)	183,676
Designated major repair fund	<u>78,255</u>	<u>-</u>	<u>(28,255)</u>	<u>50,000</u>
	630,729	(46,407)	-	584,322
Restricted funds				
Outreach	731	-	-	731
Prolific and Priority Offender Scheme	<u>10,000</u>	<u>(10,000)</u>	<u>-</u>	<u>-</u>
	10,731	(10,000)	-	731
TOTAL FUNDS	<u>641,460</u>	<u>(56,407)</u>	<u>-</u>	<u>585,053</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	939,582	(985,989)	(46,407)
Restricted funds			
Outreach	25,396	(25,396)	-
Old Appleyard	25,000	(25,000)	-
Prolific and Priority Offender Scheme	<u>15,000</u>	<u>(25,000)</u>	<u>(10,000)</u>
	65,396	(75,396)	(10,000)
TOTAL FUNDS	<u>1,004,978</u>	<u>(1,061,385)</u>	<u>(56,407)</u>

Threshold Housing Link

Notes to the Financial Statements - continued for the Year Ended 31 March 2013

22. MOVEMENT IN FUNDS - continued

Fund descriptions

The designated repair fund has been set up to provide for future major repairs.

The Outreach fund is for the provision of street outreach services which assess the risks and supports the needs of those sleeping on the streets.

The Prolific and Priority Offender Scheme is a scheme to provide supported accommodation to 5 offenders at any one time, referred from SWITCH, Wiltshire's Integrated Offender Management (IOM) Programme and Wiltshire's Probation Trust (WPT).

The Old Appleyard fund is for use towards the costs of running the resettlement hostel for those dealing with substance misuse issues.

TRANSFERS BETWEEN FUNDS

The following transfers between funds have been made in the year;

Transfer From	Transfer To	2013 £	2012 £
General reserve	Designated major repair reserve	(28,255)	14,311
Revaluation reserve	General reserve	2,865	5,743
Revaluation reserve	General reserve	40,094	-

General reserve to designated major repair reserve

A transfer of 3% of gross rents from owned and managed properties is made from general funds to the repair fund each year up to a cap of £50,000. The major repair reserve was reviewed in 2013 and the amount in excess of that which is required was transferred back to the general reserve.

Any major repairs will be charged to the repair fund.

Revaluation reserve to general reserve

The transfer represents the depreciation charged in the year on the revalued properties, in excess of that which would have been charged if the properties were held at cost.

An additional transfer has been made for the disposal of a property in the year.

23. CONTINGENT LIABILITIES

The charity is facing a claim of £28,000 for the unfair dismissal of two employees during the year. An employment tribunal is due to take place in August 2013.

24. RELATED PARTY DISCLOSURES

During the year services were provided to the charity from Charities Inc. a trading name of Cher Sawyer-Smith, the CEO of the charity.

The transaction value and balances outstanding are detailed below:

	2013 £	2012 £
Work undertaken in the reporting period	7,658	12,804
Amount outstanding to be paid at the end of the reporting period	3,668	2,800

Threshold Housing Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2013

	2013 £	2012 £
INCOMING RESOURCES		
Voluntary income		
Donations and gifts	9,674	17,085
Membership fees	<u>324</u>	<u>301</u>
	9,998	17,386
Activities for generating funds		
Sleepout	3,564	9,135
Student placement charges	4,220	7,280
Miscellaneous income	<u>2,690</u>	<u>3,975</u>
	10,474	20,390
Investment income		
Deposit account interest	1,165	534
Incoming resources from charitable activities		
Fees from residents	523,314	477,032
Grants	<u>460,027</u>	<u>455,027</u>
	<u>983,341</u>	<u>932,059</u>
Total incoming resources	1,004,978	970,369
RESOURCES EXPENDED		
Fundraising trading: cost of goods sold and other costs		
Fundraising events	871	720
Student placement expenses	<u>4,878</u>	<u>-</u>
	5,749	720
Charitable activities		
Wages	499,067	505,257
Social security	44,786	46,265
Pensions	1,773	1,773
Housing association charges	77,237	57,196
Rates, council tax and water	22,245	18,196
Light and heat	34,497	29,792
Repairs and maintenance	14,697	22,996
Bad debts	13,738	6,702
Insurance	14,984	12,875
Other premises costs	18,040	19,319
Staff recruitment, training and travel	13,720	9,788
Food and catering	26,150	45,967
Freehold property	13,653	18,217
Plant and machinery	1,735	2,739
Fixtures and fittings	976	1,148
Carried forward	797,298	798,230

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Threshold Housing Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2013

	2013 £	2012 £
Charitable activities		
Brought forward	797,298	798,230
Motor vehicles	-	1,833
Computer equipment	3,309	11,708
Loss on sale of tangible fixed assets	38,640	-
Mortgage	<u>7,343</u>	<u>4,028</u>
	846,590	815,799
Governance costs		
Legal and professional fees	34,027	9,193
Auditors' remuneration	9,390	7,530
Trustee indemnity insurance	<u>2,411</u>	<u>3,652</u>
	45,828	20,375
Support costs		
Staff costs		
Wages	108,211	72,575
Social security	9,258	5,041
Pensions	<u>1,319</u>	<u>1,225</u>
	118,788	78,841
Office premises costs		
Rent and rates	11,841	12,568
Repairs and maintenance	<u>10,604</u>	<u>3,960</u>
	22,445	16,528
Office and administration costs		
Hire of plant and machinery	-	1,037
Telephone, fax and internet	2,944	2,283
Printing, postage and stationery	6,071	5,046
Computer and website costs	11,651	8,288
Subscriptions	160	557
Bank charges	614	598
Sundry expenses	<u>545</u>	<u>447</u>
	<u>21,985</u>	<u>18,256</u>
Total resources expended	1,061,385	950,519
	_____	_____
Net (expenditure)/income	<u>(56,407)</u>	<u>19,850</u>

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