

REGISTERED COMPANY NUMBER: 1926938 (England and Wales)

REGISTERED CHARITY NUMBER: 1017599

Report of the Trustees and
Financial Statements for the Year Ended 31 March 2014
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 2014

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Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2014

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 31st March 2014. The Trustees have adopted the provisions of the Statement of Recommended Practice (SORP) Accounting and Reporting by Charities issued in March 2005.

Reference & Administration Details

Status	The organisation is a Registered Charity (England & Wales and a Company Limited by Guarantee, Registered at Cardiff. Initially incorporated in June 1972 (as Swindon Cyrenians (AGAPE)) and again in 1998 as Threshold Housing Link (formerly Thamesdown Housing Link)	
Governing Document	Threshold is governed by its Memorandum & Articles of Association. These were reviewed, updated, amended and re-approved by the Charities Commission in 2011.	
Charity's Objects	"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 or physical infirmity are unable to fulfil their duties as citizens or their obligations to their employers; or b) are homeless, ex-offenders and those with substance misuse issues and or addictions or c) are fleeing exploitation, abuse and violence"	
Charity Number	1017599	
Company Number	1926938	
Trustees	Trevor Davies John Phipps Colin Arch David Price Paul Goodge Jeremy Rice Stephanie Lee	Chairperson (Retired 18 September 2013) Vice Chair (Retired 18 September 2013) Secretary (Elected 31 October 2013) Chairperson (Elected 31 October 2013) Vice Chair (Elected 31 October 2013) Trustee (Elected 31 October 2013) Trustee (Elected 31 October 2013)
Company Secretary	Colin Arch	
Auditors	Monahans Statutory Auditors 38-42 Newport Street Old Town Swindon Wiltshire SN1 3DR	
Legal Advisors	Peninsula Business Services The Peninsula 2 Cheetham Hill Road Manchester M4 4FB	
Bankers	Co-Operative Bank PO Box 250 Skelmersdale WN8 6WT	
Chief Executive Officer	Cher Sawyer Smith	

Report of the Trustees
for the Year Ended 31 March 2014

I. 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 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 2014 there were 56 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 through adverts in the local media, our website, information leaflets, presentations, Voluntary Action Forums, REACH (a skilled volunteer placement agency), recommendations, 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 Disclosure and Barring Service check.

The Board of Trustees seeks 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 is offered to educate and enhance Board members' understanding and capability to review services, monitor and evaluate data relating to the outputs and outcomes of the schemes and services. An initial skills audit was undertaken in early 2014 with the commitment in 2014/15 to analyse and review learning that has taken place and identify areas of potential lack or loss of skills.

A strategy day, also known as a Trustees' Thinking Day, enables the Board to review the organisation as a whole, discuss ideas for developments or consolidation of activities and to progress strategy. There is also the opportunity to meet 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 contribute to 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 2013/14, over 600 volunteer hours were gifted to the charity by the Board of Trustees. The gift in kind value of volunteer hours is calculated as £10 per hour. This year the charity was assisted by 14 volunteers (7 Trustees/members, 6 admin/IT/hostel based assistants sourced through TBG Learning plus one pro bono web designer). Their total time investment amounts to the equivalent of £8,942.

At the AGM in 2013 two Trustees stepped down and one stood for re-election alongside three new Trustees who were previously co-opted and stood for full election. At 31st March 2014 the number of paid-up members on the Board of Trustees stood at five. The maximum number of Board members, as outlined in the Memorandum and Articles of Association, up to ten people. Underrepresented groups on the board continue to 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.

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Report of the Trustees for the Year Ended 31 March 2014

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 Operations Director and the Business Manager. A new role of Income Generation Officer was recruited to assist with developing sustainable income streams, tendering and commissioning as well as enabling partnerships with Charitable Trusts and Foundations and corporate donors. The senior management team is supported and advised by a part time Finance Officer.

During 2013/14, Threshold operated its projects and services with the help of twenty six staff. Through regular supervisions, two Team Leaders ensure quality service and good practice. Staff welfare is also monitored and developed. Training requirements are identified and service levels are reassessed to make certain that the needs of service users can be competently addressed.

Quality

Following a challenging year in 2012/13, during which Threshold achieved 'A' grades in all sections of the Supporting People's Quality Assessment Framework despite experiencing financial constraints, this reporting period was largely spent reviewing, consolidating and updating services and processes. With a new Business Manager and Income Generation Officer in place, senior managers were able to review work practices and plan strategically for the future whilst preserving a quality output.

Related parties

Our client base consists of people who find themselves homeless for a myriad of reasons. Many have a whole range of issues which need to be addressed. It is essential that Threshold workers adopt a multi-agency approach in supporting clients. A good and healthy working relationship is essential to give clients confidence in the service and the best possible support. Therefore we have a close association and information sharing agreement with a range of agencies and organisations. Many of these are members of Swindon's Rough Sleepers' Panel (RSP), which is regularly attended by our Street Outreach Service workers (SOS). They are key to the RSP's success insofar as they provide 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 centre 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.

Insofar as it is in line with 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
- The No Second Night Out Initiative
- Independence and Opportunity - Strategy for Supporting People
- The Government publication: Sustainable Communities; Settled Homes; Changing Lives

Threshold's strategy and operational processes are also influenced by our partner Housing Associations and any changes to their legislation.

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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.

In 2013/14 the Risk register was reviewed and amended to afford easier scrutiny. During a series of workshops in all operational areas within the charity, potential risks were identified, mediated or ultimately removed. New review and control processes have now been adopted and 'Risk' is a standing agenda item for all management meetings.

Amongst those risks identified and mitigated are: 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 as well as changes to government legislation.

II. OBJECTIVES AND ACTIVITIES

Objectives and aims

The Memorandum and Articles of Association (reviewed and readopted on 18 September 2011) state that the charity's objectives 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 for 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 an 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 2014/15

1) To continue to acquire sustainable funding and create partnerships

In 2013/14 Threshold recruited an Income Generation Officer to add focus to the acquisition of sustainable funding and to help identify financially vulnerable areas in the organisation. The aim is to secure statutory and local government funding contracts through tendering and commissioning and to generate additional income through applications to charitable trusts and foundations. The

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focus extends to creating and sustaining opportunities for collaborative partnerships with agencies, corporate partners, other service providers and the community as a whole.

During 2014/15 the post holder, now well embedded into the organisation, will continue to strategically select and approach funders and match identified client needs to potentially available funding.

2) To attract, retain and develop staff and volunteers

Threshold will continuously improve working conditions and opportunities for staff development to attract high calibre candidates. Throughout the charity a robust succession plan will be developed to proactively guard against skills gaps but also to offer a career path to colleagues. Succession and delegation plans will be clearly formulated and disseminated amongst the staff body.

All current members of the board were elected in 2013/14 and will not be required to stand for re-election at the AGM in 2014. However, there remains a need and a desire to increase the number of members and to augment the existing skills set of the Board. To this end Threshold will continue to actively seek volunteers from the membership and through advertisements in various media and community links.

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

The current main office, seat of all administrative, move-on, resettlement and outreach services, is leased from a charity partner. The premises are becoming too small for effective and efficient work and Threshold is exploring the opportunity to build a multipurpose building nearby. With the kind, philanthropic support of MS&A Architects, Corsham, 2014/15 will see the project explore planning restraints and begin capital fundraising. The premises will house all the above services plus a day centre, a shower and laundry complex and 3 studio flats for service users. Income from the studio flats will support the running and maintenance of the building.

4) To develop a property portfolio policy

Threshold operates its services based in a combination of leased and owned properties. A policy to evaluate individual properties and attached projects will be developed to aid decision makers at point of review. With this policy in place, future property purchase decisions will be according to clear guidelines and can be arrived at faster, when opportunities arise.

Operational Objectives for 2014/2015 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:

- Scrutinise service user feedback and statistics, observe trends and demographics
- Utilise feedback and statistics to identify funding opportunities
- Proactively deploy the workforce to meet challenges
- Monitor staff skills levels, training needs and capacity to address service users' needs

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

To achieve this we need to:

- Establish a process for succession planning
- Review the staff handbook to identify and update changes in legislation and work practices
- Review HR Policies, Processes and Practices
- Review and maintain a strategy for staff development
- Explore long-term funding opportunities for staff development

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:

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- Continue to develop 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
- Maintain the risk register to aid identification of issues or risks and enable timely mitigation
- Set out and communicate a clear strategy and direction

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

Prime focus must be on:

- The continual need to raise funds for our Street Outreach Service due to underfunding by the local authority
- The establishment of a programme to engage service users in meaningful, positive activities over prolonged periods of time with the aim to reduce reoffending
- 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 Persistent Prolific Offenders project

Charitable Activities

As stated in our vision and mission, Threshold works tirelessly to support homeless people in Swindon and to influence public perception and prejudice. Our work has significantly reshaped local community based support for homeless people as we work towards reducing dependency on the services in a proactive as well as reactive manner.

Principle Activities are:

- Operation of a Street Outreach Service, supporting, assessing risk and needs of those sleeping on the streets
- Operation of a 20 bed direct access hostel; supporting up to 20 residents each day
- Operation of 4 move-on resettlement hostels for men; supporting up to 16 residents each day
- Operation of 1 move-on resettlement hostel for women; supporting up to 4 residents each day
- Provision to offer supported accommodation for 5 ex-offenders
- Operation of 1 Substance Misuse 2nd stage resettlement hostel; supporting up to 4 residents each day
- Operation of 2 adjoined resettlement hostels for young people aged between 16 and 21 years of age, supporting up to 6 residents each day
- Operation of a Rent Management Scheme for private lets - KeyScheme+
- Facilitating vendor support and the selling of The Big Issue magazine
- Operating a Day Centre on behalf of Swindon Borough Council
- Working in partnership with other charities supporting service users at Breakfast Club and Soup Run

This reporting period has once again seen a rise in the number of people turning to us for help. From seeking shelter in our emergency accommodation, approaching Street Outreach Services to help with sanctions incurred under new regulations to facing dependency issues in our specialist Substance Misuse project - our services were increasingly in demand this year. 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, finding their way (back) to work, 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.

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The work of our Service Teams:

The Street Outreach Service:

Our two female Outreach workers operate mainly on the town centre streets. They also offer support and advice to vulnerable and hard to reach people at breakfast clubs, soup runs operated by partner charities and a small day centre provision three afternoons per week, operated by Threshold. They create the opportunity of partnership working between legal advisors, benefit agencies, housing departments and health workers. In 2013/14 Street Outreach assisted service users in 11,670 instances during 442 breakfast club, day centre and Soup Run sessions.

A large number of our clients lead chaotic lifestyles due to underlying issues such as abuse, substance misuse, mental health issues or learning difficulties. It is hard for them to lead an orderly life, particularly when most of it is spent sleeping in multi storey car parks or emergency shelters. Those clients find it tough to comply with new DWP regulations regarding their benefits. They often miss important dates and appointments and thus incur harsh sanctions, which leave them penniless. Our Street Outreach Service registered a sharp increase in people asking them for food and help.

The Outreach Service offers face-to face advice on housing, debt or other related issues, advocacy and support to those who are roofless, sleeping rough or squatting in unoccupied buildings and car parks. This activity assists greatly with homelessness prevention. 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:

In our nine hostels and three managed flats, Threshold can accommodate up to 58 people per night. All accommodation is situated within 4 miles of our main office to enable staff to respond quickly in emergencies and to be in easy reach for our residents. 276 people accessed these provisions during 2013/14.

Our hostels enjoy varying staffing levels depending on the support needs of occupants. Three are staffed 24 hours per day to cater for the more intense needs of their residents. These are the 20 bed direct access hostel for men, Culvery Court; our project for 16-21 year olds, Mullane House and our substance misuse and rehabilitation project, Old Apple Yard. 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 and mixed gender 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 homelessness situation and then to facilitate a programme of recovery and enablement for their independence.

Most of the projects attract the Government's Supporting People Grant - apart from the Substance Misuse project, which is not funded by public money and is solely financed by the licence fee income from housing benefit claims and service users own personal contributions. Secondary funding comes from general donations, fundraising and charitable trust funding.

Culvery Court, our emergency direct access hostel took in 199 people in 2013/14 of which 48% had declared a period of sleeping rough prior to being accommodated for.

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Residents recorded that they were sleeping rough:

- Up to one week - 28% (26% in 2012/13)
- Between 1 - 4 weeks - 8% (12%)
- Between 1 - 3 months - 5% (5%)
- Between 3 - 6 months - 4% (1.3%)
- Over 6 months - 3% (1.7%)

There were 339 (477) refusals of which 297 (417) were due to the hostel being full so no beds were available. A positive resettlement rate of 45% (37) was achieved for residents.

The Resettlement Team processed 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 66 referrals (35 male, 31 female) of which 17 were accepted. Mullane House is a project for 16-21yr old men and women. Access to the project is subject to a referral process, 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. Recent reforms to welfare provision have left our client group with new, additional issues to contend with. Housing benefit provisions for under 25s have been cut drastically, making it nigh on impossible for them to afford adequate accommodation. The recently introduced spare room subsidy ('Bedroom Tax') brings new problems to households which now have to rethink how they can manage - often to the detriment of young adult dependents.

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 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 37 referrals (33 male and 4 female) of which 10 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. In addition to addressing substance misuse issues, residents are also allocated a key worker who will work within an holistic approach to support and advise individuals following a structured timetable and resettlement programme.

Resettlement Move-on Hostels: Threshold operates five general needs schemes. These received 76 referrals (58 male, 18 female) of which 25 were accepted; this includes referrals for Mireller House, our Women's Project of which 6 were accepted. Stable housing is often considered as fundamental to a change in offending behaviour. In support of this, SWITCH (Probation) financially supports the accommodation of individuals in Threshold's move-on projects, to support residents in addressing their offending behaviour and any other issues presented.

Offenders: Threshold has once again been funded to accept 10 referrals from Wiltshire Probation Trust and SWITCH+ (Swindon and Wiltshire Integrated [offender] Community Hub) for Persistent Prolific Offenders (PPOs). This partnership enabled people to break the cycle of prison, homelessness, offending, return to prison. During this reporting period, 25 PPOs were referred and accommodated, a 10% increase to last year. Culvery Court statistics regarding residents directly discharged there from prison and referrals from the Probation Service to the hostel are not included in these figures. Overall 35% of service users have declared offending behaviour of which 8% had Schedule 1 offender status.

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Threshold and SWITCH's interface enables offenders to positively rescind their persistent criminal behaviour. The partnership allows them to establish foundations for a lifestyle change by gaining direct access to Threshold's supported accommodation and dedicated workers to help them make and maintain 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 facilitates compliance with probationary license obligations and for community reparation work to begin sooner.

Threshold offers secure, supported accommodation upon release from prison, or even 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, without really addressing the underlying issues. Threshold's staff structure in conjunction with SWITCH support means closer monitoring and increased support to individuals to break the cycle.

This project is a huge success and clearly demonstrates the virtues of collaboration. However, 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. This will impact even more positively upon recidivism rates generally with all (ex) offenders who are accommodated by the charity.

With public funding dwindling and belts being tied ever tighter in many departments, the need for partnership working has become imperative. In the areas of housing, health and social care there are obvious synergies that need to be explored and nurtured. Identifying shared outcomes and joint working between these three areas will lead to efficient and joined up thinking and lead to the best possible outcomes for our service users. By collaborating we can multiply the positives, so that we create value all round - savings, rewards, opportunities and social value. Threshold actively seeks partnerships within these identified areas, working collaboratively with the service user and other services.

Rent Management Scheme - KeyScheme+: This scheme was re-launched in July 2013 to aid the move-on of people who are leaving Threshold's supported accommodation schemes and seek housing with private landlords. This relatively new activity in Threshold's portfolio has a direct impact on the number of service users moving from hostel accommodation to their own tenancies. 2013/14 saw 36 people referred to the scheme of which 9 secured a tenancy.

Clients undergo a set programme of assessment to ascertain that they are ready to sustain a private tenancy and become responsible tenants and neighbours. The Scheme worker, with the help of the Street Outreach Team, also keeps a keen eye on the accommodation provided to ensure that vulnerable clients are not exploited. Referrals are accepted from agencies outside of Threshold and from individuals themselves.

This additional service helps Threshold to manage the number of applications for accommodation across the properties and it has contributed to a reduction in the number of street homeless in Swindon. Originally funded by a grant from CRISIS, the scheme will be supported by Swindon Borough Council in 2014/15.

Fundraising

We strengthened our capacity to raise funds by employing an Income Generation Officer (IGO) in August 2013 and formed an Events and Fundraising sub-committee. With this help our annual events 'Sleepout!', 'Run 4 Home' and the 'Soup Run' not only achieved a total of £9,800 but also helped to raise the profile of the charity. A range of smaller fundraising activities, which involved community groups, local supermarket staff teams, a group of bank clerks and a number of local schools, achieved an additional £3,112.

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Report of the Trustees for the Year Ended 31 March 2014

A dedicated IGO also meant that we could increase our applications to corporate partners and grant giving trusts and foundations. Out of 9 applied for, Threshold attracted the support of 3 and generated an income of £27,365.

Two Health and Social Care students from local colleges found placements in our projects. The colleges paid fees of £7,980 to the charity.

Our Street Outreach Service continued to provide incredible value for money to Swindon Borough Council. A benchmarking exercise in recent years showed that other Boroughs award up to £100k to similar services - Threshold only receives 25% of that amount. It continues to be a fundraising priority to keep this service going and to find new income streams for it.

After Threshold managed to secure £40,000 funding from the national charity CRISIS to open the rent management scheme, which will provide service users access to approved landlords and private rented accommodation, this year Swindon Borough Council are match funding the CRISIS grant to enable the service to operate for another year and allow time for the IGO to secure future sustainable funding.

Our main office in John Street is a distribution centre for The Big Issue magazine. Threshold staff recruit vendors and maintain the relationship between vendors and the local community. 18 people worked as Big Issue vendors at different times during the year and sold 4520 copies of the magazine which in turn generated a supplementary income of £361.64 for the charity (8p per copy that we distribute). Accumulatively the vendors earned £5650.62 between them.

Three times a week the Street Outreach Service organises a day centre service with a drop in advice function, where local vulnerable people can come for a cup of tea and some lunch, a general chat or help and advice on issues and problems they may have.

This reporting period our 'Blanket Appeal' for the cold season enjoyed unprecedented success. As many as 130 blankets, pillows, items of warm clothing, sleeping bags and quilts were donated. Many of these were collected at the Lawn Community Centre, Swindon, and our gratitude goes out to them for their continued support. Many rough sleepers were furnished with a warm cover thanks to these volunteers and the generous donations of the general public.

III. ACHIEVEMENT AND PERFORMANCE

Internal and external factors

All Threshold can ever stand for, by the definition of its articles and memorandums, is equality for all its service users, the preservation of their rights as a member of society and equal access for all to services. To ensure that we offer an inclusive service, we monitor age, gender, disability, ethnicity and sexual orientation of our client group as well as the underlying issues that have compounded or created their homelessness situation. This information informs the planning and provision of inclusive, enabling and empathetic services.

Swindon's population of Black and Minority Ethnic (BME) communities is only 4.8%. Across Threshold's service portfolio, this ratio is twice as high at around 10%.

Homeless people suffer prejudices; the reasons for their status are often misunderstood or misinterpreted. In order to generate better understanding and tolerance for our service users, we seek to actively engage different local communities and to break down barriers. Good communication and transparency of what happens within Threshold are key to generate good relations - with our immediate neighbours and much further afield. Many public figures and colleagues in local businesses have carried the torch for Threshold and have spread the news about our work. This has helped to reduce concerns and to create Threshold's good reputation as a vital service provider within the wider community.

For example, volunteers from Nationwide's Future Leaders programme '3 Hands' worked alongside the Threshold Senior Management Team to explore services for the future and to develop a

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sustainable social enterprise project, which we hope to launch in 2014/15. Their tireless work and enthusiasm was priceless, their goodwill and engagement encouraging.

Summary

In 2012/13 the Trustees decided to strengthen the business process and management team of the organisation. The recruitment of a Business Manager and Income Generation Officer in 2013/14 has added valuable resource to the charity. Much of the Senior Management Team's time was diverted whilst they were involved in a drawn out employment tribunal which was eventually decided in Threshold's favour. As a result a number of policies, processes and procedures were reviewed to ensure their continuing robustness in case of discord.

Prolonged absences and gaps in staffing were a major factor in the past year. It was a time for individuals to shine, to focus on delivering an excellent service and to meet objectives. The Management Team worked hard to meet these challenges and by the end of the year a full complement of staff was achieved and the pressure began to dissipate.

To ward off bottle necks in the future, Threshold boosted the ranks of our relief workers and trained 4 new colleagues to step in when called upon. Threshold has also applied to the 'No Second Night Out' initiative to support the recruitment of a Service Manager in 2014/15 to proactively meet managerial succession problems.

The year was equally spent evaluating and consolidating services to build solid foundations for future growth and longevity. Staffing levels in all projects were scrutinised and additional colleagues recruited. The property portfolio was reviewed and plans were formulated to expand service provision in 2014/15.

Thanks to the kind pro bono work of web designer Morgan Leecy, the charity's website received a redesign and improved functionality. After initial feedback, further improvements, particularly a secure user area are being considered. This area will function as a repository for information and client progress folders, enabling remote and out of hours access.

The positive resettlements and move-ons this year amounted to 45% of our Culverly Court residents, increasing to 57% in the resettlement long stay hostels, including Mullane House, our young person's project. 50% of residents at The Old Appleyard, our substance misuse project, moved on and sustained their own accommodation. Bed voids were kept to a minimum of 2.5% with only a few hours between re-letting rooms in Culverly Court and 8% voids overall in our move-on accommodation, an average of 5.25%, marginally above the agreed budget target of 5%. . Bad debts reached 2% which is significantly below the agreed budget target of 5%.

Access to Threshold:

The written word - 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 strive to use accessible formats and language to be inclusive and considerate to as many potential service users as possible. We operate a facility for complaints and comments to be submitted in an equally accessible manner. Our forms and internal communications can be translated "in-house" into various languages for those for whom English is not their first language.

Our 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.

Referrals:

Both the Street Outreach Service and our direct access hostel Culverly Court do not require referral forms to be completed before engaging with service users. Information is gathered in the

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2014

discussions that take place during the first interaction between the client and 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.

We welcome referrals for all the supported accommodation facilities from individuals themselves or via another agency or key worker, who will provide additional information or references as required. Referral forms can be downloaded from 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 does not operate a waiting list. Bed spaces are allocated according to needs and vulnerability assessments.

Monitoring & Evaluation:

Service user feedback and statistical data are important to us. All our services are scrutinised for their Value for Money and how they meet service user needs and contribute to the overall improvement of an individual's situation. Some of this data is required by external agencies to monitor our performance - our accommodation services and their recidivism rates, for example, are monitored by an external ex-service user forum, particularly with a view to the fairness of decisions made concerning evictions and service user interventions.

Because a 'positive outcome' can mean a myriad of different things for every individual, we utilise the "Outcomes Star" method to evaluate the progress of service users. All staff involved with the development of clients are trained to effectively use this system.

Through University students, seconded to us for their Community Learning Placements whilst undertaking Social Work degree qualifications, Threshold has a channel for external evaluation and feedback. This valuable data informs programme development for future students and facilitates good knowledge transfer for staff groups.

IV. FINANCIAL REVIEW

Summary

In 2013/14 Threshold generated a surplus of around £80,000. Over £52,000 of this, however, were savings on salaries not paid out due to long term absences of colleagues, moratoria and recruitment gaps.

Through TBG Learning we have been successful in recruiting the support of 5 office volunteers whose involvement ranged from 4 week general administration placements, spreadsheet project work to long term reception cover. Without their input it would have been much harder to meet our objectives in a timely fashion.

Despite a lot of positive outcomes for 2013/14, constant insecurity of funding persists in the sector and makes planning for the future very difficult. Against the backdrop of welfare reforms which has led to a tightening of household budgets, more people than ever are left with simply not enough money to live a meaningful life. We have seen an increase in service users, particularly for front line services like Street Outreach. Our work is more important than ever in Swindon to meet these problems head-on.

Threshold works closely with a range of agencies and service providers, the Community Safety Partnership, the Wiltshire Probation Trust and SWITCH, SBC, CRISIS, Foodbank and the Police and Crime Commissioner, to name but a few. The support from our partners, supporters, volunteers and the employees of the charity does not go unappreciated. The hard work and commitment of individuals contributed to the achievements of the organisation as a whole and our most deeply felt thanks go to all those who helped achieve these goals.

Threshold Housing Link

Report of the Trustees for the Year Ended 31 March 2014

The majority of funds generated are utilised to meet our charitable objectives. Governance costs are at a very modest level of 2% of expenditure.

Reserves Policy

The Board of Trustees has adopted a reserves policy that meets the charity's requirements, reduces risk and conforms to Funders' 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. These create supplementary income streams, property assets and enable further fundraising. These decisions support prudent activity that has enabled the development of 10 accommodation services over the past twelve years.

The current level of free reserves is £272,100 (slightly above the target level of 3 months) due to an asset sale. However, over 50% are assigned to be re-invested in another property.

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 for the year

Activity	Source	£££
Licence fees	Accommodation services	£572,009
Supporting People Grant	Swindon Borough Council	£394,631
Grants	PPO, Key Scheme+	£86,000
Student Placements	University of Gloucester	£7,980
Sleepout, Soup run	General supporters	£13,124
Big Issue sales	18 vendors	£361
Day Centre provision	Swindon Borough Council	£9,272

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 such as CAF CASH and COIF before drawdown in an effort to attract additional revenue. We also claim Gift Aid on eligible donations. The Board of Trustees does not speculate in commercial money markets.

V. 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

Threshold Housing Link

Report of the Trustees
for the Year Ended 31 March 2014


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.

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: 5.9.14
.....

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 2014 on pages eighteen to thirty one. 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 and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. 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 2014 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:

16th October 2014

Threshold Housing Link

Statement of Financial Activities
for the Year Ended 31 March 2014

		Unrestricted funds	Restricted funds	2014 Total funds	2013 Total funds
	Notes	£	£	£	£
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income	2	7,358	8,500	15,858	9,998
Activities for generating funds	3	21,104	-	21,104	10,474
Investment income	4	1,925	-	1,925	1,165
Incoming resources from charitable activities					
Supported Accommodation	5	966,640	95,272	1,061,912	983,341
Total incoming resources		997,027	103,772	1,100,799	1,004,978
RESOURCES EXPENDED					
Costs of generating funds					
Fundraising trading: cost of goods sold and other costs	6	3,275	-	3,275	5,749
Charitable activities					
Supported Accommodation	7	918,279	78,578	996,857	1,009,808
Governance costs	10	18,872	-	18,872	45,828
Total resources expended		940,426	78,578	1,019,004	1,061,385
NET INCOMING/(OUTGOING) RESOURCES					
		56,601	25,194	81,795	(56,407)
RECONCILIATION OF FUNDS					
Total funds brought forward		584,322	731	585,053	641,460
TOTAL FUNDS CARRIED FORWARD		640,923	25,925	666,848	585,053

Threshold Housing Link

Balance Sheet
At 31 March 2014

	Notes	2014 £	2013 £
FIXED ASSETS			
Tangible assets	14	568,117	585,022
CURRENT ASSETS			
Debtors	15	71,852	69,275
Cash at bank and in hand		<u>325,264</u>	<u>306,343</u>
		397,116	375,618
CREDITORS			
Amounts falling due within one year	16	(110,812)	(170,231)
		<u> </u>	<u> </u>
NET CURRENT ASSETS		<u>286,304</u>	<u>205,387</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		854,421	790,409
CREDITORS			
Amounts falling due after more than one year	17	(187,573)	(205,356)
		<u> </u>	<u> </u>
NET ASSETS		<u><u>666,848</u></u>	<u><u>585,053</u></u>
FUNDS	21		
Unrestricted funds		640,923	584,322
Restricted funds		<u>25,925</u>	<u>731</u>
TOTAL FUNDS		<u><u>666,848</u></u>	<u><u>585,053</u></u>

Threshold Housing Link

Balance Sheet - continued

At 31 March 2014

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2014.

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 13/4/14 and were signed on its behalf by:



C G Arch -Trustee



D Price -Trustee

Threshold Housing Link

Notes to the Financial Statements for the Year Ended 31 March 2014

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.

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, with the next revaluation due 31 March 2016, 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.

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**

	2014	2013
	£	£
Donations and gifts	12,518	9,674
Membership fees	228	324
Donated services and facilities	3,112	-

3. **ACTIVITIES FOR GENERATING FUNDS**

	2014	2013
	£	£
Sleepout	9,277	3,564
Student placement charges	7,980	4,220
Miscellaneous income	3,847	2,690
	21,104	10,474

4. **INVESTMENT INCOME**

	2014	2013
	£	£
Deposit account interest	<u>1,925</u>	<u>1,165</u>

5. **INCOMING RESOURCES FROM CHARITABLE ACTIVITIES**

	2014	2013
	£	£
Grants received, included in the above, are as follows:		
SBC Supporting People Grant	394,631	394,630
SBC Outreach workers	16,000	17,798
SBC - Old Appleyard	-	25,000
SBC - Day Centre	9,272	7,599
Key Scheme	55,000	-
Prolific and Priority Offender Scheme	15,000	15,000
	489,903	460,027

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

	2014	2013
	£	£
Fundraising events	685	871
Student placement expenses	2,590	4,878
	3,275	5,749

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

7. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 8) £	Support costs (See note 9) £	Totals £
Supported Accommodation	<u>853,447</u>	<u>143,410</u>	<u>996,857</u>

8. DIRECT COSTS OF CHARITABLE ACTIVITIES

	2014 £	2013 £
Staff costs	557,277	545,626
Housing association charges	103,305	77,237
Rates, council tax and water	20,833	22,245
Light and heat	32,512	34,497
Repairs and maintenance	17,618	14,697
Bad debts	17,637	13,738
Insurance	15,774	14,984
Other premises costs	20,607	18,040
Staff recruitment, training and travel	13,657	13,720
Food and catering	27,440	26,150
Depreciation	19,980	19,673
Loss on sale of assets	-	38,640
Interest payable and similar charges	<u>6,807</u>	<u>7,343</u>
	<u>853,447</u>	<u>846,590</u>

9. SUPPORT COSTS

	Staff costs £	Office premises costs £	Office and administrative costs £	Totals £
Supported Accommodation	<u>109,723</u>	<u>12,000</u>	<u>21,687</u>	<u>143,410</u>

10. GOVERNANCE COSTS

	2014 £	2013 £
Legal and professional fees	3,825	34,027
Auditors' remuneration	13,440	9,390
Trustee indemnity insurance	<u>1,607</u>	<u>2,411</u>
	<u>18,872</u>	<u>45,828</u>

The notes form part of these financial statements

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

7. CHARITABLE ACTIVITIES COSTS

	Direct costs (See note 8) £	Support costs (See note 9) £	Totals £
Supported Accommodation	<u>853,447</u>	<u>143,410</u>	<u>996,857</u>

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Auditors' remuneration	13,440	9,390
Trustee indemnity insurance	<u>1,607</u>	<u>2,411</u>
	<u>18,872</u>	<u>45,828</u>

11. NET INCOMING/(OUTGOING) RESOURCES

Net resources are stated after charging/(crediting):

	2014	2013
	£	£
Auditors' remuneration	13,440	9,390
Depreciation - owned assets	19,979	19,674
Deficit on disposal of fixed asset	<u>-</u>	<u>38,640</u>

12. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2014 nor for the year ended 31 March 2013.

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 £1,607 (2013 - £2,411). The charity also incurred costs totalling £396 (2013 - £486) for trustee meetings.

13. STAFF COSTS

	2014	2013
	£	£
Wages and salaries	612,196	607,278
Social security costs	52,370	54,044
Other pension costs	<u>2,434</u>	<u>3,092</u>
	<u>667,000</u>	<u>664,414</u>

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

	2014	2013
	32	29
Supported accommodation	<u>5</u>	<u>3</u>
Administration	<u>37</u>	<u>32</u>

No employees received emoluments in excess of £60,000.

The average number of employees was split as follows;

	2014	2013
	26	26
Full time	6	6
Part time	<u>5</u>	<u>0</u>
Relief workers	<u>37</u>	<u>32</u>
Total	<u>37</u>	<u>32</u>

14. TANGIBLE FIXED ASSETS

The notes form part of these financial statements

	Freehold property £	Office equipment £	Hostel equipment £
COST/VALUATION			
At 1 April 2013	600,355	23,435	182,109
Additions	-	-	1,523
Disposals	-	-	(48,963)
At 31 March 2014	<u>600,355</u>	<u>23,435</u>	<u>134,669</u>
DEPRECIATION			
At 1 April 2013	27,306	17,906	179,677
Charge for year	13,653	829	2,092
Eliminated on disposal	-	-	(48,963)
At 31 March 2014	<u>40,959</u>	<u>18,735</u>	<u>132,806</u>
NET BOOK VALUE			
At 31 March 2014	<u>559,396</u>	<u>4,700</u>	<u>1,863</u>
At 31 March 2013	<u>573,049</u>	<u>5,529</u>	<u>2,432</u>

	Motor vehicles £	Computer equipment £	Totals £
COST/VALUATION			
At 1 April 2013	5,499	104,407	915,805
Additions	-	1,551	3,074
Disposals	-	(32,828)	(81,791)
At 31 March 2014	<u>5,499</u>	<u>73,130</u>	<u>837,088</u>
DEPRECIATION			
At 1 April 2013	5,499	100,395	330,783
Charge for year	-	3,405	19,979
Eliminated on disposal	-	(32,828)	(81,791)
At 31 March 2014	<u>5,499</u>	<u>70,972</u>	<u>268,971</u>
NET BOOK VALUE			
At 31 March 2014	<u>-</u>	<u>2,158</u>	<u>568,117</u>
At 31 March 2013	<u>-</u>	<u>4,012</u>	<u>585,022</u>

The freehold property and hostel equipment are used for direct charitable purposes. Computer and office equipment are used mainly for administrative purposes.

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

14. TANGIBLE FIXED ASSETS - continued

Cost or valuation as at 31 March 2014 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	134,669	5,499	73,130	426,088
	<u>600,355</u>	<u>23,435</u>	<u>134,669</u>	<u>5,499</u>	<u>73,130</u>	<u>837,088</u>

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

	2014 £	2013 £
Cost	<u>436,846</u>	<u>436,846</u>
Aggregate depreciation	<u>170,082</u>	<u>163,133</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

	2014 £	2013 £
Trade debtors	62,415	47,749
Other debtors	1,129	-
Prepayments and accrued income	8,308	21,526
	<u>71,852</u>	<u>69,275</u>

16. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2014 £	2013 £
Bank loans and overdrafts	18,286	17,796
Trade creditors	58,269	67,479
Social security and other taxes	16,157	15,239
Other creditors	-	25
Accruals and deferred income	<u>18,100</u>	<u>69,692</u>
	<u>110,812</u>	<u>170,231</u>

The notes form part of these financial statements

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

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

	2014	2013
	£	£
Bank loans - 1-2 years	18,803	18,299
Bank loans - 2-5 years	59,668	58,062
Bank loans more 5 yr by instalment	<u>109,102</u>	<u>128,995</u>
	<u>187,573</u>	<u>205,356</u>

Amounts falling due in more than five years:

Repayable by instalments:

Bank loans more 5 yr by instalment	<u>109,102</u>	<u>128,995</u>
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18. OPERATING LEASE COMMITMENTS

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

	2014	2013
	£	£
Expiring:		
Within one year	95,816	77,398
Between one and five years	<u>8,348</u>	<u>8,348</u>
	<u>104,164</u>	<u>85,746</u>

19. SECURED DEBTS

The following secured debts are included within creditors:

	2014	2013
	£	£
Bank loans	<u>205,859</u>	<u>223,152</u>

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

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted funds	2014 Total funds	2013 Total funds
	£	£	£	£
Fixed assets	568,117	-	568,117	585,022
Current assets	371,191	25,925	397,116	375,618
Current liabilities	(110,812)	-	(110,812)	(170,231)
Long term liabilities	<u>(187,573)</u>	<u>-</u>	<u>(187,573)</u>	<u>(205,356)</u>
	<u>640,923</u>	<u>25,925</u>	<u>666,848</u>	<u>585,053</u>

The notes form part of these financial statements

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

21. MOVEMENT IN FUNDS

	At 1.4.13	Net movement in funds	Transfers between funds	At 31.3.14
	£	£	£	£
Unrestricted funds				
General fund	350,646	56,601	2,865	410,112
Revaluation reserve	183,676	-	(2,865)	180,811
Designated major repair fund	<u>50,000</u>	<u>-</u>	<u>-</u>	<u>50,000</u>
	584,322	56,601	-	640,923
 Restricted funds				
Outreach	731	2,367	-	3,098
Key Scheme +	<u>-</u>	<u>22,827</u>	<u>-</u>	<u>22,827</u>
	731	25,194	-	25,925
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
 TOTAL FUNDS	<u>585,053</u>	<u>81,795</u>	<u>-</u>	<u>666,848</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	997,027	(940,426)	56,601
 Restricted funds			
Outreach	33,772	(31,405)	2,367
Prolific and Priority Offender Scheme	15,000	(15,000)	-
Key Scheme +	<u>55,000</u>	<u>(32,173)</u>	<u>22,827</u>
	103,772	(78,578)	25,194
	<u>-</u>	<u>-</u>	<u>-</u>
 TOTAL FUNDS	<u>1,100,799</u>	<u>(1,019,004)</u>	<u>81,795</u>

Threshold Housing Link

Notes to the Financial Statements - continued for the Year Ended 31 March 2014

21. 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 Keyscheme + fund is an initiative to support service users to access private lettings through selecting landlords, property and tenancy inspections and continuing support of the individual.

TRANSFERS BETWEEN FUNDS

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

Transfer From	Transfer To	2014 £	2013 £
General reserve	Designated major repair reserve	-	(28,255)
Revaluation reserve	General reserve	2,865	2,865
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.

22. PENSION COMMITMENTS

The charity pays into a defined contribution scheme which is independent to the charity. The total payments made in the year was £2,434 (2013 - £3,092). There were £nil (2013 - £nil) payments outstanding at the year end.

Threshold Housing Link

Notes to the Financial Statements - continued
for the Year Ended 31 March 2014

23. 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:

	2014 £	2013 £
Work undertaken in the reporting period	2,590	7,658
Amount outstanding to be paid at the end of the reporting period	1,400	3,668

Threshold Housing Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2014

INCOMING RESOURCES	2014	2013
	£	£
Voluntary income		
Donations and gifts	12,518	9,674
Membership fees	228	324
Donated services and facilities	<u>3,112</u>	<u>-</u>
	15,858	9,998
Activities for generating funds		
Sleepout	9,277	3,564
Student placement charges	7,980	4,220
Miscellaneous income	<u>3,847</u>	<u>2,690</u>
	21,104	10,474
Investment income		
Deposit account interest	1,925	1,165
Incoming resources from charitable activities		
Fees from residents	572,009	523,314
Grants	<u>489,903</u>	<u>460,027</u>
	<u>1,061,912</u>	<u>983,341</u>
Total incoming resources	1,100,799	1,004,978
RESOURCES EXPENDED		
Fundraising trading: cost of goods sold and other costs		
Fundraising events	685	871
Student placement expenses	2,590	4,878
	<u>3,275</u>	<u>5,749</u>
Charitable activities		
Wages	511,809	499,067
Social security	43,695	44,786
Pensions	1,773	1,773
Housing association charges	103,305	77,237
Rates, council tax and water	20,833	22,245
Light and heat	32,512	34,497
Repairs and maintenance	17,618	14,697
Bad debts	17,637	13,738
Insurance	15,774	14,984
Other premises costs	20,607	18,040
Staff recruitment, training and travel	13,657	13,720
Food and catering	27,440	26,150
Freehold property	13,653	13,653
Office equipment	829	1,735
Carried forward	<u>841,142</u>	<u>796,322</u>

Threshold Housing Link

Detailed Statement of Financial Activities
for the Year Ended 31 March 2014

	2014 £	2013 £
Charitable activities		
Brought forward	841,142	796,322
Hostel equipment	2,093	976
Computer equipment	3,405	3,309
Loss on sale of tangible fixed assets	-	38,640
Mortgage	<u>6,807</u>	<u>7,343</u>
	853,447	846,590
 Governance costs		
Legal and professional fees	3,825	34,027
Auditors' remuneration	13,440	9,390
Trustee indemnity insurance	1,607	2,411
	18,872	45,828
 Support costs		
Staff costs		
Wages	100,387	108,211
Social security	8,675	9,258
Pensions	661	1,319
	109,723	118,788
 Office premises costs		
Rent and rates	12,000	11,841
Repairs and maintenance	-	10,604
	12,000	22,445
 Office and administration costs		
Telephone, fax and internet	1,795	2,944
Printing, postage and stationery	4,932	6,071
Computer and website costs	13,400	11,651
Subscriptions	653	160
Bank charges	646	614
Sundry expenses	261	545
	21,687	21,985
 Total resources expended	1,019,004	1,061,385
 Net income/(expenditure)	81,795	(56,407)